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Green Creativity and Voluntary Green Behavior: The Effect of Green Knowledge Sharing and Green Psychological Climate

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Abstract

The local government has mobilized village administrations to manage waste within their respective areas due to the escalating and poorly controlled waste problem in Ambon City. This study aims the influence of green creativity on voluntary green behavior with green knowledge sharing as a mediator and green psychological climate as a moderator. This study employed a quantitative approach using purposive sampling to select 154 village officials from four sub-districts in Ambon City. Data were analyzed quantitatively using SEM-PLS to test the hypotheses and SPSS to assess correlations and common method bias. The results of this study found that green creativity has a positive and significant effect on voluntary green behavior, green creativity has a positive and significant effect on green knowledge sharing, green knowledge sharing has a positive and significant effect on voluntary green behavior, and green knowledge sharing can mediate the effect of green creativity on voluntary green behavior. This study also found that green psychological climate can strengthen the effect of green creativity on voluntary green behavior. The study suggests that fostering sustainable environmental behavior requires simultaneously strengthening green creativity, knowledge sharing, and a supportive psychological climate for optimal outcomes.

Keywords

Green Creativity, Green Knowledge Sharing, Green Psychological Climate, Voluntary Green Behavior.

1. Introduction

The growing environmental issues stemming from the increasingly uncontrolled waste problem in Ambon City have prompted the Ambon City government to mobilize village/state governments to manage waste in their respective areas. He et al. (2021) and Ma and Li (2024) explain that, given the growing concern about environmental issues, organizations recognize the importance of adopting environmentally responsible practices. Luu (2020) and Sabokro et al. (2021) explain that commitment to organizational responsibility through the adoption and implementation of sustainable and environmentally friendly practices is becoming a global trend among organizations. Furthermore, environmentally responsible practices encourage individuals to align their behavior with environmental goals (Rubel et al., 2025). This condition indicates a shift in organizational perspectives oriented towards environmental awareness (Chou, 2014; Anwar et al., 2020; Karatepe et al., 2022; Ali & Hassan, 2023). Sustainable initiatives and the ability to lessen negative environmental effects are important aspects of organizational green performance that align with organizational objectives. Green performance, according to Tuan (2020) and Riva et al. (2021), focuses on assessing an organization's sustainable practices and attempts to lessen its environmental impact. This requirement shows that the company is dedicated to protecting the environment.

Kim et al. (2019) explain that environmental protection has become a major global concern over the past few decades. This condition is caused by destructive human activities, which are recognized as a major contributor to environmental problems (Kaur et al., 2025). This also applies to the waste problem in Ambon City, making it difficult for the government to manage it. Al-Swidi et al. (2021) explain that organizations take action by implementing green initiatives to ensure that organizational activities have a minimal impact on the environment. Therefore, understanding individual behavior within organizations to reduce adverse environmental impacts is increasingly necessary. In the context of village officials, individuals need to understand green performance and implement green initiatives within village communities to mitigate the waste problem. This is crucial because it requires awareness of the negative impacts of broad economic development on the environment (El-Kassar & Singh, 2019).

Roscoe et al. (2019) and Zafar et al. (2025) explain that there are still few previous studies that examine the factors that holistically contribute to an organization's green performance. With green psychological climate acting as a moderator and green knowledge sharing as a mediator, this study aims to close the gap in earlier research by investigating the relationship between green creativity and voluntary green behavior. Green servant leadership fosters individual creativity within an organization that supports environmental objectives. This is known as "green creativity". Thus, this study contributes to how individual creativity synergizes to promote environmental responsibility throughout the organization and socialize it to rural communities. Shah et al. (2023) explain that green creativity plays an important role because it not only reflects an individual's ability to generate innovative solutions to sustainability challenges but also acts as a key predictor of voluntary pro-environmental behavior.

Based on this background, the research problem is formulated to examine whether green creativity influences green knowledge sharing, whether green knowledge sharing affects voluntary green behavior, whether green creativity directly affects voluntary green behavior, whether green creativity indirectly affects voluntary green behavior through green knowledge sharing, and whether green psychological climate moderates the relationship between green creativity and voluntary green behavior. The urgency of this study lies in addressing the waste

management problems in Ambon City through the strengthening of green creativity, green knowledge sharing, green psychological climate, and voluntary green behavior among village officials. Therefore, this study is conducted to analyze the direct, indirect, and moderating effects among these variables in order to support more effective and sustainable local waste management practices.

2. Literature Review and Hypothesis Development

2.1. Green Creativity, Green Knowledge, and Voluntary Green Behavior

Within the Resource-Based View (RBV), organizational development depends on the quantity and quality of internal resources (Chen & Ji, 2022; Lubis, 2022). Green creativity is regarded as a unique and valuable resource consisting of innovative capabilities and environmentally oriented ideas that are difficult to imitate and capable of generating sustainable competitive advantage (Wernerfelt, 1984; Barney, 1991). In this context, green creativity is not merely about innovation but also serves as a motivational foundation that encourages individuals to voluntarily engage in environmentally friendly behavior. Green creativity reflects the ability to generate original and sustainability-relevant green ideas (Song & Yu, 2018). Village officials with high green creativity tend to possess stronger environmental awareness and intrinsic motivation to implement green solutions in their work, thereby increasing the likelihood of voluntary green behavior. According to Rubel et al. (2025), green creativity positively and significantly influences voluntary green behavior.

From the same RBV perspective, green knowledge sharing represents a valuable and rare knowledge-based resource that strengthens organizational capability. Through the exchange of environmental knowledge, ideas, and best practices, employees enhance their competence and commitment to sustainability (Saleem et al., 2024). This process fosters awareness, confidence, and motivation to voluntarily support green initiatives. Village officials are more likely to embrace voluntary green behavior as green knowledge sharing intensifies because they feel empowered and informed to make significant contributions to environmental sustainability. According to Rubel et al. (2025), green knowledge sharing positively and significantly influences voluntary green behavior.

H1: Green creativity has a positive effect on voluntary green behavior.
H2: Green knowledge sharing has a positive effect on voluntary green behavior

2.2. Green Creativity and Green Knowledge Sharing

According to (2022), an organization's internal resources and capabilities are the primary drivers of sustainable competitive advantage, according to the resource-based view theory. Green capabilities are emphasized by the resource-based view theory as rare, valuable, unique, and irreplaceable resources for organizational development. This is in line with studies focusing on green creativity, which is seen as a unique capability that can encourage voluntary green behavior through a positive green knowledge-sharing process. Thus, the RBV perspective provides a theoretical basis that an organization's ability to manage and utilize internal green resources will determine its success in achieving sustainable competitive advantage in the field of environmental sustainability.

Green creativity plays a crucial role in encouraging green knowledge sharing within village government organizations. Village officials with high levels of green creativity tend to generate innovative, environmentally-oriented ideas, including solutions, work methods, and eco-friendly practices. These ideas are not limited to the individual level; they are more beneficial when shared with colleagues through knowledge-sharing mechanisms. Given that the more green ideas generated, the more opportunities there are for village government members to share knowledge,

experiences, and sustainable practices, green creativity is therefore a major factor in the dissemination of green knowledge. This process ultimately enriches the organization's collective knowledge base and accelerates the implementation of innovative environmental initiatives. The results of studies by Saleem et al. (2024) and Sun et al. (2025) show a significant relationship between green knowledge sharing and green creativity.

H3: Green creativity has a positive effect on green knowledge sharing

2.3. Green Knowledge Sharing as a Mediating Variable

According to Hosain et al. (2025), the resource-based view theory explains how an organization's capacity to outperform its rivals depends on its possession and efficient use of resources that are valuable, distinct, non-replaceable, and unique. Initially, the resource-based view was formulated by Wernerfelt (1984) and refined by Barney (1991) as an important framework for understanding how organizations achieve sustainable competitive advantage by strategically managing internal resources. Thus, the RBV perspective emphasizes that knowledge-based resources, such as green creativity and green knowledge sharing, can be strategic assets that encourage the formation of voluntary green behavior, so that organizations not only gain a competitive advantage but also contribute to environmental sustainability.

Green knowledge sharing across an organization fosters a culture of sustainability (Khan et al., 2023). Village officials with green creativity generate environmentally friendly ideas, but these only have an impact when shared collectively. By disseminating creative ideas, green knowledge sharing builds awareness, social support, and confidence, strengthening officials' and groups' tendency to engage in voluntary green behavior. The results of a study by Rubel et al. (2025) show that green creativity has a positive and significant effect on voluntary green behavior. Furthermore, the results of studies by Saleem et al. (2024) and Sun et al. (2025) show a significant relationship between green knowledge sharing and green creativity. The results of a study by Rubel et al. (2025) show that green knowledge sharing has a positive and significant effect on voluntary green behavior.

H4: Green knowledge sharing mediates the effect of green creativity on voluntary green behavior.

2.4. Green Psychological Climate as a Moderating Effect

Oprean-Stan et al. (2020) and Ahmad et al. (2024) explain that the resource-based view theory has been widely supported in the business literature, explaining the relationship between valuable intangible resources and organizational success. Barney (1991) explains that organizations enjoy a superior monopoly over their competitors in competitive markets by implementing and developing an effective combination of resources and capabilities. Organizations that utilize intangible resources are not always productive if they do not combine them with capabilities (Ahmad et al., 2024). The degree to which the company can combine its resources with internal capabilities to manage, adapt, and innovate in the face of organizational environment dynamics is a major determinant of success in developing a sustainable competitive advantage.

A green psychological climate gives village officials the sense that government-promoted green policies encourage workplace green behaviors (Naz et al., 2023). It strengthens the link between green creativity and voluntary green behavior by signaling that environmentally friendly ideas are valued. Officials with high green creativity are more likely to propose and implement sustainable ideas, but without a supportive climate, this potential may not translate into action. A strong green psychological climate enhances confidence, motivation, and social legitimacy,

enabling officials to engage in voluntary behaviors such as saving energy, recycling, or supporting green initiatives beyond formal duties. The results of Zhou and Zhang's (2025) study show that green psychological climate has a positive and significant effect on voluntary green behavior.

H5: Green psychological climate moderates the influence of green creativity on voluntary green behavior.

This study adopts the Resource-Based View (RBV) by Barney (1991) to explain how organizations achieve sustainable competitive advantage by strategically managing internal resources. RBV emphasizes that valuable, rare, difficult-to-imitate, and irreplaceable resources, such as committed, knowledgeable, and motivated employees, enhance performance. In environmental sustainability, employees who are creative in generating green solutions, willing to share green knowledge, and voluntarily engage in pro-environmental behaviors are valuable intangible resources. A supportive green psychological climate further mobilizes this potential by encouraging participation, innovation, and ecological responsibility, strengthening the link between employee creativity and voluntary environmentally friendly behavior. Through this lens, organizations can leverage human resources to achieve sustainable competitive advantage while promoting environmentally friendly practices.

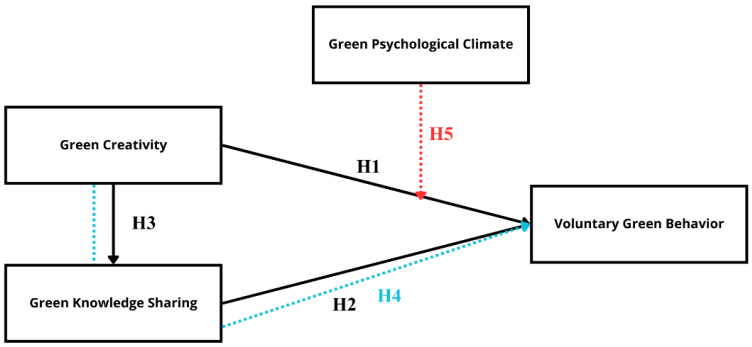

Figure 1. Research framework

As seen in Figure 1, green creativity has a direct effect on voluntary green behavior as well as an indirect one through the sharing of green knowledge. Furthermore, a green psychological climate increases the effect of green creativity on voluntary green behavior, suggesting that pro-environmental actions are more likely to be translated from innovative green ideas in supportive organizational environments.

3. Methods

This study examined the suggested hypotheses using a quantitative research methodology. Nusaniwe, Sirimau, Teluk Ambon Baguala, and Teluk Ambon are the four sub-districts in Ambon City where the study was carried out in village governments. A total of 154 questionnaires were distributed using a purposive sampling method based on specific criteria, namely a minimum education level of senior high school (or equivalent) and age over 20 years. These criteria were applied to ensure that respondents were able to understand the research instrument properly.

Green creativity was measured using a six-item scale developed by Hameed et al. (2022) and later applied by Rubel et al. (2025). The instrument was adapted to the context of village government agencies. This scale reflects the ability of village

officials to generate, develop, and implement innovative and environmentally friendly ideas to improve organizational performance, including proposing new environmental goals, promoting green ideas, planning their implementation, and developing creative solutions to environmental problems.

Green knowledge sharing was measured using a six-item scale developed by Hameed et al. (2022) and later used by Rubel et al. (2025). The instrument was adapted to the context of village government agencies. This scale reflects the willingness and frequency of village officials in sharing environmental knowledge obtained from various sources, such as media and colleagues' experiences, to support organizational effectiveness and environmental initiatives.

Green psychological climate was measured using a four-item scale developed by Zafar et al. (2025) and adapted to the context of village government organizations. This scale reflects village officials' perceptions of their organization's commitment to environmental responsibility and support for green initiatives, including the organization's involvement in environmental policies, interest in green activities, and efforts to promote an environmentally friendly workplace.

Voluntary green behavior was measured using a three-item scale developed by Chaudhary (2020) and later used by Rubel et al. (2025), adapted to the context of village government organizations. This scale reflects the initiative and active involvement of village officials in supporting environmental protection at work, including voluntary actions beyond formal job expectations that contribute to environmental sustainability within the organization.

The data were analyzed using SEM-PLS with SmartPLS version 4 to test the hypotheses. The analysis included evaluation of the measurement model through outer loading, Cronbach's alpha (CA), composite reliability (CR), rho_A, and average variance extracted (AVE) to assess reliability and convergent validity. Discriminant validity was also examined to ensure that each construct was empirically distinct. Furthermore, the structural model was assessed through hypothesis testing, coefficient of determination (R^2), adjusted R^2, and effect size (f^2) to evaluate the explanatory power and the magnitude of relationships among variables. In addition, SPSS version 26 was used to assess common method bias using Harman's single-factor test and full collinearity assessment with the Variance Inflation Factor (VIF). To assess common method bias, this study employed Harman's single-factor test and full collinearity assessment using the VIF.

4. Results

Harman's single factor test was used to allay any worries about Common Method Bias (CMB). 47.47% of the variance across observed variables in this study was explained by a single unrotated latent factor, which is less than the 50% threshold (Podsakoff et al., 2012). According to this result, CMB is not a major problem. Furthermore, the relationships between green creativity and green knowledge sharing (1.000), green creativity and voluntary green behavior (2.113), green knowledge sharing and voluntary green behavior (2.990), green psychological climate and voluntary green behavior (2.741), and the interaction of green psychological climate and green creativity with voluntary green behavior (1.031) all have collinearity statistics (VIF) values below the 3.3 threshold (Hair et al., 2017). Therefore, these findings suggest that CMB is not a serious issue.

This study aims to examine and analyze the influence of green creativity on voluntary green behavior, with green knowledge sharing as a mediator and green psychological climate as a moderator. The study sample consisted of village officials in four sub-districts in Ambon City. The following is the distribution and collection of questionnaires.

Table 1. Distributing and collecting questionnaires.

Cluster	Questionnaires Distributed	Questionnaires Received
Nusaniwe District	35	35
Sirimau District	28	28
Teluk Ambon Baguala District	42	42
Teluk Ambon District	49	49
Total	154	154

Table 1 shows the questionnaires distributed in this study were distributed in four sub-districts in Ambon City: Nusaniwe, Sirimau, Teluk Ambon Baguala, and Teluk Ambon. A total of 154 questionnaires were distributed. Specifically, 35 questionnaires were distributed in Nusaniwe Sub-district, 28 in Sirimau Sub-district, 42 in Teluk Ambon Baguala Sub-district, and 49 in Teluk Ambon Sub-district. All distributed questionnaires were successfully collected in full, resulting in a 100% return rate. This high return rate is due to the researchers' strategy to increase respondent participation by providing incentives to each respondent who completed the questionnaire. These incentives motivated respondents to devote time to completing the questionnaire, allowing for complete data collection. Because there is a sufficient sample available, the data gathered in this study are therefore considered appropriate for additional analysis.

Table 2. Respondent Demographics

Demographics	Category	Frequency	Percentage (%)
Gender	Male	78	51%
	Female	76	49%
Age	Less than 20 years	0	0%
	20–25 years	3	2%
	26–30 years	13	8%
	31–35 years	36	23%
	36–40 years	35	23%
	41–45 years	29	19%
	46–50 years	24	16%
	More than 50 years	14	9%
Education	Senior high school	70	45%
	Diploma 1	0	0%
	Diploma 2	2	1%
	Diploma 3	15	10%
	Bachelor's degree	67	44%
	Master's degree	0	0%
	Doctoral degree	0	0%
Experience	Less than 3 years	16	10%
	3–6 years	60	39%
	7–10 years	50	32%
	More than 10 years	28	18%

Table 2 shows that the respondents in this study were fairly balanced in terms of gender, with 78 men (51%) and 76 women (49%), indicating an almost equal representation. Most respondents were in the productive age range, particularly 31–35 years (23%) and 36–40 years (23%), followed by 41–45 years (19%), 46–50 years (16%), and over 50 years (9%), while the younger age group was relatively small, with 2% aged 20–25 years, 8% aged 26–30 years, and none under 20 years, suggesting sufficient maturity to provide reflective answers. Regarding education, the majority had secondary or tertiary education, with 45% holding high school degrees and 44% bachelor's degrees, while a small proportion had Diploma 2 (1%) or Diploma 3 (10%), and none had Diploma 1, Master's, or Doctoral degrees,

indicating an adequate level of education to understand the study instrument. In terms of work experience, respondents were mostly experienced, with 39% having 3–6 years, 32% 7–10 years, 18% more than 10 years, and 10% less than 3 years, suggesting they could provide accurate and contextual answers based on their experience.

This study used a measurement model evaluation for validity and reliability. Convergent validity evaluation was conducted based on the criteria of Hair et al. (2017) using an AVE value > 0.5. In addition, this study also used a loading factor value > 0.05 to detect convergent validity. Furthermore, to determine discriminant validity, this study used the heterotrait-monotrait ratio correlation value. The results of the heterotrait-monotrait ratio correlation test showed that the value was below the threshold value of 0.90 (Henseler et al., 2015). This condition shows that this study has discriminant validity. The reliability of this study was met, according to the reliability test results, which showed that the Cronbach's Alpha (CA) and Composite Reliability (CR) values were higher than the suggested cutoff of 0.70.

Table 3. Assessment of the measurement model

Constructs	Items	Loadings	CA	CR	AVE	rho_a
Green Creativity	GCR1	0.682	0.909	0.930	0.691	0.913
	GCR2	0.854				
	GCR3	0.860				
	GCR4	0.888				
	GCR5	0.866				
	GCR6	0.820				
Green Knowledge Sharing	GKS1	0.758	0.861	0.900	0.645	0.863
	GKS2	0.811				
	GKS3	0.821				
	GKS4	0.877				
	GKS5	0.740				
Voluntary Green Behavior	VGB1	0.822	0.815	0.890	0.730	0.820
	VGB2	0.887				
	VGB3	0.853				
Green Psychological Climate	GPC1	0.922	0.938	0.956	0.844	0.942
	GPC2	0.914				
	GPC3	0.896				
	GPC4	0.942				

Table 3 presents the measurement model results, showing that all constructs demonstrate adequate reliability and convergent validity. Green creativity exhibits factor loadings ranging from 0.682 to 0.888, with CA of 0.909, CR of 0.930, Average Variance Extracted (AVE) of 0.691, and rho_A of 0.913, indicating high internal consistency. Green knowledge sharing has loadings between 0.740 and 0.877, CA = 0.861, CR = 0.900, AVE = 0.645, and rho_A = 0.863, confirming its reliability. Voluntary green behavior shows loadings from 0.822 to 0.887, CA = 0.815, CR = 0.890, AVE = 0.730, and rho_A = 0.820, reflecting adequate consistency.Green psychological climate demonstrates strong loadings (0.896–0.942), CA = 0.938, CR = 0.956, AVE = 0.844, and rho_A = 0.942, indicating excellent reliability and convergent validity. These results confirm that all constructs are suitable for structural model analysis.

Table 4. Discriminant validity

Constructs	Green Knowledge Sharing	Green Psychological Climate	Voluntary Green Behavior
Green Knowledge Sharing	0.788		
Green Psychological Climate	0.711	0.850	
Voluntary Green Behavior	0.783	0.824	0.706

The discriminant validity of the constructs using the Fornell-Larcker criterion is displayed in Table 4. Good discriminant validity is indicated by each construct's square root of AVE being larger than its correlations with other constructs. In particular, voluntary green behavior has a square root of 0.706, green psychological climate is 0.850, and green knowledge sharing has a square root of 0.788. All of the constructs are unique and measure different aspects of the underlying theoretical concepts, as these results show.

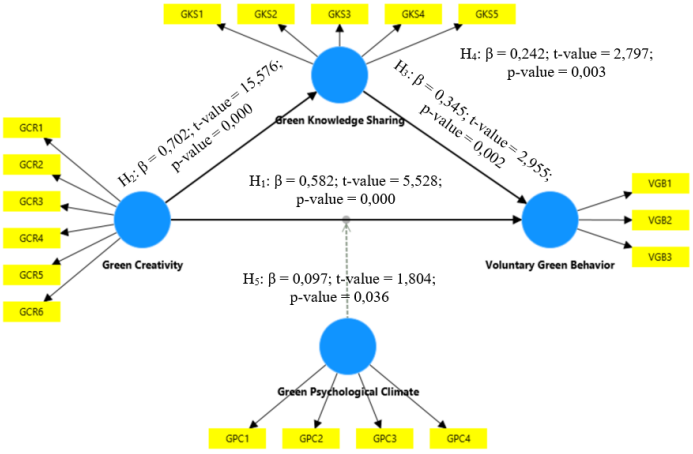

Figure 2. Structural model

Table 5. Results of the hypotheses testing

Effect Type	Hypotheses	β-value	t-value	p-value	CIs (5–95%)	Results
Direct Effect	GCR → VGB	0.582	5.528	0.000	(0.400; 0.745)	Accepted
	GKS → VGB	0.345	2.955	0.002	(0.138; 0.523)	Accepted
	GCR → GKS	0.702	15.576	0.000	(0.626; 0.775)	Accepted
Mediating Effect	GCR → GKS → VGB	0.242	2.797	0.003	(0.095; 0.382)	Accepted
Moderating Effect	GCR*GPC → VGB	0.097	1.804	0.036	(0.027; 0.202)	Accepted

The bootstrapping results are displayed in Figure 2, and the results of testing every hypothesis are shown in Table 5. According to the analysis, voluntary green behavior is positively and significantly impacted by green creativity (β = 0.582; t-value = 5.528; p = 0.000). Hypothesis 1 is thus validated. Hypothesis 2, according to which voluntary green behavior is positively impacted by the sharing of green knowledge, is also supported by the study's results (β = 0.345; t-value = 2.955; p = 0.002). Moreover, Hypothesis 3 (H3) was supported by the confirmation of the relationship between green creativity and green knowledge sharing (β = 0.702; t-value = 15.576; p = 0.000).

Hypothesis 4 is supported by the study's findings, which also show that green knowledge sharing mediates the relationship between green creativity and voluntary green behavior (β = 0.242; t-value = 2.797; p = 0.003). According to the study's findings, the influence of green creativity on voluntary green behavior can be moderated by a green psychological climate (β = 0.097; t-value = 1.804; p = 0.036). Consequently, Hypothesis 5 is validated.

Table 6. R^2 and Effect Sizes (f^2) of the Structural Model

Endogenous Variable	Adjusted R^2 / f^2
Green Knowledge Sharing (GKS)	Adjusted R^2 = 48.9%
Voluntary Green Behavior (VGB)	Adjusted R^2 = 55.8%
GCR → GKS	f^2 = 0.969
GCR → VGB	f^2 = 0.127
GKS → VGB	f^2 = 0.092
GPC → VGB	f^2 = 0.018
GCR*GPC → VGB	f^2 = 0.027

Based on Table 6 of the SEM-PLS analysis, the model explains 48.9% of the variance in green knowledge sharing and 55.8% of the variance in voluntary green behavior, indicating that it captures nearly half of the variation in the former and more than half in the latter. The results show that green creativity has a very strong influence on green knowledge sharing (f^2 = 0.969), suggesting that higher levels of green creativity lead to greater knowledge sharing. In contrast, the effects of green creativity (f^2 = 0.127) and green knowledge sharing (f^2 = 0.092) on voluntary green behavior are relatively small, indicating that while these factors are important, their direct contribution to voluntary green behavior is limited. Additionally, the green psychological climate has a negligible impact on voluntary green behavior (f2 = 0.018) and a weak moderating effect on the relationship between voluntary green behavior and green creativity (f2 = 0.027). These results demonstrate that while green creativity plays a significant role in promoting the exchange of green knowledge, its impact on voluntary green behavior necessitates the assistance of other, more powerful factors.

5. Discussion

The analysis indicates that green creativity positively and significantly affects voluntary green behavior. From the Resource-Based View (RBV) perspective, unique, valuable, and hard-to-imitate internal resources are key to sustainable competitive advantage (Barney, 1991). In this context, green creativity represents a valuable intangible resource, reflecting the ability to generate innovative, environmentally friendly ideas. Such creativity fosters new solutions to environmental challenges, encouraging employees to engage in voluntary green behavior beyond formal obligations. This aligns with RBV, suggesting that managing unique and sustainable internal resources strengthens organizational performance. These findings are consistent with Rubel et al. (2025), who also reported a positive and significant influence of green creativity on voluntary green behavior.

The findings support that green knowledge sharing positively influences voluntary green behavior. From the RBV knowledge is a valuable, rare, and hard-to-imitate resource critical for sustainable competitive advantage (Barney, 1991). By sharing ideas, information, and experiences on environmentally friendly practices, village officials enhance the organization's capacity to address environmental issues and foster individual commitment to voluntary pro-environmental actions beyond formal duties. These results align with Rubel et al. (2025), confirming the positive and significant effect of green knowledge sharing on voluntary green behavior.

The effect of green creativity on green knowledge sharing supports. From the RBV perspective, knowledge and creativity are valuable, rare, and hard-to-imitate strategic resources that contribute to sustainable competitive advantage (Barney, 1991). Green creativity, as the ability to generate innovative, environmentally friendly ideas, not only produces new solutions but also encourages the sharing of knowledge, experiences, and best practices among organizational members. Village officials with high green creativity are more likely to share their ideas, recognizing

their value in improving organizational environmental performance. These findings align with Saleem et al. (2024) and Sun et al. (2025), confirming the significant positive relationship between green creativity and green knowledge sharing.

The findings further highlight the mediating role of green knowledge sharing between green creativity and voluntary green behavior. From the RBV perspective, unique, knowledge-based resources are crucial for sustainable competitive advantage (Barney, 1991). While green creativity represents a valuable intangible resource, its impact on employee behavior requires effective knowledge sharing. In this context, green knowledge sharing ensures that creative ideas are disseminated and internalized across organizational members, enhancing awareness, commitment, and voluntary pro-environmental actions. These results are consistent with Rubel et al. (2025), as well as Saleem et al. (2024) and Sun et al. (2025), confirming that green creativity positively influences voluntary green behavior through green knowledge sharing.

The results of this study confirm the moderation hypothesis that green psychological climate can moderate the influence of green creativity on voluntary green behavior. Thus, Hypothesis 5 (H5) is supported. Green creativity, as a valuable intangible resource, can encourage the emergence of innovative ideas to support sustainability. However, for the potential of green creativity to develop optimally and truly encourage voluntary green behavior, supportive organizational conditions are needed, so that green psychological climate acts as a moderating factor. The establishment of pro-environmental organizational norms, rewards, and management support for environmental initiatives all contribute to the creation of a green psychological climate that encourages village officials to express their innovative ideas through voluntary green behavior. In contrast, a lack of organizational support tends to reduce the contribution of green creativity to voluntary green behavior when the green psychological climate is weak. The results of this study are consistent with the results of the study by Zhou and Zhang (2025) which showed that green psychological climate has a positive and significant effect on voluntary green behavior.

6. Conclusion

This study demonstrates that green creativity plays a crucial role in promoting voluntary green behavior among village officials. Green creativity directly enhances voluntary green behavior and also positively influences green knowledge sharing, which in turn strengthens voluntary green behavior, confirming its mediating role. Additionally, a supportive green psychological climate moderates the effect of green creativity, reinforcing employees' pro-environmental actions. These findings contribute to the resource-based view by highlighting green creativity as a valuable, rare, and inimitable intangible resource that fosters sustainable behavior and an environmentally oriented organizational culture.

The study offers several practical implications. First, organizations and governments should create policies and work ecosystems that encourage environmentally friendly innovation and provide incentives for green initiatives. Second, mechanisms to facilitate green knowledge sharing are essential, such as green knowledge management systems or inter-agency collaboration platforms. Third, policies should ensure knowledge-sharing processes are in place to translate creative ideas into concrete voluntary actions, including transparent sustainability reporting. Fourth, fostering a green psychological climate through environmental certifications, awards, and internal policies can strengthen the impact of creativity on voluntary behavior.

This study has limitations. The use of perception-based questionnaires may introduce bias, and the cross-sectional design limits the ability to capture long-term behavioral dynamics. The study context is limited to village governments,

restricting generalizability, and only a few variables were examined. Future research should employ longitudinal designs, replicate the study in diverse sectors and organizational contexts, and consider additional variables such as green leadership, organizational support, or environmental commitment. Mixed-method approaches combining surveys and interviews can further validate and enrich the findings.

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