



Cultivating Green Human Resource Management (GHRM) to Small and Medium-Sized Enterprises (SMEs) for Green Performance

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Abstract: At the present time in Indonesia, businesses that fall into the category of "small" or "medium" might employ a sizable workforce. It is necessary to establish policies and strategies to overcome the obstacles to entry into export markets, such as local regulations and a lack of knowledge about the varying demands of export markets, even if many different types of SME products have the potential to become high-quality exports. Therefore, in order to address this problem, this article presents a literature analysis on Green Human Resource Management (GHRM) for SMEs to improve their green performance. This paper presents a comprehensive assessment as a model for professional development in light of the constraints of the existing HR development procedures in Indonesian MSMEs. This article draws the conclusion that GHRM has an opportunity to encourage green performance in Indonesian SMEs in accordance with the national business objectives of decision makers after analyzing the current practice of GHRM development in Indonesia MSMEs with national and international practices reported in the published literature. Given HRM's potential as a model for effective and sustained HRM professional development, especially in the context of SMEs in Indonesia, due to its empowering qualities in terms of both its content and its structure.

Keywords: GHRM, SMEs, Green Performance, Human Resource Management.

INTRODUCTION

During the past several decades, one of the most pressing concerns has been the protection of the natural environment (hence referred to as the "environment"). Practically every commercial enterprise nowadays incorporates some form of environmental safeguarding into its operations. According to Rodrigues & Franco (2023), Most businesses, and especially Small and Medium-Sized Enterprises (SMEs), have made it a priority to minimize the waste produced by their operations from raw material extraction to final

product disposal. As a result, these businesses have improved their overall corporate performance. In addition, SMEs are making green efforts by lowering their waste output (Rodrigues & Franco, 2023), conserving energy (Malik Mustafa, 2021) and water (Raharjo, 2019) in their business operations, and educating both their customers and their staff. Some SMEs set operational objectives and policies (Belhadi et al., 2018), as well as environmentally friendly programmes (Raharjo, 2019), and built reporting methods to assess the progress of their efforts to safeguard the environment (Chien et al., 2021). As a direct consequence of this, the proprietors of SMEs were able to cut back on their overall consumption of water and energy. As a result of these investigations, preservation activities that help save the environment have been encouraged. These initiatives include operational objectives and policies, as well as eco-friendly programmes and produced reporting systems to assess its success.

The vast bulk of previous research in the subject of environmental management has concentrated its attention, for the most part, on the environmental management practices of SMEs (Dey et al., 2018; Susanto & Meiryani, 2019; Tevapitak & (Bert) Helmsing, 2019; Zhu et al., 2019). Higgs & Hill (2019), for instance, defined environmental management qualities that the SMEs sector may use to audit environmentally conscious businesses. In addition, it has tackled environmental research in the commercial operations of SMEs from two different perspectives: those of the customer and those of the employee. However, other research investigated on the same objective has focused primarily on environmentally friendly marketing from the point of view of consumers (Boakye et al., 2020). For example, Sugandini et al. (2020) investigated the attitudes and behaviors of consumers with regard to environmentally friendly measures implemented by SMEs. Hanaysha et al. (2022) revealed that customers of SMEs exhibited more worries about the environment, and were willing to pay a higher price premium for environmentally responsible company operations. The other stream is known as the employee viewpoint of SMEs, and it focuses on problems that are associated with the perspectives or awareness of the people working for the business (Sawe et al., 2021). However, there is a dearth of evidence linking Human Resource Management (HRM) and environmental performance in SMEs through employee commitment and behavior. (Huo et al., 2022). This is the case despite the significant role that employees' actions play in improving environmental outcomes.

The strategic vision and objective of an organization are bolstered by HRM. Historically, the functions of HR have consisted of conveying to employees the strategic vision of the company's executives and assisting employees in better understanding the business objectives (Armstrong, 2010) in the form of SMEs which is the focus of this study. Immediate effects of HRM include the efficiency of small and medium-sized enterprises (SMEs) and the achievement of strategic corporate goals (Jermsittiparsert et al., 2021). In addition, according to Obeidat et al. (2020), human resource management is linked to attempts to preserve the natural environment within a certain field. On the other hand, Ramos-gonzález & Sastre- castillo (2022) found that direct implications of HRM is significant when taking into account the vital part that it plays within a business, including SMEs. The phrase "green human resource management" is sometimes abbreviated as "GHRM," which is an acronym that stands for "green human resource management." GHRM comprises a wide range of operations, including the recruitment and retention of personnel who are environmentally concerned (Farzana, 2020), the delivery of environmental education and awareness programs (Tang et al., 2017), and the incorporation of an evaluation of employees' contributions to environmentally responsible practices (Saeed et al., 2019). Since the HR function plays such a significant part in achieving environmentally friendly business goals (Amjad et al., 2021), GHRM is an essential component of environmental management (Molina-azorin et al., 2021).

The employees' eco-friendly actions are the key to the success of environmental management in small and medium-sized enterprises (Ali et al., 2021). This is because actions taken by workers that are considerate of the environment contribute to an improvement in the organization's environmental performance as a whole. If a firm wants to achieve ecological sustainability, it is vital for the company to have an awareness of how GHRM influences the environmentally conscious activities of employees in SMEs, which in turn influences the environmental performance of a business (Subramanian & Suresh, 2022). The social identity theory offers a theoretical foundation for the psychological process that employees go through in response to a company's green initiatives (Sarfraz et al., 2018). It results organizational commitment which serves as a mediator between GHRM and environmentally responsible conduct (Iqbal et al., 2021). Employees of SMEs who are likely to integrate good organizational values tend to display strong organizational commitments, which is based on social identity theory.

If workers are worried about the preservation of the environment, there is a larger possibility that they will attach themselves to the adoption of environmental management initiatives, including GHRM, by their business. This is because the likelihood of employees being concerned about the preservation of the environment increases as the level of worry increases. It means that workers are more likely to demonstrate an elevated degree of organizational commitment to the owner of the company if they have a personal interest in the firm that they are employed by. This is because employees who have a personal investment in the company are more likely to have a sense of ownership over the company. Commitment to one's organization is a vital component of employee attitude because it encourages selfless or charitable actions on the part of workers, such as citizenship behavior at the workplace. The fact that this is the case is one of the primary reasons why organizational commitment is seen as such a crucial aspect of employee attitude.

However, in prior studies, eco-friendly conduct on the part of employees was virtually never considered an outcome variable of business commitment. There have only been a few of studies that look at the connection between environmentally responsible actions taken by workers and the environmental performance of a firm. The term "environmental performance" refers to the results that a hotel achieves as a direct result of the various green initiatives that it launches in an effort to lessen their impact on the natural world. In conclusion, there has been a noticeable dearth of study that investigates how GHRM inspires workers' dedication and environmentally responsible conduct, therefore empowering hotels to enhance their environmental performance. This research endeavor's primary contribution is purposed to assist a deeper comprehension of how the implementation of GHRM principles may improve environmental performance by motivating workers to act in an ecologically responsible manner and increasing their level of commitment to the cause. Therefore, the study aims to investigate GHRM to SMEs for green performance.

METHODS

The Systematic Literature Review was chosen to be the approach in this study since it brings theoretical results from the practical investigations' results under this research topic. The SLR is necessary to establish policies and strategies to overcome the obstacles to entry into export markets, such as local regulations and a lack of knowledge about the varying demands of export markets, even if many different types of SME products have the potential to become high-quality exports. To conduct the SLR approach in this study, a procedure

protocols were set up and implemented. The authors started by searching for "Green Human Resource Management (GHRM)" (in quotation marks) alongside "Green Human Resource Management (GHRM) " and "Green Performance" in the Scopus and Sinta databases. To limit the search for focusing the study, the authors implied exclusion criteria by

the quotation marks “Small and Medium-Seized Enterprises (SMEs)”, “SMEs’ practices”, “SMEs’ practices in developing countries” during 2018-2023. Through Boolean operators, the Scopus indexed- journal databases from Quartile 1 to 4 were selected because they combine high-quality international journal sources with reliable national journal sources from Sinta ones which include as reputable database of indexed educational literature, in this current. 102 articles in total on Scopus and Sinta peer-reviewed databases were reached on May, 02 2023. Second, the authors devised a set of inclusion criteria to narrow the total number of publications found to 30 that represented the most internationally relevant research. Figure 1 demonstrates the process of article selection. These criteria were as follows:

- 1 Related to Green Human Resource Management (GHRM) to Small and Medium- Sized Enterprises (SMEs)
- 2 Reporting those above practices (not a review article, book review, book chapter, book publication, newspapers, magazine, instead of research journal article.)
- 3 Related to SMEs’ green performance
- 4 Peer-reviewed processes
- 5 One if occurring on both databases

Scopus indexed-journal publications for International practices and Sinta ones for national contexts.

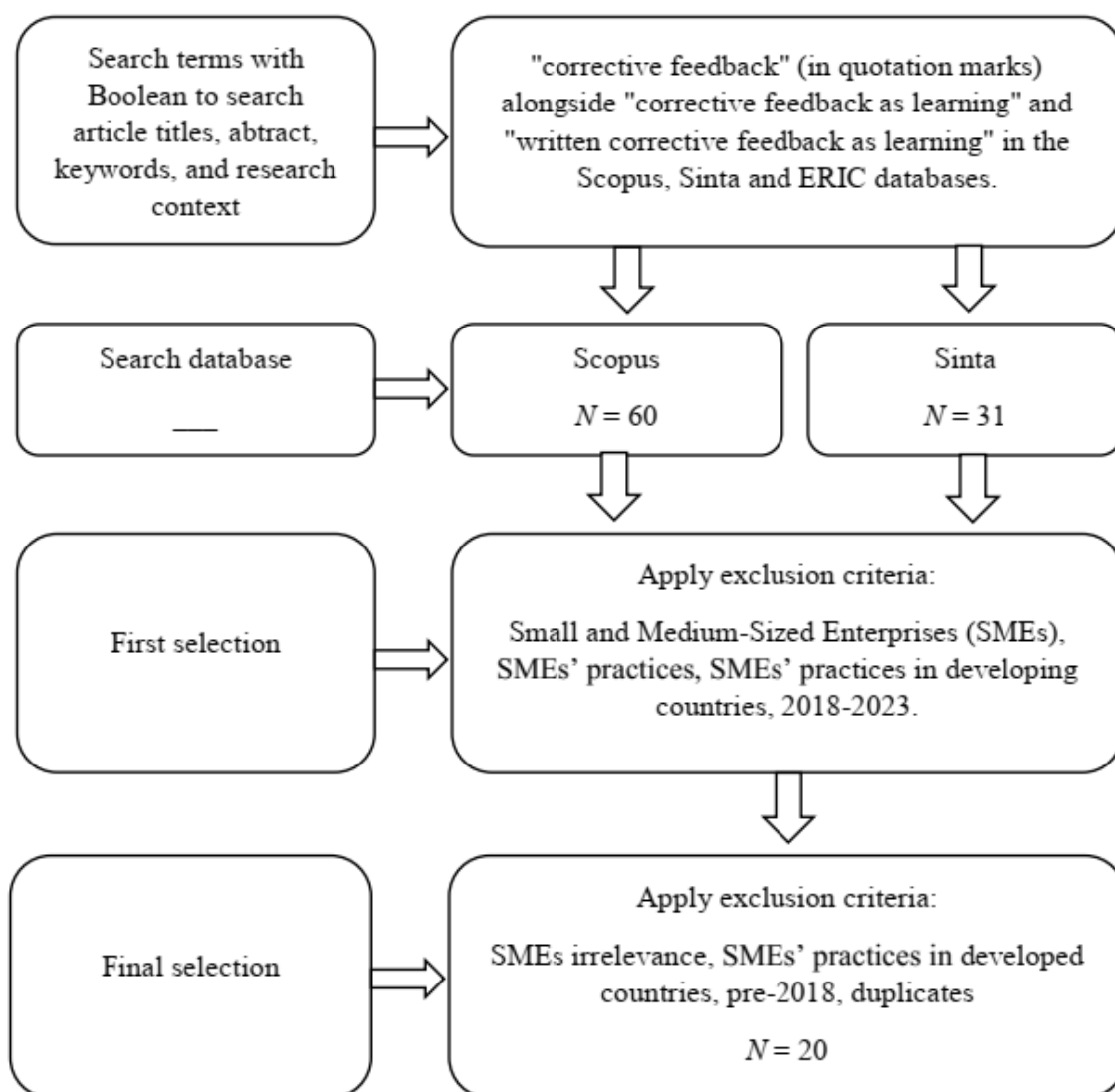


Figure 1. Article selection

After establishing criteria, the primary review of international studies published between 2018 and 2020 was reduced to 40. International and national written corrective feedback approaches as learning for EFL learners from Scopus and SINTA databases are summarized in the tables below.

RESULTS AND DISCUSSION

This study investigates cultivating Green Human Resource Management (GHRM) to Small and Medium-Sized Enterprises (SMEs) for Green Performance. The Systematic Literature Review was chosen to be the approach in this study since it brings theoretical results from the practical investigations' results under this research topic. The researchers derived the results from international and national practices done under this research topic. The SLR is necessary to establish policies and strategies to overcome the obstacles to entry into export markets, such as local regulations and a lack of knowledge about the varying demands of export markets, even if many different types of SME products have the potential to become high- quality exports as stated in the table 1 (in appendix).

The insatiable need of humans for natural resources is the root cause of global warming. The adoption of cutting-edge green technology by small and medium-sized businesses (also known as SMEs) might be beneficial to the environment. SMEs now have access to a range of innovative forms of environmentally friendly technologies as a result of linking an explanatory survey that was carried out on a representative sample of 286 batik businesses. The study's results revealed that a newly developed green technologies may be leveraged to enhance the environmental performance of SMEs (Bu & , Wilson V.T. Dang 2, Jianming Wang 3, 2020). In addition, the degree of innovation potential that a company possesses has a moderating effect on the link between intellectual capital and business performance in Malaysia. It was argued that The current in-depth investigation may give academics, owners/managers, and policymakers with beneficial information and direction about the influence that creating intellectual capital has on the development of Malaysian SMEs (Aljuboori et al., 2022). In some other cases and situation, some research results from previous studies also have been reflected that cultivating Green Human Resource Management (GHRM) is good for SMEs for green performance.

For instance, the SMEs were severely impacted by the situation of COVID-19 restrictions, and they have struggled to adapt to the new climate. The environmental variables of a technology company are essential inputs for green practices such as green training and green performance assessment. This, in turn, indicates that essential procedures contribute to sustainable performance (output). The findings should also urge SMEs to place a greater emphasis on technological and organizational aspects within their own walls and to foster an eco-friendly culture in which all stakeholders are expected to take a more proactive posture in defense of the environment (Alraja et al., 2022). In addition, the results of a survey that was completed by 315 small and medium-sized manufacturing companies showed that green ability and green motivation had a significant impact on environmental performance, and that the connection between GHRM practices and environmental performance was mediated by green innovation. This was found in the context of a large population of manufacturing companies. It also demonstrated that moderation in green transformational leadership strengthens the relationship between green ability and green innovation, but significantly weakens the connections between green motivation, green opportunity, and green invention. (Awan et al., 2023). In addition, there must be a greener management of human resources that leads to a more sustainable performance for SMEs.

Using a quantitative design with 335 SMEs in Saudi Arabia, it is found that sustainability performance, as measured by the Triple Bottom Lines (i.e. environmental, social, and economic performance), is significantly impacted by green innovation, and the

connection of green innovation acts as a partial mediator between green human resource management bundle practices and green innovation in terms of their influence on the performance of sustainability as well as how they affect environmental performance is partly mediated by green innovation. This research shows that organizations can improve their sustainability by adopting GHRM, which in turn improves their implementation of green HRM (Awwad Al-Shammari et al., 2022) yet still with some environmental issues. Since sustainability issues are increasingly relevant to corporate success, governments and managers have begun to appreciate green innovation's contribution to long-term corporate viability. When it comes to reducing environmental damage and boosting sustainable growth, the car parts business plays a key role. However, There hasn't been a lot of research done on how putting more focus on environmentally friendly innovation may help the bottom line of small and medium-sized firms. The SMEs of Thailand's automotive parts sector shown that environmentally friendly innovations had the greatest influence on both the success of businesses and the environment. This research contributes to the body of work known as resource-based perspective theory by including environmentally friendly innovation as a key strategic competency for the development of small and medium- sized enterprises (SMEs). The variables that contribute to a company's sustainable performance can be difficult for managers of SMEs to pin down (Muangmee et al., 2021). It seems like there must be an innovative approach in the process of enhancing the sustainable performance of environmentally friendly human resource management that is applicable to contemporary society along with the development of new technologies.

Global warming is caused by human greed for natural resources. SMEs may do their part for the environment by adopting innovative green technology. SMEs have access to a variety of cutting-edge green technologies that are now accessible. SMEs (Hamdani et al., 2019). The innovative strategy for green human resource through technology is crucial for enhancing the environmental performance of SMEs. In complete, predictors of green innovation performance are needed to help SMEs reach their environmental sustainability and growth objectives. Green creative human resource practices, organizational dedication, and innovative performance all have a strong association with one another, as demonstrated by a survey of 1121 Chinese SMEs' employees conducted using PLS-SEM and Smart PLS. Commitment of organizations to sustainability and transformational leadership both play essential roles in the function of mediators and moderators (Iqbal et al., 2021). Increased organizational commitment to sustainability has a positive impact on the link between innovative green human resource practices and the creative performance of SMEs. As a direct result of this, a number of implications, both theoretical and practical, may be taken from this body of study.

The current organizational structure anticipates that the human resources department will offer personnel with adequate training on environmental sustainability and will delegate this responsibility. The study results conducted in Pakistan by including the workers of SMEs as the primary data source, the findings demonstrated the value of GHRM as a tool for inspiring and educating staff, which ultimately improves productivity. This study shows that, since it develops and offers trustworthy resources in accordance with organizational needs for improved performance, GHRM is an important factor for SMEs in Pakistan to take into account (A. J. Khan et al., 2022). This study offers suggestions for future research to take into account and add to the literature and the procedures of SMEs for the effectiveness of their workers. In addition, the development of green implementation orientations is required in order to improve the environmental performance of entrepreneurial small and medium-sized enterprises (SMEs). For instance, research that was carried out in the province of Jiangsu in China using data collected from 328 workers at entrepreneurial SMEs revealed that green operation orientations had a strong connection between environmental performance, the

success of environmentally friendly innovation, and the effectiveness of environmental management initiatives (A. Khan et al., 2023). The results of this research broaden the scope of effectuation theory and produce a number of fascinating theoretical and management consequences.

For the purpose of this example, research was conducted in Bangladesh to investigate how corporate social responsibility (CSR) and environmentally responsible finance affect the environmental performance of financial institutions in poor nations. The data from 357 commercial bankers were analyzed using a technique called structural equation modeling. The findings revealed that CSR had a major favorable effect on the importance of both green finance and environmental performance, but green finance more greatly enhances environmental performance (Dai et al., 2022). According to the findings of the field research, environmentally responsible finance may be an effective strategy that may significantly mediate the connection between corporate social responsibility and environmental performance. It is possible to stress the relevance of CSR components (social, economic, and environmental), green finance, and environmental performance in order to make a contribution to the nation's long-term economic growth. This is something that can be done. The ensuing discussion focused on addressing significant implications for policy. Structural Equation Modeling was used in another business case study of SMEs operating on green strategy in the HR sector. The purpose of this study was to determine the impact of cultural relational capacity, management systems relational competence, and value co-creation activities on the performance of the company. The data for this study was collected from business owners in the fashion retail SME sector. The cultural relational competence of the participants and the management systems relational capabilities of the company were demonstrated to have a substantial influence on value co-creation activities as well as the success of the business (Mulyana et al., 2022). It is possible that value co-creation activities may operate as a mediator between the influence of cultural relational competence and the relational capabilities of management systems on the performance of a corporation.

In light of the findings presented in the preceding research, there is an additional issue in the manufacturing industry that has to be addressed, and that issue concerns corporate social responsibility, green innovation, and competitiveness. For example, the CSR processes in one jurisdiction in Ecuador were the focus of the research that was conducted in the field. The findings give new evidence on the causal linkages between corporate social responsibility (CSR), environmentally friendly innovation, and competitiveness in the context of manufacturing in emerging countries. There are a lot of assertions that CSR makes a firm more competitive, but there isn't a lot of evidence to back up these claims. Despite all of these claims, there isn't much data (Padilla-Lozano & Collazzo, 2022). This model takes into account a novel theoretical perspective by positing green innovation as a bridge between CSR and competitiveness in developing economies. Green hiring, green training, and novel approaches to performance management and compensation may also have a positive effect on environmental performance (Aldaas et al., 2022). This is an intriguing conclusion that institutions should think about if they want to minimize their impact on the environment, save energy, avoid pollution, and recycle more. The current eco-conscious society may be in its infancy, but exploring its significance provides new insight to this study.

In addition, by using survey questionnaires from 248 SMEs in the manufacturing sector, We looked into both the direct and indirect effects of pressure from stakeholders, as well as the green dynamic capabilities, green innovation, and performance of SMEs in emerging markets. According to the conclusions of the research, the pressure from stakeholders has an effect on a company's green dynamic capability, green dynamic capability has an influence on green innovation, and green innovation has an affect on firm performance. In addition, the data reveal that green dynamic capacity mediates the influence

that stakeholder pressure has on green innovation, and that green innovation mediates the impact that green dynamic capability has on firm performance (Singh et al., 2021). The findings of the study have significant repercussions for both theoretical frameworks and actual settings. Another field study came to the conclusion that the HRM-performance relationship may not rely solely on the additive effect of green transformational leadership and green innovation as antecedent and mediator, respectively. Instead, it may rely on a combination of both combinational forms (i.e., additive and interactive) to affect firm environmental performance. In addition, this study was able to disprove several hypotheses of direct and indirect effects and have several theoretical and practical implications to advance theory (Singh et al., 2020). This study contributes to the existing body of research by highlighting the significance of leadership in forming HRM practices. These practices, in turn, may be utilized to predict the possibility of green innovation occurring inside an organization.

When looking at the other components of GHRM, it was discovered that "Green separation" and "Organizational learning culture" were vital, while "Green performance management" and "Green health and safety management" depended largely on the other components. "Green separation" and "Organizational learning culture" The model that was developed in that research for use by manufacturing SMEs is amenable, with some modifications, to widespread use (Subramanian & Suresh, 2022). The results of the research also have the potential to be improved by the multifaceted role that green innovation plays among green intellectual capitals in determining the long-term viability of businesses operating in the industrial sector. According to the findings of a research, green intellectual capital and green innovation make a substantial contribution to the continued success of enterprises in the long run (Ullah et al., 2022). It has been suggested that participation in eco-innovation on the part of manufacturing enterprises is one way to increase the long-term sustainability of such companies' operations.

In addition, it has been shown to be effective to suggest green intellectual capital, which may enhance economic as well as environmental performance via the implementation of green innovations. In a study of 138 high-tech enterprises, it was discovered that three types of environmentally friendly intellectual capital had good impacts on economic performance, green performance, and environmentally friendly innovation. This suggests that green innovation acts as a mediator between the link between economic success and green performance in two different ways: completely and partly (Wang & Juo, 2021). As a result, green innovation does not mediate the link between economic success and green performance. This is helpful information for designing and executing green innovation methods in corporate strategy. To prove this concept, workers' green attitudes and actions in the workplace were investigated through a field study in Pakistan, as was the mediating role played by employees' own personal green ideals. The outcomes of the study demonstrated that the implementation of GHRM practices in SMEs made it easier for those businesses to improve their environmental performance. These findings supported the existence of both direct and indirect links between the two factors (Huo et al., 2022). Using a mediation-moderation study of contemporary environmental conditions, we were able to combine the influence of GHRM practices on green performance into a single research model. The study's novel concept and conclusions offer practical guidance for SMEs in their efforts to improve their environmental impact and green performance. The study's conclusions have substantial practical and theoretical ramifications.

CONCLUSION

Many scholars and professionals working in the field of small and medium-sized firms (SMEs) believe that sustainable management, which includes environmental conservation, is

increasingly being recognized as one of the primary responsibilities of corporate performance. This is the case because sustainable management involves environmental conservation. When it comes to dealing with this responsibility, GHRM should take precedence over any other functional efforts made by SMEs in the area of environmental management. The results show that effective GHRM is essential for hotels that want to enhance their environmental performance because it makes workers feel proud of the role that their companies play in environmental preservation. This, in turn, improves employees' loyalty to their organizations and encourages eco-friendly conduct on the part of employees. In particular, whether or not a certain hotel has obtained green certification, hotel businesses should make GHRM a key priority.

As a result, this research advises policymakers and practitioners within SMEs to prioritize environmental management and green performance when developing GHRM strategies. Small and medium-sized enterprises (SMEs) may find it useful to hire people who share a commitment to environmental protection. Managers and human resources professionals should thus think about how to attract and hire people who share a commitment to environmental sustainability. Human resources professionals may lead by example by including a description of their company's environmental values in job advertisements and by using situational questions related to environmental preservation to assess candidates' values.

In addition, HR professionals should offer their staff members environmental protection education and training programs, which will not only ensure that workers are well-versed in the hotels' environmental policies but will also raise their general awareness of the significance of such policies.

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