



EXPLORING SMALLER SERVICE FIRMS' GREEN PRACTICES: A LITERATURE REVIEW

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Abstract: The most recent manifestation of sustainable business methods is "going green." As the world is moving towards extreme uncertainty, there is an urgent need to mitigate and cope with the environmental crisis. Organisations particularly small firms, face compelling difficulties when they choose whether to incorporate green strategies, policies, and technologies. While academia has recently shown an increasing interest in this area, but are business practitioners implementing at the ground has always been a pertinent question. The small service firms' contribution to the economy is significant and its responsibility towards environmental efforts is crucial. In this paper, we perform a thorough analysis of the literature on green practices to understand the varied determinants and the motivation factors behind the implementation of green practices. Our goal is to find prominent gaps in the existing body of research so that future research can be undertaken.

Index Terms - Green practices, sustainable, green culture, top management.

I. INTRODUCTION

The term "green" encompasses a broad range of concepts and ideas, according to the extensive review of published articles and research papers of Srivastava (2007). Green or sustainability business practices refer to the process of managing and coordinating the requirements and issues related to the environment, society, and finances to maintain the responsible, ethical, and profitable growth of enterprises. A green workplace also refers to how sustainable it is; it emphasises and constantly builds up an environment of consciously choosing greener power sources like solar and wind energy, focuses on lowering its emissions, reducing waste, and managing waste in eco-friendly manners, pays attention to build sustainable green culture by also putting up sustainability team, sustainable rewards system etc. Also, the green design of the infrastructure also has evidence of increasing positive work environment and is associated with better mental health and hence productivity.

Green practices refer to environmentally-friendly and sustainable business practices that lessen the adverse effect by the industry on the environment. Some common green practices in the service sector include energy efficiency, reducing waste, employee education and engagement, sustainable transportation and procurement and conservation of water.

The process of "greening" businesses is an integral aspect of a holistic plan to become sustainable over the long term ; This means that companies will be able to complete their work in a manner that does not pose any risk to future generations, whether that risk be economic, social, or environmental. (Čekanavičius et al., 2014).

The terms such as ecological, natural, organic are complex and ambiguous terms of greenness which confuses consumers. It has several approaches and definitions and has been used in mistaken framework recurrently. Green is a difficult word and the definition of greenness of product is indistinct ,generally acknowledged definition is missing and the concept boundaries are ill-defined (Fabien Durif Caroline Boivin Charles Julien et al., 2010).

The terms "sustainable" and "green" are often used interchangeably, however, the term "sustainable" entails being responsible with regard to a variety of aspects, such as the environment, society, and financial affairs. (Yanarella et al., 2009). Sustainability is "consumption of goods and services that satisfies fundamental needs without compromising the capacity of subsequent generations to fulfil their own needs"(Morelli, 2011).

Reasons for firms to bind to green strategies are increasing because of "cost of materials and energy, public pressure, alertness of advantages of triple-bottom line practices, and increasing consumers' opposition to globalization" which leads to emphasis on green performance (Paul et al., 2005). Also, there has been a correlation drawn between enhanced financial, competitive, and innovative performance with enhanced environmental performance (Paul et al., 2005). Many studies have also stated the association of productive and satisfied employees who work in green /sustainable workplaces.

Today, businesses all over the world are experiencing increased pressure from their competitors, regulatory agencies, and communities to embrace environmentally friendly business practices in the world. Therefore, the relevance of adopting green management practises cannot be disregarded because of the shift in consumer attitudes towards organisations that embrace green practises and operate in an ecologically responsible manner and this change in customer attitudes is due to the fact that customer awareness of the environment continues to rise. (Gupta et al., 2016).

There is a growing collection of research that supports this claim that the implementation of green practices can directly or indirectly contribute to a the capacity of a company to sustain its competitive advantages(Ryoo & Koo, 2013).

Research by Croston (2009) , states that green enterprises promote sustainable practises and derive benefits from promoting sustainable development. They achieve this by actively engaging in green practices, which not only contribute to the well-being of individuals but also foster a healthier global environment. Research indicates that organisations that implement green management practises experience higher levels of employee satisfaction, reduced rates of employee turnover, and are more successful in attracting high-calibre human resources, all while achieving cost savings(Gupta et al., 2016).

The developmental activities of urbanization and industrialization has led to many environmental crises of global warming, increasing toxic waste from industries, wastage of energy consumption, increased waste disposal etc. India is facing a mammoth task to propel its industrial expansion along a carbon route which is low. (A. Mitra, 2021). Climate change and the environmental crises have far-reaching implications, yet the impacts are manifested in miniscule form from every industry and household and this may be accumulated to a tipping point until the planet becomes uninhabitable.

The most important initiative to adopt the green practices in organisations is to bring awareness and understanding that it requires a wholesome cooperation and efforts from every individual to address the green issues and bring step changes rather than very superficial improvements. The concentration of greenhouse gases has exhibited a consistent upward trend, since the onset of the Industrial Revolution, coinciding with a corresponding increase in average global temperatures. It has been predicted in reports that temperature rise across century on an average can be between 1.8 degree Celsius and 4 degrees Celsius. If the level of emission levels continues then, global warming will rise by 0.1 % per decade. As populations, economies, and overall standards of living rise, correspondingly the total amount of emissions of greenhouse gases (GHGs) also increases. The climate change has a massive global impact and unprecedented which threaten food production, catastrophic flooding due to rise in sea level. According to the report by Intergovernmental Panel on Climate Change (IPCC) in October 2018, limiting the rise in global temperatures to 1.5°C, as opposed to 2°C, would play a significant role in

fostering a more sustainable society. The report highlights that such a measure would result in evident advantages for both human beings and the natural ecosystem.

The environmental crisis impacts economy, so businesses need awareness and numerous measures must be undertaken by organizations and particularly the managers with influential responsibilities to take up climate actions at the ground level. Substantial lifestyle changes are required and also marketing and business objectives need to be aligned (Kotler et al., 2007).

In an endeavour to pursue a greener path, the Intergovernmental Panel on Climate Change (NAPCC) was announced by India in the year 2010. According to the provisions of the Paris Agreement, India is obligated to achieve a reduction of 33 percent to 35 percent in its carbon emissions, relative to the levels recorded in the year 2005. This must be accomplished by 2030. Thus, India faces an overwhelming environmental challenge if it is to compete with other emergent economies. This would encourage all industries, not just the manufacturing sector, but also the service sector, to embark on the path to a sustainable future.

Unlike manufacturing firms, service companies typically do not generate harmful emissions from their industrial facilities, resulting in a comparatively reduced and simplified environmental footprint as stated by the study of Bernardini Seiffert (2008). But they are present in larger numbers and impact on environment in many of their activities. Therefore, focus on service sector on environmental concerns are also vital. Moreover, it can be observed that service companies have not placed considerable emphasis on the adoption of environmental practices, as it is not prominently featured on the priorities of their top executives. (Blanco et al., 2009). Insufficient efforts have been undertaken to draw attention towards the potential advantages that could be attained through a more extensive efforts to environmental concerns by service organisations. The aforementioned scenario is prevalent across the service industry; however, the pattern becomes even more evident when analysing small-scale service enterprises.

There exists an accompanying absence of scholarly investigation pertaining to the conditions surrounding small-scale service enterprises and most of the study are focused on large and manufacturing firms (Fernández-Vin˜e et al., 2010; Rao et al., 2006 ; Llach et al., 2013;Hwang et al. ,2016).

The smaller firms or the Micro, small and medium enterprises (MSMEs) has been the leading contributor to the economy and growth of India. Both the manufacturing and services MSMEs contribute to local economies and as well as GDP growth(Satya, 2018). MSME sector contributes 37 % of Indian GDP and supports 80 % of the employment.

The MSMEs individual impact on environment may be small but collectively , MSMEs contribute to around “70 percent of the total industrial pollution in India” , according to the MoEF report (M. Singh et al., 2014).Studies indicate manufacturing sector of small firms contribute to environmental degradation (Chakraborti & Mishra, 2018). The service sector constitute significant part of economy with research findings as a “silent” environment hazards because its impact is less visible (Alvarez et al., 2001).

Many large corporates in India have now integrated with the agendas on environmental efforts. But, it is limited to internal business activities and excludes external supply chains (Das, 2017) and also the MSME organizations have not been aligned.

All manufacturing, services and agriculture should collaborate and integrate sustainable practices. There have been numerous ambitious climate commitments by many large, publicly-listed companies to set net-zero emissions targets, but the MSME sector has no support from government and hence will struggle to catch up without support(Mitra, 2021).Greening the MSMEs should be of high priority to meet sustainable goals.

II. STUDIES ON MSME SECTOR AND THEIR GREEN PRACTICES

When compared to bigger companies, MSMEs take a different approach to their involvement in social and environmental concerns (Williams & Schaefer, 2013). They seldom have formalised policy on social issues or the environment (Hamann et al., 2009).

green practices implementation is becoming more prevalent in large corporations, however, there appears to be a general deficiency of such practices in MSMEs in India (Nulkar, 2014a). MSMEs in India bear

responsibility for generating significant quantities of waste that has detrimental influence on environmental quality (M. Singh et al., 2012).

Despite the potential benefits for businesses that implement pro-environmental measures, MSMEs emphasise compliance over sustainability which is reactive strategy (Hobbs, 2000). India's policies and laws don't promote or assist adequately for MSMEs to pursue this course of action ; the absence of an enforcement mechanism may result in local regulatory bodies overlooking a significant portion of the environmental effects caused by MSMEs (Nulkar, 2014b).

MSMEs are frequently reliant on a limited clientele and are believed to encounter more significant limitations in terms of financial and managerial capabilities. Small enterprises have frequently exhibited a restricted capacity and inclination to participate in matters pertaining to pro-environmental concerns (Gerrans & Hutchinson, 2000 ;Spence, 2007; Hamann et al., 2009). But nevertheless, some studies were conducted recently to suggest that the involvement of MSMEs in environmental issues may be undergoing some kind of shift. The latest study has indicated that there is an increase in the number of small firms that are now participating in environmental initiatives of some kind (Revell et al., 2010 ;Brammer et al., 2011).

Findings by Chakraborti & Mishra (2018) reported that the implementation of green practices among Indian MSMEs is currently inadequate, indicating a need for awareness and training programmes to cultivate attitudes and capabilities conducive to the GP implementation. Many significant observations have been documented, including the insufficient awareness and engagement regarding ecologically sustainable business practices among owner-managers of MSMEs, the perceived disassociation between GP and socially responsible business practices, the complete lack of reporting practices and lack of enthusiasm for 14001 certifications.

Study by Hui et al. (2001) stated that the majority of small enterprises exhibit a favourable disposition towards the adoption of an EMS or the incorporation of GP. The majority of individuals also hold the belief that the adoption of EMS can significantly enhance their competitive advantage in the business realm. Additionally, they perceive the integration of GP as having a favourable impact on their business operations.

Gadenne et al., (2009) found out that MSMEs are aware of supplier effect and compliances and benefits of green practices.

According to study by Subhabrata Bobby Banerjee (2002), the service industries are comparatively less regulated as compared to manufacturing industries and they have lower levels of corporate environmentalism or culture.

Study by Cronin et al. (2011) stated the environmental technologies can give a competitive advantage and also inferred that the different stakeholders influence green practices.

Review on small service firms by Leonidou & Aykol (2014) published during the 1992–2012 period states that theoretically, it can be argued that a significant portion of the studies examined in this analysis did not possess a solid theoretical foundation. The remaining studies, however, were primarily grounded in “stakeholder theory, the resource-based view, and institutional theory.” Scholars have conducted empirical research on a diverse array of subjects, placing specific emphasis on the factors that contribute to or impede green initiatives, the driving forces and barriers to environmentalism, and the challenges associated with achieving GP goals by corporates.

While studying corporate environmentalism across all industries by S. B Banerjee et al.(2003), 4 important antecedents were identified that contribute to “corporate environmentalism, namely public concern, regulatory forces, competitive advantage, and top management commitment”. In manufacturing sector with high environmental impact, corporate environmentalism is primarily influenced by public concern and regulatory forces. In the service sector, the primary driver of corporate environmentalism is competitive advantage, with regulatory forces following closely behind. Top management commitment exerts significant effects for the 2 industries. The function of senior management as an intermediate is crucial in the context of “regulatory pressures, public concern, and competitive advantage.”

III. GREEN PRACTICES STUDY IN IT SECTOR

Chen et al. (2011) utilised the “natural-resource-based perspective theory” for analysing the GP implementation, specifically focusing on pollution reduction, responsible handling of products, and long-term development. The findings indicated that green practices implementation is significantly influenced by mimetic and coercive pressures. This form of interaction serves as a strong catalyst for promoting the adoption of green practices, with a particular emphasis on managing products. The findings add to understanding of organisations' pro-environmental activity.

Ojo et al. (2019) found that the attitudes of workers have a significant impact in encouraging participation in green computing practises. Specifically, employees' attitudes are directly influence by the knowledge of Green IT(GIT), social influence, and the prevailing management culture. Moreover, it has been observed that the link between knowledge and social influence on attitudes is mediated by beliefs regarding GIT. However, the impact of green culture on attitudes is not mediated by beliefs about GIT.

Study by Theis, V., & Schreiber (2020) found that IT companies' upper management in Brazil exhibit an impulsive attitude towards GIT due to a lack of strategic objectives, a failure to enhance consumer perception of the company's value, and a lack of focus on sustainability as a means of achieving competitiveness.

Research work using multi-case studies by Patón-Romero et al. (2021) established "Governance and Management Framework for GIT", that examines the essential attributes needed for the successful implementation of GIT within organisations, focusing on the perspectives of governance and management in this domain.

Study by Cater-Steel, A. (2011) explored the relationship between IT Service Management (ITSM) and GIT. The findings suggest that a majority of managers have successfully executed a GIT Policy. They possess a clear understanding of the significance of managing e-waste and improving the way energy is used.

A. Molla et al. (2009) offers an initial understanding of the of diffusion and maturity of GIT, along with an examination of the factors that drive and hinder its adoption. In general, the results suggest that companies in Australia, New Zealand, and the USA are cultivating a favourable mindset, implementing various simple measures, and making investments in emerging technologies to leverage information technology as a means to achieve both eco-efficiency and eco-sustainability goals. There is a greater emphasis on policy and practise in the management of GIT, while the sourcing aspect of GIT receives comparatively less attention. The primary impetus for the adoption of GIT stems from the imperative to enhance IT efficiency and achieve tangible cost savings in IT operations. Similarly, the financial implications of implementing green practices in the area of IT, as well as absence of clear business benefits associated with such initiatives, are identified as primary obstacles to the widespread adoption of GIT. Environmental consideration is the predominant focus in Australia and New Zealand. In the United States, cost-cutting and energy efficiency are the main areas of attention.

IV. GREEN PRACTICES STUDY IN LOGISTICS SECTOR

Li et al. (2019a) provided insight in his research , the external and internal determinants that motivate senior executives to embrace environmentally sustainable practices, as well as the methods by which they do so; the study found that the implementation of policies implemented by the government that incentivize citizens to engage in activities that are less harmful to the environment, as well as increasing demand for products that are environmentally friendly from foreign clienteles, have been found to positively effect on the top management support for such initiatives. Conversely, pressures related to resource availability was shown to reduce senior management support for green practices. The advocacy of top management is not affected by government policies of command and control, the demand for environmentally-friendly products by domestic customers, and organisational resistance to change. Moreover, there exists a positive correlation between top management advocacy and both the green culture and the implementation of green practices. Additionally, the effective execution of green practices is aided by cultural factors.

According to Centobelli et al. (2020), a variety of various sorts of behaviour is exhibited by the logistics sector as it is a heterogeneous industry; four approaches : “sustainability leaders, green practise adopters, information system adopters, and sustainability followers” are identified for the process of adopting green initiatives .

Agyabeng-Mensah et al. (2020) established that logistics green practices improve ecological performance. but no discernible impact on social or corporate performance.

The study finds that while adopting green logistics management practices enhances financial performance via market and environmental performance, it has minimal impact on enhancing the social and employee health.

V. GREEN PRACTICES STUDY IN RESTAURANT SECTOR

In the restaurant sector, "Green Practices" have taken on significant importance as a way to boost social benefits and ensure long-term company sustainability as stated by the study of Choi & Parsa (2007) . The findings indicated that managers' preferences for and engagement in such practices had a substantial impact on their readiness to charge higher costs for green practices. It was demonstrated that managers' choices for such approaches had an impact on whether they decide to raise prices above 6%. It was also revealed that the perception of green practices by managers, according to the attitude towards "health issues, environmental responsibility, charitable giving, and consumer communication", had minimal impact on managers' preparedness to increase fees for green practices.

Baloglu et al. (2022) investigated in the restaurants of US Southwestern region, the green practices and underlying motivations. Majority of the practices observed were associated with enhancing water efficiency, managing waste, and implementing recycling measures. The findings of the study indicate that restaurants did not demonstrate a strong commitment towards making significant capital investments and obtaining green certification, rather, the firms have directed the attention towards the adoption of green practices that result in cost savings and also create a positive image among customers. Restaurants that have established sustainability policies exhibit greater participation in green practices and demonstrate a higher degree of engagement in assessing outcomes, as well as motivating and educating their staff.

According to research conducted by Kasim & Ismail (2012) in the restaurant industry of Malaysia, a developing country, the results indicate a deficiency in the execution of green practices. Despite the professed awareness and concern of managers at the highest levels regarding environmental matters, there appears to be an unwillingness to allocate resources towards the adoption of EMS, modification of operational procedures as well as the integration of green practises. The authors identified several obstacles to the execution of green practices in restaurants. These include inadequate enforcement of environmental regulations, limited and inconsistent availability of green supply chains, a lack of trade pressure to adopt green practices, and insufficient demand from customers and communities for sustainable business operations. The factors that propel the growth of green practice primarily attributed to government intervention, which encompasses initiatives such as public education and capacity building.

According to Perramon et al. (2014) research, green practices directly improve the operational effectiveness and competitiveness of small restaurants in Spain and indirectly affect corporate performance . This study thus supports the idea that restaurants may gain a variety of advantages that enhance their competitiveness and performance by taking an active role in environmental concerns.

According to the findings of the investigation by Bagur-Femenias et al. (2016) , hotels that opt to voluntarily adhere to environmentally sustainable policies tend to achieve superior outcomes compared to their counterparts that do not prioritise such practises. The inference drawn from the analysis is that governmental bodies should not confine themselves to mere regulation, but also undertake initiatives to raise awareness among SME enterprises with the aim of enhancing environmental conditions. It is imperative for SMEs operating in the hospitality industry to comprehend that there exists a mutually beneficial relationship between the environment and their own enterprises, whereby both entities stand to gain mutual benefits.

Llach et al. (2013) conducted a study that establishes an important relationship between Environment Management Practises (EMP) and financial performance in small firms. The study suggests that small service companies can enhance their competitiveness by adopting a proactive approach towards quality and environmental issues, which can yield numerous benefits.

The study by Prakash et al. (2023) focused on the challenges related to the implementation of environmentally-friendly and sustainable practises within the hospitality sector. The study has identified a necessity for improved regulation and long-term growth within the Indian hotel industry, with a focus on minimising carbon emissions and implementing environmentally conscious practises.

VI. GREEN PRACTICES STUDY IN HEALTH CARE SECTOR

For the healthcare sector, the implementation of appropriate waste management strategies has become imperative for due to government regulations and increased public consciousness regarding healthcare waste concerns. In recent years, environmental regulatory agencies and waste generators have made significant efforts to enhance the management of waste generated from healthcare facilities. Indeed, novel technologies have been devised to manage healthcare waste. Nevertheless, the implementation of waste management strategies within the healthcare industry is not devoid of obstacles in India (Muduli & Barve, 2012) .

The 2016 regulations for biomedical waste management (BMWM) aim to enhance the segregation, transportation, and disposal techniques in order to mitigate environmental contamination and transform the BMW disposal and treatment practices in India. To ensure efficient management of biomedical waste materials (BMWM), it is imperative to establish a collaborative effort among stakeholders, including the government, healthcare workers, and regulatory bodies ; this entails providing adequate financial and infrastructural support, establishing dedicated healthcare facilities, implementing stringent legislation, and conducting regular monitoring of BMWM practices (Datta et al., 2018). The fundamental idea of the BMWM method is source segregation and minimization of waste.

In India, there is a scarcity of research conducted on the practices of “health care waste management”. There are several difficulties with regard to health care waste management practices despite the rules and initiations like biomedical waste management. The primary impediments to the management of healthcare waste include: the identified factors contributing to the problem include a deficiency in segregation practices, an inadequate operational strategy for waste management, insufficient support from government agencies, top-management indifference, absence of a green procurement policy, inadequate awareness and training programmes, and financial constraints.

There is very scanty research in other service sector like saloons, printing, laundry, training centres etc and hence these service firms require inclusivity in research.

VII. FACTORS FOR ORGANIZATIONAL ADOPTION OF GREEN PRACTICES

The investigation into the determinants of environmentally sustainable practices of MSMEs has garnered significant attention in recent years, particularly after 2010 (Yadav et al., 2018). The literature research has shown different factors that contribute to environmental participation in business in general.

There are many organizations attempting to adopt and implement many green practices to attain environmental performance for the growth of businesses in sustained manner along with environmental sustenance. There have been many researches which proposed different dissertations regarding the factors of the firms’ green practices adoption (Jun et al., 2019; Li et al., 2019 ; Singh et al., 2014; Ho et al., 2014 ; Gadenne et al., 2009; López-Gamero et al., 2008 ; Alvarez-Gil, M. J., P. Berrone, 2007 ; Williamson et al., 2006 ; Aragon-Correa et al., 2004; Henriques & Sadosky, 1999).

Gadenne et al.(2009) briefed certain elements that affect green innovation as “financial resources, management style, human resources, manufacturing activity, technological approach, innovative capacity, corporate adaptability, and external cooperation”.

Eiadat et al. (2008) studied that government environmental legislation, perceived stakeholder pressure, and management environmental concern impact the environmental innovation approach.

Research by Paulraj (2009) found that important adoption factor for green practices by businesses include compliance with legislation .

Research by Gandhi et al. (2018) found that the endorsement of governmental entities have a crucial role in the effective execution of environmentally sustainable and efficient practices. Li investigated how internal-external forces impacts top management, and consequently promotes green culture and green practices adoption of a firm.

N. Singh et al. (2014) revealed that the major forces influencing the green practices adoption are internal, market, and business size; however, in the Indian context, “external pressures from regulatory and societal stakeholders” were irrelevant. Businesses in the industrial, chemical, and agricultural sectors are probably having thorough green practices than service businesses. The majority of investigations have been carried out in developed economies, except few Chinese and Brazilian researches (Seroa da Motta, 2005 ;Zeng et al., 2011). The findings may be informative, but they cannot be applied to developing nations.

VIII. MOTIVATION FACTORS OF GREEN PRACTICES ADOPTION

Motivational factors are a critical determinant in how businesses decide to implement green practices. This literature evaluation determines and analyses the primary factors of motivation that impact the implementation of green practices within organisations. The main motivating elements influencing the green practices adoption within firms will be identified and analysed in this literature study.

When attempting to define the term "motivation," scholars have used a number of ways. As defined by Robbins & Judge (2019) "motivation is the processes that account for an individual's intensity, direction, and persistence of effort towards attaining a goal."

The influence of motivation on organisational culture as well as performance is significant (Yuan & Woodman, 2010). The motivation and dedication of employees are crucial factors in the implementation of environmentally sustainable practises in organisations (Greenwood et al., 2010) .

There are many researches in the area of motivation factors for the green practices implementation and for environmental behaviour.

The study by Ziegler & Schröder (2010) offers a thorough examination of the diverse motivations that encourage companies to implement environmental innovations ; they found that “Managerial values and beliefs, organisational culture, resource-based motives, and innovation-oriented incentives” are motivation factors for firms to adopt green practices.

Values refer to persistent and normative convictions regarding appropriate benchmarks of behaviour and desired outcomes (Nystrom, 1990).

Vives (2006) found that the primary drivers of socially responsible behaviour among MSMEs are ethics and moral values. The study by Fritzsche & Oz (2007) found “a positive correlation between ethical decision-making among managers and the presence of altruistic values”.

Study by (Werner, 2008 ;Jenkins, 2004) found that the alignment between personal ethics and business ethics is stronger in MSMEs as compared to larger corporations. Hence, studies by Cordano et al. (2010) ; Battisti & Perry (2011) discovered that values that SME owner-managers uphold have a positive relation with the environmental engagement .

According to research by Williams & Schaefer (2013), managers' personal values, beliefs and opinions were the main drivers of their involvement with environmental concerns, despite the fact that external pressure and economic justifications also contributed to the pro-environmental participation of SMEs ; managers that were environmentally conscious had an “internal locus of control”. It implies that public policy and company guidance may benefit from a stronger emphasis on individual values and a sense of having a role in environmental conservation.

Study by Mitra (2022) found that the ethical values and leadership exhibited by all stakeholders significantly influence HRM practices, resulting in advantages for the environment and improved firm performance.

In contrast to managers and leaders of larger corporations, MSME owner-managers frequently establish enterprises that align with their own values and beliefs. They typically possess a higher degree of strategic and operational autonomy within their enterprise, and are typically vested with the authority to propagate their own vision throughout the organisational ethos and values (Heugens et al., 2008; Dawson et al., 2002) .

Findings by Kelemen-Finan & Smith (2009) also reveal that the motivating factors behind sustainable business practices encompass ethical principles and societal obligations, financial benefits and operational streamlining, workforce involvement and contentment, and the augmentation of organisational image. The authors emphasise that MSMEs are subject to a confluence of these motivational factors, the significance of which is based upon the particular context and sector.

According to Chatterji & Mathieu (2011) the driving factors behind the adoption of green practises encompass reduction of expenses and enhancement of productivity, elevation of reputation and brand equity, meeting customer expectations, attracting and retaining skilled workforce, and ethical obligations. The research emphasises that the significance of these motivation may fluctuate across diverse MSMEs depending on their distinct circumstances, sector, and external demands.

Findings by the study of Azizi & Wilkinson (2015) revealed that key motivation to practice energy saving behaviour are awareness that energy scarcity is a global issue, energy costs can be saved and wanting to be a role model of such environmental efforts.

Studies by González-Benito, J González-Benito (2005) and Melnyk et al. (2003) found that economic opportunities that businesses gain from engaging in pro-environmental behaviour, and also ethical or ecological concerns are motivation factors for the firms.

Research study by Honkanen & Verplanken (2004); Mann & Abraham (2006) have shown, and proven, that the hedonic component in a person has an effect on the environmental activity that he engages in. Hedonic are those factors which make a person feel a need to be fulfilled. These aspects are connected to the uplifting mental and emotional experiences, as well as the sense of overall well-being.

The sustainability activities in MSMEs are influenced by the habits and lifestyle of their owner (Font et al., 2016). As per Koe et al. (2015), the proactive stance of MSME managers towards environmental sustainability played a pivotal role in their overall organisational effectiveness.

IX. CONCLUSION

The goal of this review is to determine the current status of green practise research and also to study the determinants and motivation factors for green practices implementation by small service firms. There are many studies on green practices with emphasis on the manufacturing sector on their antecedents, viability, issues, strategies, firm performance etc, but there are very few researches in service sector firms (M. P. Singh et al., 2018; Rizvi & Garg, 2020). Therefore, a requirement for study emerges for further investigation and scholarly inquiry for small service sector in regards to green initiatives.

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