RESEARCH ARTICLE   **Open Access**

The Effect of Green Human Resources Management in the Resilience Economy in Small and Medium Companies (Case Study: Eshtehard Industrial park)

Ali Saeidi Talab [1], Morteza Ghasemi *[2], Ehsan Sadeh [3], ZeinolAbedin Amini Sabegh [4]

Abstract
This article aims to provide a model to explain the role of green human resource management in the resilience economy of small and medium companies. The method of this research is a developmental-applied type of mixed research (qualitative-quantitative), which was used in the qualitative part of the Foundation (emerging) data method to identify components and indicators, and in the quantitative part, the descriptive-survey method was used. The statistical population in the qualitative part included experts (university faculty members) in the fields of human resource management, environment and economics, after 28 interviews, the research reached theoretical saturation, and in a small part of the Cochran formula, there were 229 employees of the company. Industrial companies of Eshtehard town were selected. In the qualitative section, 13 codes were identified in process factors, 14 codes in prefixes and 10 codes in suffixes. For resistance economy, a researcher-made questionnaire with 31 indicators was used. The validity of the questionnaire was confirmed by the Cvr method. Cronbach's alpha of green human resources management questionnaire was equal to 0.761 and resistance economy questionnaire was equal to 0.870. Two types of internal and external validity were used to validate the model. The results of the analysis of factor loadings of research components showed that there is a positive and significant linear relationship between each dimension of green human resource management. According to the results of the research model, it showed that among the identified factors, the antecedent dimension with a coefficient of 0.819, process factors with a coefficient of 0.797 and suffixes with a coefficient of 0.713, and finally, the coefficient of the impact of green human resources management on the resistance economy was obtained as 0.914, which shows the impact of 91 A percentage of aspects of green human resource management had resistance on the economy.
Keywords: *Green human resources management, Resistance economy, Small and medium enterprises*

Introduction

Green human resource management can be discussed from two perspectives: one related to social performance and the other related to direct economic performance (Zahrani, 2022). According to the systematic review of previous studies, green human resource management is significantly effective in implementing and achieving sustainable social development. In other words, one of the basic requirements in order to solve environmental problems can be pursued through the active participation of human resources in companies, and this in turn is related to the issue of green human resource management (Al Ababneh, 2021). By

1. PhD Candidate, Department of Management, Saveh Branch, Islamic Azad University, Saveh, Iran.
2*. Assistant Professor, Department of Management, Saveh Branch, Islamic Azad University, Saveh, Iran.
   (Corresponding Author: m-ghasemi@iau-arak.ac.ir)
3. Associate Professor, Department of Management, Saveh Branch, Islamic Azad University, Saveh, Iran.
4. Associate Professor, Department of Management, Saveh Branch, Islamic Azad University, Saveh, Iran.

institutionalizing cultural indicators that pursue the resolution of environmental issues among the human resources of companies, it is obvious that alignment with the basic principles in environmental fields can be established at the best possible level. It is on this basis that it can be said that one of the desirable effects and consequences of green human resource management is improving the level of social performance among companies (Fawehinmi et al., 2022). Economic performance is one of the other areas that human resource management has an impact on. Economic performance can be affected by many factors in companies, but one of the most important pillars in companies, which guarantees the improvement of the economic performance of companies, is the benefit of active and dynamic human resources that have the necessary alignment in line with organizational goals (Paille, 2022), among this, it should be mentioned green human resources management, which by benefiting from many benefits, can significantly affect the economic performance of the company, especially through cost reduction and cost management (Khan et al., 2022). To help accordingly, today, green human resources management is mentioned as one of the main indicators in managing customers' attitudes towards the company and also improving economic performance (Obeidat et al., 2020).

On the other hand, with the intensification of the unilateral and sanctions of the West against the Islamic Republic of Iran with the aim of stopping peaceful nuclear programs, the economic situation of Iran entered a new arena, which was first seen in the meeting of entrepreneurs in September 2009, the Supreme Leader of Iran The economic approach was named resistance economy (Noferesti, 2016). The resistance economy is a network of communication patterns of actors in the production, distribution and consumption of goods and services, which did not decline in crisis conditions and had the power to reorganize itself and, by digesting the crisis factors, prevented the imposition of rules (Soltanifar, 2017). The

other has become his own, and if necessary, he can impose his rules on the other. The resistance economy is the strategy of the Islamic Republic to confront the asymmetric economic war imposed by the arrogant enemy and is accompanied by economic progress in critical conditions (Bagheri & Mousavi, 2019). In today's world, with the growth of industry and technology and the lack of natural resources, the only way to save humanity from the crises resulting from the destruction of the environment is to familiarize managers with the concept of green human resource management in sync with the resistance economy (Seyf & Noorozi, 2019). On the other hand, an increasing number of companies, especially large multinational companies, bear more pressure from shareholders to introduce green measures in their operations and management and economic measures (Shaghaghi shahri, 2021). However, considering the emerging topic of green human resources management for the society, it is necessary that mediating factors or mediating variables that play a role between green human resources management and resistance economy should also be considered and in accordance has been mentioned that it is clear that nowadays green human resources management should be considered as one of the important precursors in order to improve the situation of the resistance economy (in its many areas based on social, environmental and economic performance), especially in companies, especially small companies and Average paid special attention.

Eshtehard Industrial park, considering that it is facing the problem of stagnation and inactivation of companies, especially small and medium companies, which has increased their growth in recent years and due to the economic conditions that have arisen. And therefore, it is particularly important to examine the set of effective contextual factors that can improve the performance of small and medium companies located in the Eshtehard Industrial park; According to the report of Eshtehard Industrial park, out of 1418 companies, 786 companies are active

and the rest are stagnant and inactive. So that out of the 1418 mentioned companies, 365 companies have become stagnant and 267 companies have become inactive (a total of 632 companies out of 1418 companies have become stagnant and inactive).

With regard to the statement and mentioning the point that green human resource management, taking into account the resistance economy to achieve a dynamic and active economy, should direct educational, research and service activities towards the development of green human resource management and provide an effective model. To promote and develop green human resources management, it can be effective in the improvement and development of the country, and also considering that the existing models and patterns studied are not comprehensive and are not based on the needs assessment of small and medium Industrial Parks under government supervision. and they are mainly formed in macro systems and large industries, and considering that in the investigated researches, most modeling is desired and not modeling, so the main question and concern of the present research is to present a model to What is the meaning of explaining the role of green human resources management in the resistance economy of small and medium companies? And therefore, in this research, in this direction, such a model will be designed and validated.

Literature Review

Green human resource management is not only beneficial for the environment but also for organizations. Maybe many people are not familiar with these concepts. We live in an environment that we need to live in the future (Podolsky& Hackett, 2023). Businesses, climate changes, environmental problems such as global warming, greenhouse gases, garbage, deforestation, etc. all play a big role in environmental destruction (Zhou & Zheng, 2023).

Human resource management chooses different organizations and provides necessary training to human resources with their help. They also benefit from their ability to improve the environment and create sustainable development for the future. Green human resource management includes guidelines, policies and practices that cause a large percentage of society to be diligent in preserving biological resources (Bahuguna et al., 2022).

The only major difference that has occurred after the emergence of environmental concepts in organizations is the movement and creation of environmentally friendly perspectives that place the mission of organizations in this direction (Mahdavi et al., 2022). However, things like perfectionism, competitive advantage and effective leadership are still present in human resource management. In fact, the past concepts and tools in human resource management are used in green human resource management to serve the environment and protect it (Aftab et al., 2022).

In fact, green organizational resource management is a combination of management goals around the environment and recruitment processes, job descriptions and training, training and development of forces, occupational health and safety, performance management, evaluation, talent management, rewarding and professional and career planning and ….use the green human resources questionnaire to measure this category (Krachler, 2023).Therefore, green human resource management means the philosophy, policies, activities and practices of human resource management that help reduce environmental damage. In fact, green human resource management does not add a process to traditional human resource management. Rather, it breathes green thinking and actions into the spirit of all HRM processes (Chaudhary & Firoz, 2022).

The benefits of using green human resource management. Green human resource management

➢ Green human resource management has its main importance in achieving broader goals such as cost savings, corporate social responsibility, talent acquisition and

management, and gaining superiority over competitors;

➤ This management method improves the reputation of a company's employer brand in the market and can possibly increase sales;

➤ It improves the quality of the organization internally and externally;

➤ This management method improves stakeholder participation;

➤ Green human resource management reduces the overall costs of a company by being more efficient in the use of energy, water and raw materials;

➤ It is a competitive advantage for industry companies as well as the market;

➤ Develops innovation; because employees are committed to improving the ecological footprint of their companies. It further facilitates the growth of companies and the improvement of quality and increase of procedures and methods;

➤ Green human resource management helps to manage problems more effectively (Adula et al., 2023)

-Goel et al., (2022) in an article with title: "Sustainable Green Human Resource Management Practices in Educational Institutions: An Interpretive Structural Modelling and Analytic Hierarchy Process Approach" by using Structural Modelling (ISM) technique argued that the lacking or insufficient considered four main pillars: clear vision and top management cooperation among these EIs to ensure sustainable GHRM practices from the strategy aspect perspective, benchmark in fixing accountability considering the policy aspect, suitable course curricula in universities focused on GHRM practices from procedural viewpoint, and transparency in EIs from the perspective of rules as significant challenges in GHRM adoption. The findings of the reported results can be further extended in cross-sectional and cross-cultural studies in further studies

-Hajizadeh et al., (2022) in an article with title:"Designing a Model for Establishing Green Human Resource Management in Government Organizations" by using the

meta-synthesis method conclued that green human resource management activities can have positive consequences for the development of Iranian government organizations, this article was conducted to identify the prerequisites, processes, and consequences of establishing green human resource management in government organizations and led to the design of a model in this regard.

-Munawar et al., (2022) in an article with title: "Effects of green human resource management on green innovation through green human capital, environmental knowledge, and managerial environmental concern" by using the partial least structural equation modelling (PLS-SEM) technique dedicated the link between GHRM and green human capital is stronger with MEC as a moderator. The study contributes to the body of knowledge by investigating environmental protection based on the human capital theory through empirical evidence on hypothesised relationships. Moreover, the study extends the GHRM scope by adding predictors such as environmental knowledge for efficient hotel industry performance.

-Baykal and Bayraktar (2022) in an article with title: "Green human resources management: A novel tool to boost work engagement" by using the AMOS structural equation program and the PROCESS program conclued that the assumptions of social identity theory and revealed the existence of mediator effect in the relationship between GHRM and work engagement of employees, illuminating the importance of GHRM for employees' positive attitudes toward their organization.

-Sharma et al., (2021) in an article with title: "Recent trends of green human resource management: Text mining and network analysis" by using text mining, latent semantic analysis (LSA), and network analysis argued that identifies five recent research trends in GHRM using K-mean clustering. Future researchers can work upon these identified trends to solve environmental issues, make the environment eco-friendly,

and motivate firms to implement GHRM in their practices.

-Adubor et al., (2022) in an article with title:"Exploring Green Human Resource Adoption and Corporate Sustainability in Nigerian Manufacturing Industry" by using quantitative research which made use of a questionnaire dedicated that a significant effect between the antecedents of GHRM and corporate sustainability in the manufacturing industry. The study utilized regression analysis and demonstrated that organizations gain advantages by applying GHRM. Employees exposed to greening abilities and training reduce waste and reuse materials, enhance the firm's image, attract and retain green customers, and reduce adverse environmental effects to better financial performance. This accomplishment benefits the company and allows employees to develop their own environmentally conscious orientation and projects.

-Jaafari et al., (2021) in an article with title: "Identifying Indicators and Components of Knowledge Capital and Human Resource Strategies in the Iranian Higher Education System" by using interview method concluded that the officials, decision-makers, and educational planners in the higher education system be familiar with the dimensions, components, and mechanisms of knowledge acquisition and human resource strategies in the higher education system and take necessary executive measures while planning and making the necessary policies.

-Sabet et al., (2021) in an article with title: "Designing a Model of Human Resource Mentoring System Based on a Mixed Approach, With the Aim of Increasing Productivity" by using mixed approach conclued that the relationships in the model with appropriate impact coefficients were confirmed.

-Farrokhi et al., (2020) in an article with title: "The Effect of Green Human Resource Management on Employee Environmental Behavior by Considering the Modifying Role of Individual Green Values and Service Culture" by using interview method concluded that green HRM practices have a positive effect on employees' environmental behaviors, and the biosphere's values moderates the relationship between training and green thumb on employee environmentally friendly behavior and the relationship between green performance management and employee environmental behavior. But the relationship of green employment selection has no moderating effect on employee environmental behavior. Also, service culture has only moderated the relationship between green employment and environmental behavior of employees and has not moderated other relationships.

Research Methodology

This study is a mixed method study (quantitative and qualitative). In the qualitative phase, using semi-structured interviews, the primary components of the (emerging) foundation data method were identified. The entry criteria for this research was for experts with experience in industrial companies and environmental universities and academic experts in the field of government, economic and environmental management, academic and research experience, interest in research and field of study related to the research title. The sampling method was also in the form of snowballs (Adams & Mc Guire, 2020). In the qualitative part, 14 experts participated in this research. The foundation's data method is used to determine the antecedents, processes (intermediaries) and consequences of green human resource management in the resistance economy. The method of data collection was used to collect quantitative data from a researcher-made questionnaire based on the qualitative part. In the quantitative part, the statistical population was managers, vice presidents of industrial companies in Eshtadar Industrial Park, based on Morgan's table, 229 managers were obtained from production units located in Eshtahard Industrial Park. The sampling method in the quantitative section was stratified random.

In the first step, open and central codes were identified and then they were placed in

the existing platforms (antecedents, process and background) which were identified as selected codes in this research. The interviews continued until the theoretical data saturation stage. Qualitative content analysis was done with MAXQDA12 software. Smart pls3 software was used for structural equations and to determine the contribution of each dimension on green human resource management in resistance economy. In this research, obtaining informed consent, maintaining identity information and maintaining confidentiality in implementing the content of the interviews were considered as ethical considerations.

Findings

Question 1. What are the antecedents, processes and consequences of green human resource management in the resistance economy in small and medium companies?

To answer this question, interviews with semi-structured questions were designed and conducted with experts and managers of small and medium companies. Out of a total of 14 experts participating in this research, 10 were faculty members in the fields of environment and economics, and 4 were managers and deputies of the environmental organization. The process of qualitative content analysis was used to identify the dimensions and components of green human resource management in the resistance economy. In this process, 180 primary codes were extracted. By multiple review and integration of codes based on similarity and through several steps, in the first step, 41 indicators for green human resources management in the resistance economy, 11 components and 3 main themes (main dimensions) were extracted (according to Table No. 1).

Table 1.

Dimensions and components of green human resource management in resistance economy

Variable	Selective coding (dimensions)	Axial coding (components)	Open coding (indexes)	Interviewee code
Green human resource management	Subsequent	Team readiness	Green attitude to green human resource management	14, 11, 115
			A long-term approach to green human resource management	13, 14, 111,
		Human resources team	Human resource team's belief in green human resource management	16, 118
			Creativity in the green human resource management program	15, 12, 118, 13
			Internal integration of human resources processes	116
			Ability to manage change in green human resources	13, 14, 11, 15
			Continuity of actions in green human resources management	11, 15, I4, 12, 111
			Ability to reengineer green human resource management processes	110, 111, 113
		Organizational	Managers and shareholders' support for green human resources management	13, 14, 111, 115
			Providing suitable budget with green human resource management	11, 18, 13

Variable	Selective coding (dimensions)	Axial coding (components)	Open coding (indexes)	Interviewee code
		Extra-organizational	The lifestyle of green human resources employees	13, 14, 111, 115
			The activity environment of Green Human Resources Company	11, 115, 13
			The business trend of the world is suitable for green human resource management	13, 14, 111, 15
			The type of company and industry suitable for green human resource management	11, 115, 14, 12, 111
			Attitudes of appropriate stakeholders with green human resource management	13, 14, 111, 15
	Consequent	Individual	Cheerfulness and relaxation of employees	13, 15, 14, 12, 111
			Meaningful sense of green human resources	110, 111, 113, 114
			Citizenship green behavior	I10, I15, I14, I2, I11
		Organizational	A more reliable employer brand in line with green human resource management	15, 111, 14
			Credit team of green human resources	11, 12, 111, 15
			Reducing internal costs in line with green human resource management	110, 115, 11, 17
			Appropriate sustainable profit with green human resource management	I3, I4
			Legal protection of green human resources	I8, I7, I11, I19
		Society	Preserving the green environment	17, 113, 19, 12, 16
			Diffusion of green lifestyle among employees	110, 116, 15, 11, 17
	Process factors	Green process	Strategic alignment with green human resource management	12, 16, 110, 114
		Green strategy	Development of green human resource management strategic relationships	112, 18, 13
		Green culture	Maintaining the fundamental values of green human resources	11, 119, 110, 14, I5
			Symbolization to preserve green human resources	117, 13, 114, 11
		Green support	Information support for green human resources	110, 16, 15,
			Service support of green human resources	11, 15
			Financial support for green human resources	14, 11, 115
			Timely support of green human resources	I3, I4, 111,

As indicated in Table 1, 18 indicators and 4 components were identified for the antecedents, and 13 indicators and 4 components were identified for the process factors of green human resources management, and finally 10 indicators and 3 components were identified for the sequels, which were common to the interview and the background. At this stage, with the help of experts, the components were summarized and some were changed.

In the second step, after analyzing the data and coding and summarizing them, 11 components and 38 indicators were designed for the 3 dimensions of antecedents, content and suffixes as shown in the following tables.

Table 2.

Dimensions, components and indicators of green human resources management in resistance economy

Variable	Components	Indicators	Interviewee code
Green human resource management	Team readiness	Green attitude to green human resource management	14, 11, 115
		A long-term approach to green human resource management	13, 14, 111
	Human resources team	Human resource team's belief in green human resource management	I6, 118
		Creativity in the green human resource management program	15, 12, 118, I3
		Internal integration of human resources processes	116
		Ability to manage change in green human resources	13, 14, 111, 15
		Clarity of green human resource management measures and appropriate starting point	14, 112, 111
		Organization of green human resources management programs	13, 14, 111, 15
		Continuity of actions in green human resources management	11, 15, 14, 12, 111
		Ability to reengineer green human resource management processes	110, 113, 111
	Organizational	Managers and shareholders' support for green human resources management	13, 14, 111, 115
		Providing suitable budget with green human resource management	11, 18, 13
		Behavior model of green human resources managers	14,16
	Extra-organizational	The lifestyle of green human resources employees	13, 14, 111, 115
		The activity environment of Green Human Resources Company	11, 115, 13
		The business trend of the world is suitable for	13, 14, 111, 15

Variable	Components	Indicators	Interviewee code
		green human resource management	
		The type of company and industry suitable for green human resource management	11, 115, 14, 12, 111
		Attitudes of appropriate stakeholders with green human resource management	13, 14, 111, 15
	Individual	Cheerfulness and relaxation of employees	13, 15, 14, 12, 111
		Meaningful sense of green human resources	I10, 113, 14, 111
		Citizenship green behavior	110, 115, 114, 12, 111
	Organizational	A more reliable employer brand in line with green human resource management	15, 111, 14
		Credit team of green human resources	11, 12, 111, 15
		Reducing internal costs in line with green human resource management	110, 115, 11, 17
		Appropriate sustainable profit with green human resource management	13, 14
		Legal protection of green human resources	18, 17, 111, 119
	Society	Preserving the green environment	17, 113, 19, 12, 16
		Diffusion of green lifestyle among employees	110, 116, 15, 11, 17
	Green process	Attracting human resources to protect natural resources	113, 114, 15
		Development of human resources to protect natural resources	11, 19, 13
		The process of evaluating the performance of human resources protecting natural resources	112, 116, 110, 14
		Maintaining human resources, protecting natural resources	116, 19, 110, 114, 115
		Green administrative process	16, 11, 113
	Green strategy	Strategic alignment with green human resource management	12, 16, 110, 114
		Development of green human resource management strategic relationships	112, 18, 13
	Green culture	Maintaining the fundamental values of green human resources	111, 119, 110, 14, 15
		Symbolization to preserve green human resources	117, 13, 114, 11
		Information support for green human resources	110, 16, 15

Variable	Components	Indicators	Interviewee code
	Green support	Service support of green human resources	11, 15
		Financial support for green human resources	14, 11, 115
		Timely support of green human resources	13, 14, 111

Finally, it was determined that 42 indicators, 11 components and 3 dimensions were extracted, and in the third part, the concepts were integrated and the conceptual model of the qualitative part was extracted.

Table 3.

Dimensions, components and indicators extracted from interviews for green human resources management in resistance economy

Variable	Selective coding (dimensions)	Axial coding (components)	Open coding (indexes)	Interviewee code
Green human resource management		Team readiness	Green attitude to green human resource management	14, 11, 115
			A long-term approach to green human resource management	13, 14, 111
		Human resources team	Human resource team's belief in green human resource management	16, 118
			Creativity in the green human resource management program	15, 12, 118, 13
			Internal integration of human resources processes	116
			Ability to manage change in green human resources	13, 14, 115, 15
			Continuity of actions in green human resources management	11, 15, 14, 12, 111
			Ability to reengineer green human resource management processes	I10, 13, 111
		Organizational	Managers and shareholders' support for green human resources management	13, 14, 111, 115
			Providing suitable budget with green human resource management	11, 18, 13
		Extra-organizational	The lifestyle of green human resources employees	I3, I4, 111, 115
			The activity environment of Green Human Resources Company	11, 115, 13
			The business trend of the world is suitable for green human resource management	13, 14, 111, 15
			The type of company and industry suitable for green human resource management	I1, I15, I4, I2, I11

Variable	Selective coding (dimensions)	Axial coding (components)	Open coding (indexes)	Interviewee code
			Attitudes of appropriate stakeholders with green human resource management	13, 14, 111, 15
	Consequent	Individual	Cheerfulness and relaxation of employees	13, 15, I4, 12, 111
			Meaningful sense of green human resources	I10, 113, 14, 111
			Citizenship green behavior	110, I15, 114, I2, 111
		Organizational	A more reliable employer brand in line with green human resource management	15, 111, 14
			Credit team of green human resources	11, 12, 111, 15
			Reducing internal costs in line with green human resource management	110, 115, 11, 17
			Appropriate sustainable profit with green human resource management	I3, I4
			Legal protection of green human resources	I8, I7, 111, I19
		Society	Preserving the green environment	17, 113, 19, 12, 16
			Diffusion of green lifestyle among employees	110, 116, 15, 11, 17
	Process factors	Green process	Strategic alignment with green human resource management	12, 16, 110, 114
		Green strategy	Development of green human resource management strategic relationships	112, 18, 13
		Green culture	Maintaining the fundamental values of green human resources	11, 119, 110, 14, I5
			Symbolization to preserve green human resources	117, 13, 114, 11
		Green support	Information support for green human resources	110, 16, 15,
			Service support of green human resources	11, 15
			Financial support for green human resources	14, 11, 115
			Timely support of green human resources	I3, I4, 111,

Subsequent	Processing	Consequent
Individual -Green attitude - Long term attitude **Human resources team** -The belief of the human resources team -Creativity in the program -Internal integration of human resources processes -Ability to manage change -Continuity of actions **Organizational** -Supporting managers and shareholders from different perspectives -Compilation of the budget **Extra-organizational** -Lifestyle of employees -Company activity environment -World business trends -Type of company and industry -Legislative institutions	**Green process** -Green absorption -Green development -Evaluation of green performance -Green maintenance -Green administrative process **Green strategy** -Strategic alignment -Green strategic relations **Green support** -Information support -Service support -Financial support - Time support **Green culture** - Green fundamental values - Green symbolism	**Individual** -Cheerfulness and relaxation of employees -Employees' sense of meaning -Green citizenship behavior **Organizational** -Equivalent employer brand -Credibility of the human resources team -Reducing internal costs -Sustainable profits of the organization -Legal protection **Society** -Green environment -Spread of green life

Subsequent of green resource management | Processing factors of green resource management | Green resource management Consequent
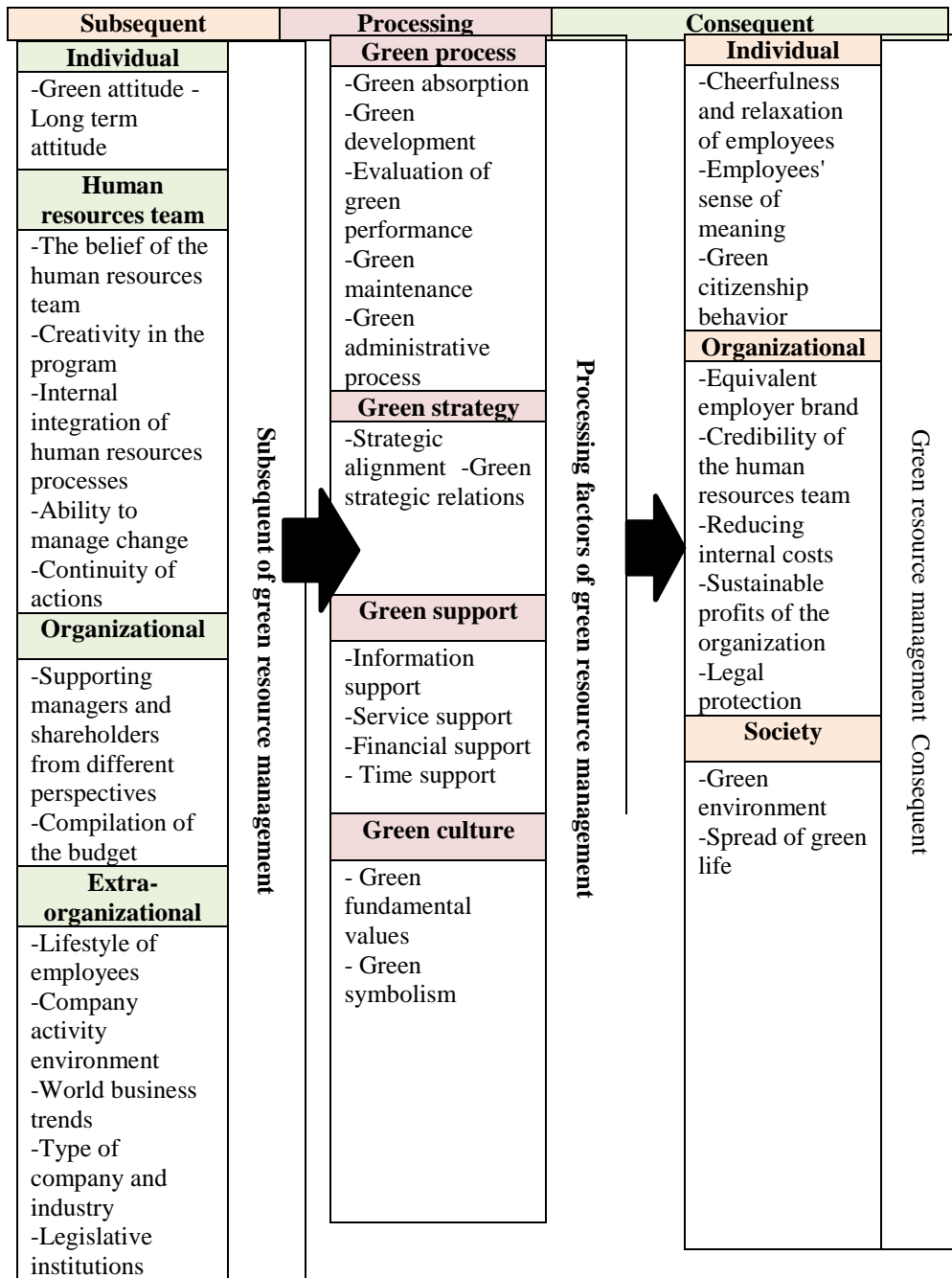
Figure 1. *Integration of green human resource management concepts in the resistance economy*

The answer to the question 2: What is the role of green human resources management in the resistance economy? To answer this question, first, the dimensions and components of the resistance economy, which have been localized according to the Gol Marsa questionnaire, were examined.
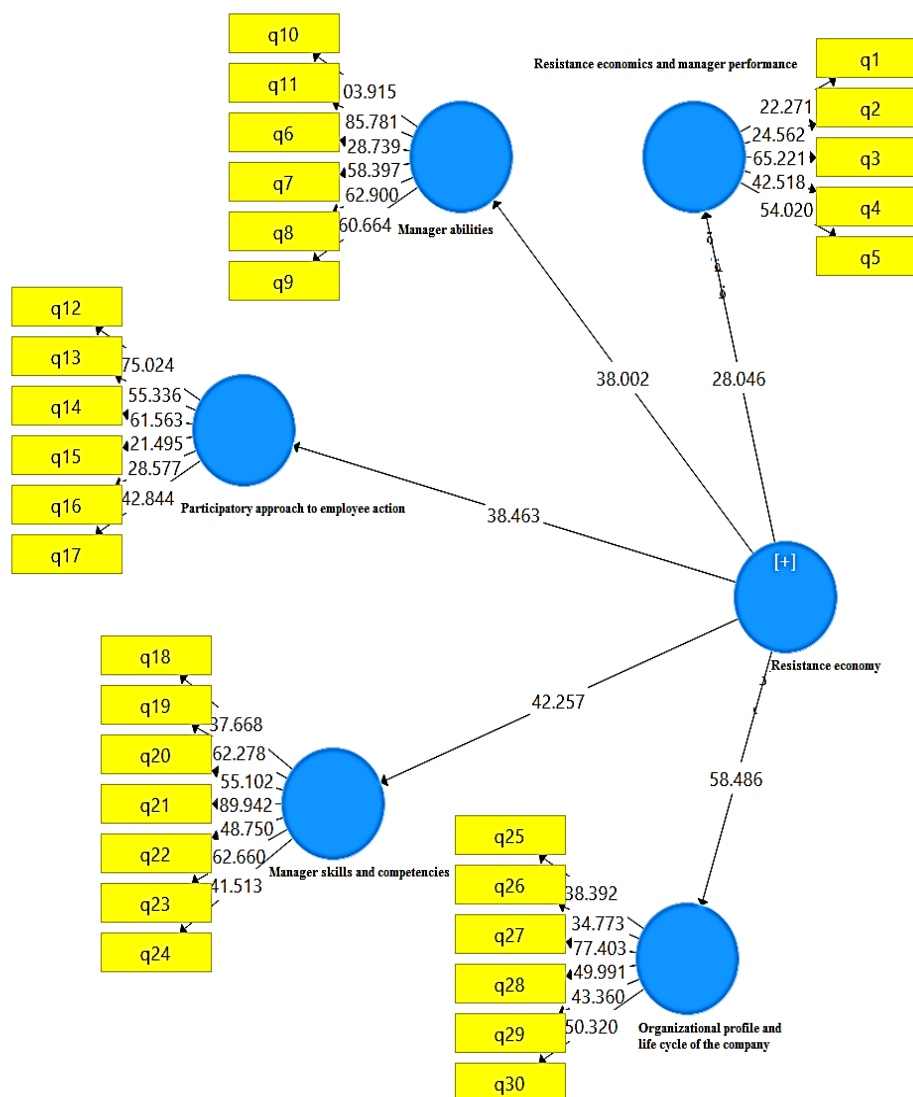
Figure 2. *External and internal pattern of partial least squares and t-test (factors affecting resistance values)*

Table 4.
Convergent validity and reliability of research variables

Variables	Cronbach's alpha	AVE	CR
The action of green human resource managers	0.847	0.598	0.877
Capabilities of green human resource managers	0.806	0.631	0.849
Collaborative approach of action and action of employees	0.781	0.592	0.799
Skills and competencies of green human resource managers	0.852	0.648	0.854
Organizational profile and life cycle of the company	0.744	0.573	0.782
Resistance economy	0.803	0.615	0.899
Total	0.802	0.648	0.854

To answer the main question, the method of structural equations was used, which is shown in the figure below.
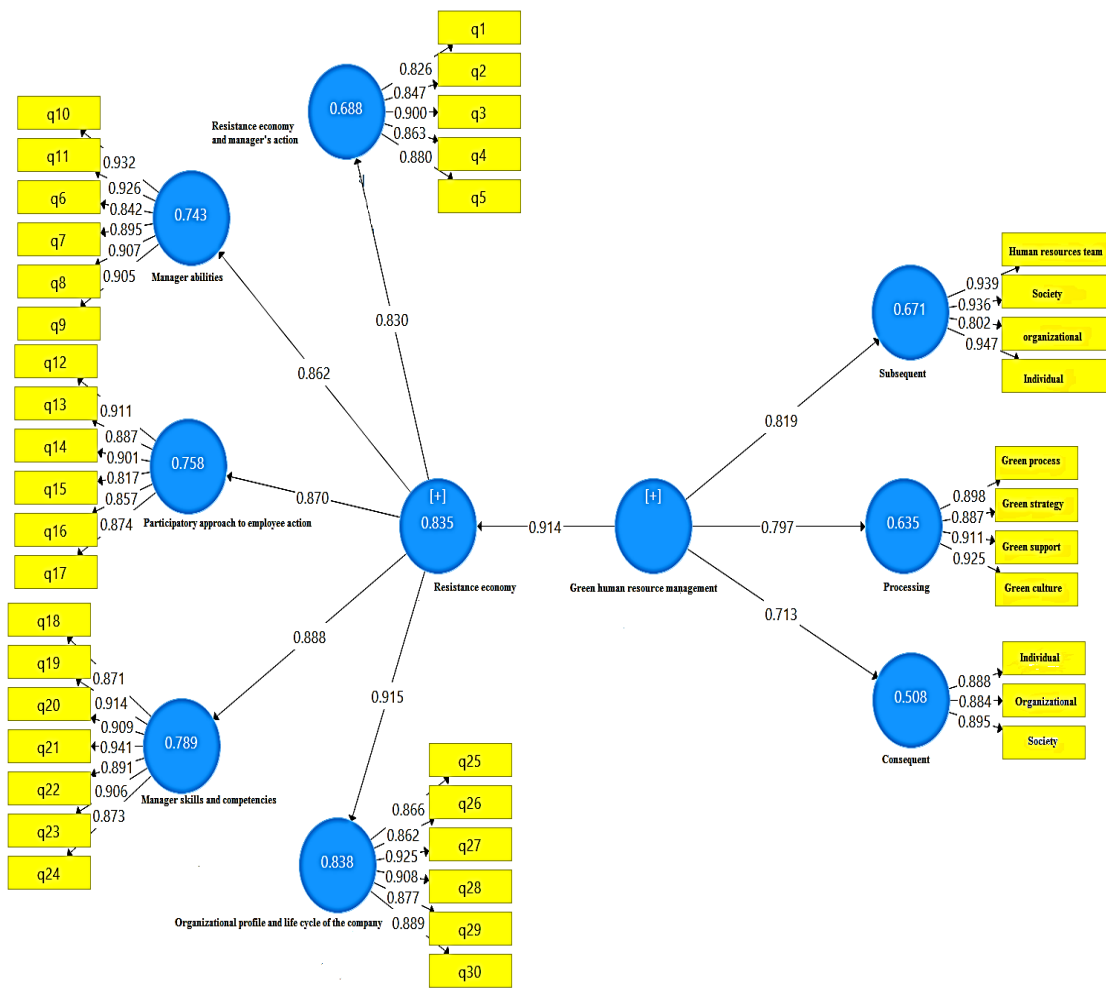
Figure 3. *The external model of partial least squares (the role of green human resource management on resilience economy)*

In graph (2), according to the obtained coefficients, it can be seen that green human resource management has a significant role on the resistance economy with a coefficient of 0.914, and almost 91% of the changes in the resistance economy with the control of other variables can be the result of green human resource management.
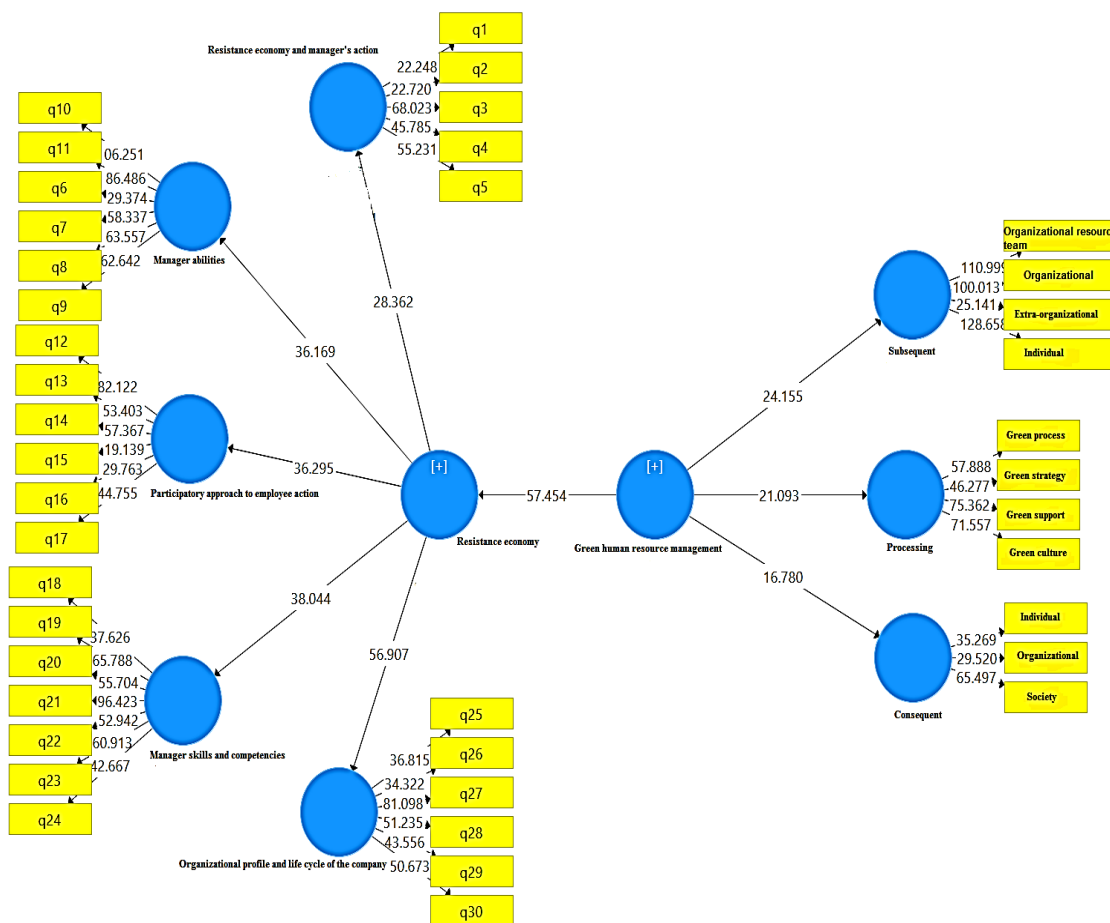
Figure 4. *T-value statistic of research model with bootstrapping technique (the role of green human resource management on resistance economy)*

Table 5.
The role of green human resource management is confirmed either based on the coefficient

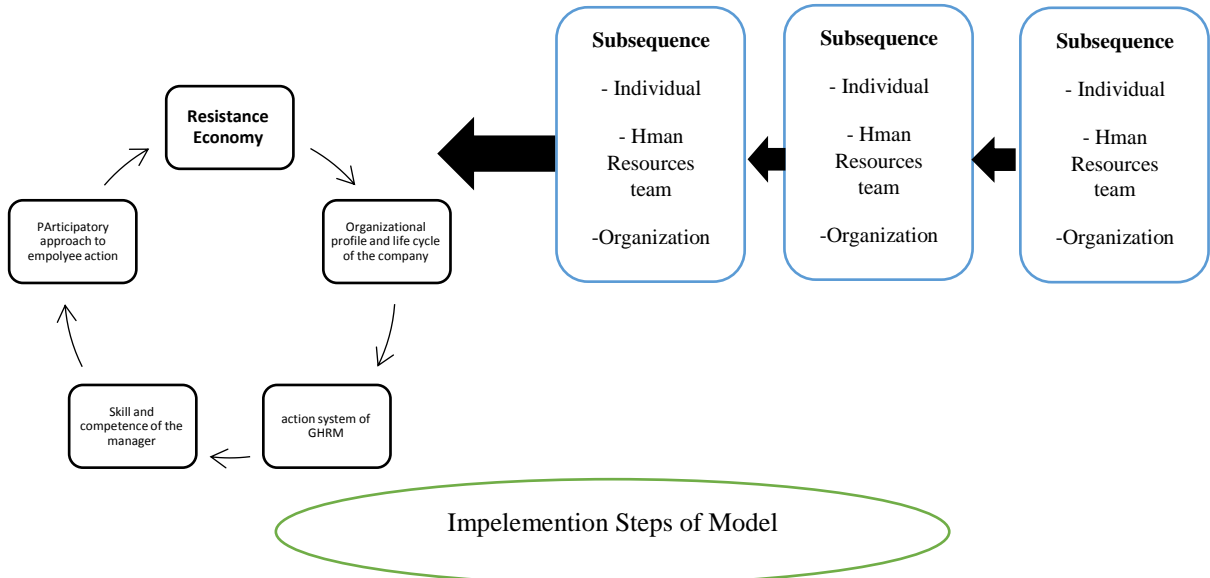| Variables	Cronbach's alpha	GOF	R2	CR	AVE
Green human resource management	0.843	0.781	0.835	0.897	0.602
Resistance economy	0.794			0.864	0.564
Total	0.833			0.891	0.673

According to the results in table 5, it can be seen that the role of green human resource management is confirmed either based on the coefficient of 0.914 or based on Bootstrap 57.454 or based on R2 = 0.835 and GOF = 0.781 indicators and is very significant. Is. Based on this, the final model was drawn. The model of the role of green human resources management in the resistance economy was drawn based on its external validity, which included (philosophy and goals, theoretical foundations, implementation principles, evaluation system and implementation mechanism).

Amodel for Explaining the Role of GHRM in the Resistance Economy of Smal and Medium Companies

Philosophy and Aim

-Presenting a coherent and practical model for the development of model factors to explain the role of green human resource management in the resilience economy of small and medium-sized companies;

-Providing a theoretical background for introducing the concept of green human resource management in the resistance economy of small and medium-sized companies;

-To institutionalize the concepts of green human resource management in the resistance economy of small and medium-sized companies;

-Transferring and expanding the model for explaining the role of green human resource management in the resilience economy of small and medium-sized companies;

Subsequence

- Individual

- Hman Resources team

-Organization

Subsequence

- Individual

- Hman Resources team

-Organization

Subsequence

- Individual

- Hman Resources team

-Organization

Resistance Economy

PArticipatory approach to empolyee action

Organizational profile and life cycle of the company

Skill and competence of the manager

action system of GHRM

Impelemention Steps of Model

1.Formation of the executive committee of the establishment management 2.Identifying and analyzing weaknesses, strengths and determining opportunities and threats 3.Describing the optimal situation of green human resource 4.Investigating and determining deployment strategies 5.Preparation and adjustment of educational packages 6.Implementation of educational workshops 7.Planning and implementation of actions 8. Evaluation of implementation steps

Impelemention Steps of Model

1. Holding in-service classes 2.Introducing the ability of small and medium companies to cooperate justice in order to evaluate the performance of companies 4.Strengthening the green human resources management infrastructure of small and medium companies 5.Strengthening the informatics

Figure 5. *Impelemention Steps of Model*

The answer to question 3: What is the validity of the model of the role of green human resource management in the resistance economy in small and medium-sized companies? To answer this question,

three methods have been used in this research: 1- quantitative, 2- internal validity, 3- external validity, the results of which are given in the table below.

Table 6.

Confirmation of the fit of the quantitative model of the components explaining the role of green human resource management in the resistance economy

Components	Cronbach's alpha	AVE	CR
Subsequent	0.793	0.549	0.844
Processing	0.826	0.631	0.897
Consequent	0.784	0.706	0.836
The action of green human resource managers	0.847	0.598	0.877
Capabilities of green human resource managers	0.806	0.631	0.849
Collaborative approach of action and action of employees	0.781	0.592	0.799
Skills and competencies of green human resource managers	0.852	0.648	0.854
Organizational profile and life cycle of the company	0.744	0.573	0.782

Table 7.

Community average

Credit type	Community average = 3					
	Component	Mean difference	Standard deviation	t	df	Sig
Internal validity	Adaptation	1.17	0.909	4.96	29	0.000
	Ability to understand	1.23	0.857	5.23	29	0.000
	Ability to generalize	1.13	0.784	4.00	29	0.000
	Control	0.76	0.546	5.03	29	0.000
External validity	Philosophy and aims	0.93	0.658	7.456	29	0.000
	Theoretical	0.77	0.660	6.875	29	0.000
	Executive principles	0.80	0.64	4.508	29	0.000
	Evaluation system	0.75	0.686	7.616	29	0.000
	Executive mechanism	0.81	0.69	8.198	29	0.000

Conclusion

In the process of green human resources management, along with process and strategic attention to environmental issues, attention has been paid to its soft dimensions, which include culture building and supporting employees in this direction. Green human resource management can be implemented successfully if the influential factors in different layers are in the right conditions. At the individual level, the presence of employees who have environmental concerns and, in addition, a long-term perspective, facilitates the possibility of making this change. At the intra-unit level, the full belief of the HR team is necessary for innovation and continuity in the implementation of these programs and the management of this fundamental change. On the other hand, if the human resources unit operates as an island, it is not possible to implement GHRM content in an integrated manner. At the organizational level, managers and shareholders must support this process and guarantee the successful implementation of GHMR in the organization by providing the necessary funds for the implementation of programs and the emergence of environmentally friendly behaviors. In the extra-organizational layer,

the environment and social environment in which the organization operates is very influential in accepting and moving towards environmental goals. Organizations that operate in environmentally friendly communities and are naturally under pressure from legal institutions, public opinion and the media are more receptive to GHMR programs. In addition, the type of organization is also influential. For example, in similar conditions, manufacturing organizations welcome these programs more than service organizations due to more tangible environmental inputs, or larger organizations due to the freedom from the difficult conditions of the birth stage and rapid growth in the life cycle and proper funding will provide more space for the implementation of GHMR. In our current society, most of the researches are carried out in a quantitative way, which is meaningful in the paradigm of positivism. In this research, we accept the scientific findings as well as the models designed in the western field and while respecting the findings of these researchers only because the origin of these theories is the management of green human resources in the resistance economy of those countries and not based on education with Iranian and native culture. We have added the parts that are accepted in these theories and other parts that bring these components closer to the local culture. The results of this research showed that green human resource management with 3 dimensions and 11 components and 38 indicators has a significant role in the economy. Resistance has 31 indicators and 5 dimensions. The role of human resources management in the resistance economy in this research was equal to 0.914, which shows that it is very effective, and finally the final model with 5 dimensions was drawn for external validity. The results of this article are in line with Goel et al., (2022), Hajizadeh et al., (2022), Munawar et al., (2022), Baykal & Bayraktar (2022), Sharma et al., (2021), Adubor et al., (2022), Jaafari et al., (2021) Sabet et al., (2021) and Farrokhi et al., (2020).

References

Adams, K., & McGuire, E. (2022). Research Methods, Statistics, and Applications. London: SAGE.

Adula, M., Kant, S., & Ayenew Birbirsa, Z. (2023). Systematic Literature Review on Human Resource Management Effect on Organization Performance. Annals of Human Resource Management Research, 2(2), 131-146. https://doi.org/10.35912/ahrmr.v2i2.1418

Adubor, N., Adeniji, A., Salau, O., Olajugba, O., & Onibudo, G. (2022). Exploring Green Human Resource Adoption and Corporate Sustainability in Nigerian Manufacturing Industry. International Journal of Sustainability, 14(9), 126-135. https://doi.org/10.3390/su141912635

Aftab, J., Abid, N., Cucari, N., & Savastano, M. (2022). Green human resource management and environmental performance: The role of green innovation and environmental strategy in a developing country. Journal of Busines Strategy and the Environment, 16(2), 273-290. https://doi.org/10.1002/bse.3219

Al Ababneh, O. (2021). How do green HRM practices affect employees' green behaviors? The role of employee engagement and personality attributes. Journal of Environmental Planning and Management, 64(7), 1204-1226. https://doi.org/10.1080/09640568.2020.1814708

Bagheri A, Mousavi S M. Concept of the Resistive Economy and its Roles in Post-Sanctions Circumstances. Quarterly Journal of Fiscal and Economic Policies, 6 (24), 111-147 http://qjfep.ir/article-1-631-fa.html

Bahuguna, C., Srivastava, R., & Tiwari, S. (2022). Two-decade journey of green human resource management research: a bibliometric analysis. Benchmarking: An International Journal, 14(6), 27-46. https://doi.org/10.1108/BIJ-10-2021-0619

Baykal, E., & Bayraktar, O. (2022) Green human resources management: A novel tool to boost work engagement. International Journal of Frontiers Psychology, 13(3), 951-963. https://doi.org/doi:10.3389/fpsyg.2022.951963

Chaudhary, R., Firoz, M. (2022). Modeling Green Human Resource Management and Attraction to Organizations. Green Human Resource Management Research. Sustainable Development Goals Series. Palgrave Macmillan, Cham.

https://doi.org/10.1007/978-3-031-06558-3_3

Farrokhi, M., Amiri, Z., & Delvi Esfahani, M. (2020). The Effect of Green Human Resource Management on Employee Environmental Behavior by Considering the Modifying Role of Individual Green Values and Service Culture. Journal of Sustainable Human Resource Management, 2(2), 137-157. https://doi.org/doi:10.22080/shrm.2020.2677

Fawehinmi, O., Yusliza, Y., Farooq, K. (2022). Green Human Resource Management and Employee Green Behavior: Trends, Issues, Challenges and the Way Forward. Green Human Resource Management Research. Sustainable Development Goals Series. Palgrave Macmillan, Cham. https://doi.org/10.1007/978-3-031-06558-3_8

Goel, P., Mehta, S., Kumar, R., & Castano, F. (2022). Sustainable Green Human Resource Management Practices in Educational Institutions: An Interpretive Structural Modelling and Analytic Hierarchy Process Approach. International Journal of Sustainability, 14(9), 563-578. https://doi.org/10.3390/su141912853

Hajizadeh, M., Jajarmizadeh, M., & Mohtashami, A. (2022). Designing a Model for Establishing Green Human Resource Management in Government Organizations. Sciences and Techniques of Information Management, 8(2), 73-114. https://doi.org/doi:10.22091/stim.2021.6419.1506

Jaafari, A., Daneshfard, K., & Mehrara, A. (2021). Identifying Indicators and Components of Knowledge Capital and Human Resource Strategies in the Iranian Higher Education System. Journal of System Management, 7(3), 263-281. doi: https://doi.org/10.30495/jsm.2021.1934005.1492

Khan, K., Shams, M., Khan, Q., Akbar, S., Niazi, M. (2022). Relationship among Green Human Resource Management, Green Knowledge Sharing, Green Commitment, and Green Behavior: A Moderated Mediation Model. Journal of Front Psychology, (13), 924- 944. https://doi.org/doi:10.3389/fpsyg.2022.951963. ECollection 2022.

Krachler, N. (2023). Getting to what works: How frontline HRM relationality facilitates high-performance work practice implementation. *Human Resource Management Journal*, 24(2), 610-633. https://doi.org/10.1111/1748-8583.12502

Mahdavi, M., sheikh al-Islami, N., hasanmoradi, N., & Shokri, N. (2022). Designing a People Capability Maturity Model among Faculty Members (Case study: Islamic Azad University of Fars Province. Journal of System Management, 8(1), 111-126. https://doi:10.30495/jsm.2022.1944405.1569

Munawar, K., Yousaf, H., & Ahmed, M. (2022). Effects of green human resource management on green innovation through green human capital, environmental knowledge, and managerial environmental concern. Journal of Hospitality and Tourism Management 52(1), 141-150. https://doi.org/10.1016/j.jhtm.2022.06.009

Noferesti, (2016). Resilient Economy and How It Could Be Achieved. Quarterly Journal of the Macro and Strategic Policies, 4(Resistive Economy), 157-168. 20.1001.1.23452544.1395.4.0.7.2

Obeidat, M., Al Bakri, A., Elbanna, S. (2020). Leveraging "Green" Human Resource Practices to Enable Environmental and Organizational Performance: Evidence from the Qatari Oil and Gas Industry. Journal of Business Ethics, (164), 371-388. https://doi.org/10.1007/s10551-018-4075-z

Paille, P. (2022). Green Human Resource Management: Introduction and Overview. Green Human Resource Management Research. Sustainable Development Goals Series. Palgrave Macmillan, Cham. https://doi.org/10.1007/978-3-031-06558-3_1

Podolsky, M., & Hackett, R. (2023). HRM system situational strength in support of strategy: its effects on employee attitudes and business unit performance. *The International Journal of Human Resource Management*, 34(8), 1651-1684. https://doi.org/10.1080/09585192.2021.2006746

Sabet, S., Goodarzvand Chegini, M., Rezaei Klidbari, H., & Rezaei Dizgah, M. (2021). Designing a Model of Human Resource Mentoring System Based on a Mixed Approach, With the Aim of Increasing Productivity. Journal of System Management, 7(2), 205-229. https://doi.org/10.30495/jsm.2021.1933379.1490

Seyf, A. M., & Noorozi, M. (2019). The Role and Impact of Institutions on Implementation of Overall Resistance Economy Policies. Interdisciplinary Studies on Strategic Knowledge, 3(11), 35-66. 20.1001.1.74672588.1398.3.11.2.8

Shaghaghi shahri, V. (2021). Investigation of the role of Intelligence Economic in the implementation of Resistive Economy based on Grounded Theory. Journal of Iran's Economic Essays, 18(36), 127-147. https://doi:10.30471/iee.2021.6855.1962

Sharma, C., Sakhuja, S. & Nijjer, S. (2022). Recent trends of green human resource management: Text mining and network analysis. Journal of Environmental Science and Pollution Research, 14(29), 84916-84935. https://doi.org/10.1007/s11356-022-21471-9.

Soltanifar, M. (2017). Resistance Economics Discoursee. Socio-Cultural Strategy, 6(2), 201-220.

http://rahbordfarhangi.csr.ir/article_125898.html?lang=en

Zahrani, A. (2022). Team Creativity and Green Human Resource Management Practices' Mediating Roles in Organizational Sustainability. Journal of Sustainablity, 14(19), 139-16. https://doi.org/10.3390/su141912827

Zhou, Q., & Zheng, X. (2023). Socially responsible human resource management and employee green behavior at work: the role of learning goal orientation and moral identity. *The International Journal of Human Resource Management*, 34(8), 306-324. https://doi.org/10.1080/09585192.2023.2192358