

SUMMARY IN ENGLISH

This research aimed to empirically study the drivers of green innovations management adoption in Small and Medium Enterprises (SMEs), with a case study of Poland and Thailand. The study was driven by the increasing global interest in 'green innovations' as a critical business and environmental issue. Effectively integrating green innovation management in the SMEs relevant for business long term success, particularly for the SMEs. Despite the increasing interest and great potential for green innovations in the business sector, little has been researched regarding its management practices in SMEs. SMEs, which form the backbone of many economies, are uniquely positioned to benefit from green innovation; however, the factors that encourage or hinder its implementation remain underexplored. Therefore, this research aims to explore the drivers of SMEs' green innovations management practices in Poland and Thailand's business environment.

An empirical study adopted the Natural Resource Based View (NRBV) and Triple Bottom Line (TBL) models. From the model, a conceptual framework comprised of six variables – green regulations management, green technical capabilities, green human resource management, green economic resources, green standards compliance, and adoption of green innovations management. Primary data was collected from 428 in Poland and 413 from Thailand, specifically from business operators of SMEs – CEOs and managers. The data was evaluated for reliability and validity, and the model fitness was evaluated using Confirmatory Factor Analysis (CFA). The analysis was conducted using structural equation modelling (SEM) to evaluate the relationship between the study variables. The multi-group-SEM analysis was adopted following the Chi-square test technique to compare the drivers of green innovations management in Poland and Thailand.

The results revealed that two variables – green technical capabilities and green economic resources significantly influence green innovation management in SMEs in Poland and Thailand. Green regulation management has an insignificant influence on both countries. Green human resource management was a significant driver in Thailand, while compliance with green standards was important in Poland. The study also observed that green standards compliance (ISO 14001 compliance) was a relevant influencer of green innovations in SMEs management in both Poland and Thailand. This is because it moderates the effect of all the variables on SMEs' adoption of green innovation management in Poland. As well, in the case of Thailand, green standards compliance moderated the effect of (i) green regulation management, (ii) green

human resource management, and (iii) green economic resources on the adoption of green innovation management.

A comparison of Poland and Thailand revealed a considerable difference in drivers of green innovation management. The variance was observed in three drivers –green technical capabilities, green human resource management, and green standard compliance.

The study recommended that SMEs should consider investing in enhanced technical capabilities and emphasized the importance of financial support and investment in driving green initiatives. In Thailand, this study recommends improving green human resource management, while in Poland, the study recommends the importance of leveraging green standards compliance. Lastly, the study recommends that SMEs should consider a contextual business environment when adopting and implementing green innovations management initiatives.