International Journal of Environmental Sciences
ISSN: 2229-7359
Vol. 11 No. 24s, 2025
https://theaspd.com/index.php

Green Human Resources Management: A Case Study Of Vietnamese Private Economic Groups

Nguyen Phuong Bac
Thanh Dong University, Hai Phong City, Vietnam, phuongbac@thanhdong.edu.vn

Abstract: *The world is increasingly experiencing the negative impacts of economic development on the environment. Protecting the environment is seen as a shared responsibility of society as a whole. For enterprises, environmental protection is related to their competitiveness and long-term success. Therefore, businesses must incorporate environmental protection goals into their management activities, including human resource management. Green human resource management encompasses human resources practices designed to achieve environmental protection goals. This paper explores the factors influencing green human resource management in Vietnamese private economic groups. The paper uses quantitative methods, including reliability analysis with Cronbach's Alpha, exploratory factor analysis, and regression analysis. The survey sample includes 1,378 employees from 10 major Vietnamese private economic groups. The research findings revealed that green recruitment and selection, green training, green performance management, green pay and rewardss, and green involvement have made a positive contribution toward achieving environmental benchmarks in human resource management.*
Keywords: *environment, green human resources management, private economic groups, Vietnam*

1. INTRODUCTION

Sustainability has become a urgent global concern, and businesses are increasingly worried about how environmental issues affect their competitiveness and long-term success (Paillé et al., 2014). Sustainability requires businesses to focus not only on economic goals but also on environmental and social concerns; it involves pursuing both short-term and long-term objectives. Addressing environmental goals and balancing economic growth with environmental protection has led to the idea of green growth: green economic growth, green production, green development, green resources, green governance, and more. To make their operations more environmentally friendly, enterprises need to change how they use resources, especially human resources, since these are key to a enterprise's competitive advantage and efficiency. Therefore, focusing on green initiatives in human resource management is essential for achieving sustainable development goals. The push to incorporate green principles into human resource practices is increasing, leading to the development of green human resource management (GHRM) (Mishra et al., 2014).

As environmental issues such as greenhouse gas emissions, global warming, and ozone depletion continue to worsen, and with empirical evidence showing the link between human management and environmental problem-solving, the focus on green human resource management is becoming increasingly common in organizations. Studies exploring the connection between human resources management (HRM) and environmental protection goals are also increasing (Jackson et al., 2011; Tang et al., 2018; Aftab et al., 2023), among others. The research by Daily and Huang (2001) and Jackson et al. (2011) has demonstrated that human resources are essential for successful environmental management. The findings of Daily and Huang (2001) also suggest that, regarding environmental protection, GHRM can help successfully establish and implement environmental management initiatives by aligning activities like recruitment, performance evaluation, and training with environmental goals. GHRM positively impacts sustainable operational efficiency, especially in promoting environmental sustainability (Mousa & Othman, 2020). Although many studies and the expanding body of literature recognize HRM's role in environmental conservation and GHRM, a clear understanding of GHRM and standardized methods to measure it in economic groups are still lacking (Tang et al., 2018). This underscores the need for further research and improvements in GHRM measurement tools.

A private economic group consists of enterprises connected as parent enterprises, subsidiaries, and other associations to improve focus, competitiveness, and profit maximization, where the parent company provides unified leadership, dominating the entire group (Dao, 2025). Private economic groups in Vietnam have leveraged their scale advantages, outperforming small and medium-sized enterprises in terms of knowledge, resources, and profitability if these groups succeed. In human resource management, the methods and practices used by these groups have also achieved better results than those of other types

of enterprises and organizations (Do et al., 2022). As a result, implementing green human resource management benefits from better conditions and a more supportive environment compared to other organizational structures.

This article aims to examine the implementation of green human resource management in Vietnamese private economic groups. Based on the inheritance of GHRM scales and their application in the practices of private economic groups in Vietnam, the article explores the research question, "Have human resource management activities in private economic groups in Vietnam met green criteria?".

This paper makes several academic contributions and offers policy implications. First, it clarifies the concept of GHRM and the criteria for measuring GHRM in companies. Second, it presents findings on the practical measurement of GHRM in Vietnamese private economic groups and discusses those results. Finally, it provides policy recommendations and suggestions for future research. The paper is organized into the following sections: Literature review, Methodology, Results, Discussion and implications, and Conclusions.

2. LITERATURE REVIEW

The concept of green management was introduced as part of business strategy in the 1990s (Lee, 2009). However, it gained popularity in the 2000s. Mampra (2013) defines green human resource management as encouraging the use of resources in the enterprise through human resource management policies to promote environmental protection, enhance work motivation, and increase employee satisfaction. Opatha and Arulrajah (2014) offer a more comprehensive definition, stating that green human resource management is directly responsible for developing a green workforce that understands, assesses, and adopts green initiatives, and upholds green goals throughout the HRM process, from recruitment and hiring to training, compensation, and development, to enhance the human capital of enterprises. Thus, green human resource management involves activities that create, encourage, and develop green behaviors among employees to foster an environmentally friendly workplace, which helps improve business results. Mandip (2012) outlined the human resource process based on available documentation on green human resource management, emphasizing the role of HR activities in shaping practical green HR policies. The human resources process discussed in the study includes recruiting, training, developing green human resources, and evaluating human resources. Introducing the corporate culture and environment to new employees is essential for helping them understand and take the business seriously. Therefore, sustainability issues must be integrated into the recruitment process. Subsequently, employees at all levels of the organization will be trained and developed with a focus on environmental responsibility. It will be reflected in environmental performance standards, such as waste management, aimed at reducing waste, communicating concerns about environmental policies, and improving overall green practices.

Researching automotive industry enterprises in India highlighted green human resource management activities, including green recruitment and selection, green training and development, green performance management, green remuneration, and green performance evaluation (Chaudhary, 2019). Ouyang et al. (2019) identified that corporate social responsibility, especially environmental management, has become a global social norm. The author examines how Chinese enterprises, including both local companies and foreign organizations operating in China, use human resource management for environmental initiatives, green human resource training, green performance management, and green pay and human resource rewardss practiced in Chinese enterprises.

Based on an overview and analysis of global research views and approaches that emphasize inheritance and development, the author defines the key dimensions of green human resource management, including green recruitment and selection, green training, green performance management, green pay and rewardss, and green involvement.

The recruitment and selection of green human resources involve utilizing environmental approaches, such as online methods, reducing paperwork in the recruitment process, and assessing green attitudes at the time of hiring (Mishra, 2017). Environmentally conscious individuals play a vital role in sustainable development activities (Subramanian et al., 2016). Therefore, it is very valuable to recognize those who prioritize green practices and follow eco-friendly habits such as recycling, carpooling, and energy conservation. On the other hand, candidates who take environmental responsibility seriously are also likely to be attracted to organizations that are environmentally friendly and labeled "green employers" (Phillips, 2007). Based on the above arguments, the research hypothesis is proposed as follows:

H1: Green recruitment and selection are positively related to green human resources management.

Green training is a crucial tool for increasing employees' awareness and skills related to environmental protection. Green training not only imparts knowledge about eco-friendly workflows but also encourages employees to develop innovative thinking to reduce negative impacts on the ecosystem (Zoogah, 2011). Through training, employees can participate more actively in corporate sustainability programs. Based on the above arguments, the research hypothesis is proposed as follows:

H2: Green training is positively related to green human resources management.

Green performance management helps link environmental goals with employees' personal objectives. These systems often include environmental criteria in employee evaluations, encouraging staff to adopt environmentally friendly behaviors in their daily work (Renwick et al., 2012). It ensures that sustainable development goals are deeply integrated into human resource management. Based on the above arguments, the research hypothesis is proposed as follows:

H3: Green performance management is positively related to green human resources management.

Green pay and rewards systems are used as mechanisms to incentivize green behavior. Businesses can adapt rewards policies for green skills learning and use monetary and non-monetary environmental management rewardss such as bonuses, vacation days, and gifts. Linking green proposal programs to rewards systems is also part of the green pay and rewards system (Renwick et al., 2012). The study by Pham et al. (2020) demonstrates that such incentive mechanisms boost employee intrinsic motivation and long-term commitment to sustainability goals. Based on the above arguments, the research hypothesis is proposed as follows:

H4: Green pay and rewards are positively related to green human resources management.

Green involvement refers to employees actively participating in environmental activities. When they are encouraged and given opportunities to take part, employees often suggest initiatives, share innovative ideas, and help build a green culture within the organization (Daily & Huang, 2001). This not only enhances environmental management efficiency but also boosts employee engagement and loyalty. Based on the above arguments, the research hypothesis is proposed as follows:

H5: Green involvement is positively related to green human resources management.

3. METHODOLOGY

3.1. Research model

Figure 1 presents the research model as follows:

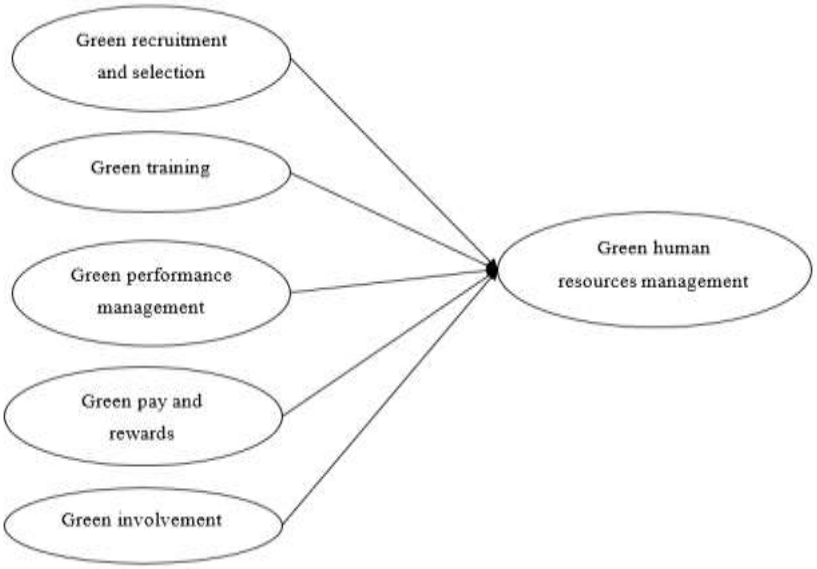

Figure 1: Research model

Source: Proposed by the author

To achieve the research goal of understanding GHRM practices in Vietnamese private economic groups, the author used a research model with five independent variables: green recruitment and selection (GRS), green training (GT), green performance management (GPM), green pay and rewards (GPR), green involvement (GI), and the dependent variable is GHRM. The author utilized the following general regression equation:

$$GHRM = \beta_0 + \beta_1 GRS + \beta_2 GT + \beta_3 GPM + \beta_4 GPR + \beta_5 GI$$

3.2. Measurement scales

The scale for GHRM components was derived and adapted from the scales by Tang et al. (2018). The author made minor wording and terminology adjustments to fit the Vietnamese context and culture. Based on the five dimensions of GHRM - green recruitment and selection, green training, green performance management, green pay and rewards, and green involvement - and the measurement scales for each component proposed by Tang et al. (2018), the author derived a total of 20 items. For the dependent variable "GHRM," the author used a single measurement scale for convenience in the research: "Human resource management activities in my group have achieved the green criteria." The formal scales are shown in Table 1.

3.3. Data collection

To gather data for the research, the author conducted a questionnaire survey. The respondents were employees from ten major private economic groups in Vietnam: Hoa Phat Group, Mobile World Investment Corporation, VinGroup, Masan Group, Doji Group, VPBank, Viet Nam Dairy Products Joint Stock Company, Truong Hai Group, TC Group, and Techcombank. The respondent was required to have at least two years of experience in their respective economic group to ensure familiarity with the group's human resource management policies and green management practices. The sample size was determined based on the rationale of Yamane (1967). Using Yamane's formula for an unknown population with a 5% expected error, the required sample size was estimated to be 384. The author chose 2,500 employees from the ten major private economic groups for the survey. Using the stratified random sampling method and the list of employees who have worked at the groups for more than 2 years provided by the groups, 250 employees were selected from each group to participate in the survey. A total of 1,378 valid responses were used for analysis. The survey structure was modified to ensure a balanced representation across groups based on criteria such as age, gender, professional qualifications, seniority, and job position.

3.4. Data analysis

To achieve the research goal of understanding GHRM practices in Vietnamese private economic groups, the author used a quantitative research method. Multiple linear regression analysis was conducted to measure the components of GHRM and assess each component's contribution to the dependent variable "GHRM" within Vietnamese private economic groups. To assess the suitability of the measurement scales used in the model, the author applied Cronbach's Alpha analysis. Exploratory factor analysis (EFA) and multiple linear regression analysis with Pearson correlation coefficients were the primary techniques used to examine the relationship between GHRM components and the dependent variable "GHRM".

4. RESULTS

The evaluation of scale reliability using Cronbach's Alpha shows that both the independent and dependent variables are above 0.7. The green involvement variable (GI) has the highest Cronbach's Alpha at 0.838, while the green human resources management variable (GHRM) has the lowest at 0.842. Since all variables exceed the 0.7 threshold, they demonstrate unidimensionality and reliability, supporting their continued use in the study (Hair et al., 2010).

Table 1: Reliability testing

Scales	Sign	Items	Cronbach's Alpha
Green recruitment and selection	GRS1	My group attracts green job candidates who select organizations based on environmentally friendly criteria.	0.827
	GRS2	My group uses green employer branding to attract environmentally conscious employees.	
	GRS3	My group hires employees who are environmentally conscious.	
Green training	GT1	My group develops training programs in environmental management to enhance employees' environmental awareness, skills, and expertise.	0.818
	GT2	My group has implemented training to foster employees' emotional involvement in environmental management.	

Scales	Sign	Items	Cronbach's Alpha
	GT3	My group has green knowledge management (links environmental education and knowledge to behaviors to develop preventative solutions).	
	GT4	Green training is ongoing in my group.	
Green performance management	GPM1	My group uses green performance indicators in the performance management system and appraisals.	0.833
	GPM2	My group establishes green targets, goals, and responsibilities for managers and employees.	
	GPM3	In my group, managers are given objectives to achieve green outcomes included in appraisals.	
	GPM4	In my group, there are disadvantages in the performance management system for non-compliance or failing to meet environmental management goals.	
Green pay and rewards	GPR1	My group offers green benefits (transport/travel) instead of providing pre-paid cards for purchasing green products.	0.820
	GPR2	In my group, there are financial or tax incentives such as bicycle loans and the use of less polluting cars.	
	GPR3	My group offers recognition-based rewardss in environmental management for staff, including public recognition, awards, paid vacations, time off, and gift certificates.	
	GPR4	Environmental protection is used as a criterion for pay and rewardss in my group.	
Green involvement	GI1	My group has a clear developmental vision to guide employees' actions in environmental management.	0.838
	GI2	There is a culture of mutual learning among employees regarding green behavior and awareness in my group.	
	GI3	There are several formal and informal communication channels to promote green culture within my group.	
	GI4	Employees participate in quality improvement and problem-solving on environmental issues.	
	GI5	My group provides opportunities for employees to engage in environmental management, such as newsletters, suggestion schemes, problem-solving groups, low-carbon champions, and green action teams.	
Green human resources management	GHRM	Human resource management activities in my group have achieved the green criteria.	0.800

Source: Analysis results from SPSS 26

Additionally, the Cronbach's Alpha analysis results also indicated that all observed variables have a Corrected Item-Total Correlation coefficient above 0.3. It demonstrates that the scales are reliable and suitable for measuring the components of GHRM in private economic groups in Vietnam. The observed variables all have relatively large Corrected Item-Total Correlation coefficients, with none exceeding the group's Cronbach's Alpha coefficient. It suggests that the observed variables are strongly positively correlated with the remaining variables in the scale; the observed variables are good (Cristobal et al., 2007). All variables were retained for exploratory factor analysis.

After testing the reliability of Cronbach's Alpha for the scales, exploratory factor analysis (EFA) was also conducted to examine the underlying factors. The EFA was performed using the Principal Axis Factoring method with Promax rotation. The EFA analysis results showed that the KMO coefficient for the

independent variables was 0.85, which falls within the range of 0.5 to 1 (0.5 < KMO < 1), indicating that the independent variables meet the necessary conditions for exploratory factor analysis. The significance coefficient of Bartlett's test reached 0.000, which is less than 0.05, indicating that the observed variables in the factor are correlated with each other. The results of the factor analysis are valid with 95% confidence. The eigenvalues of the 5 components in GHRM exceeded 1.893, so all 5 components accurately represent GHRM in private economic groups and were included in the analysis model. The total variance explained by the 5 components is 78.942%, meeting the criterion of over 50%, and indicating that these components of GHRM account for 78.942% of the data variation.

The results of the rotated component matrix in the EFA analysis show that 20 observed variables converged into 5 factors, namely: GRS - green recruitment and selection, GT - green training, GPM - green performance management, GPR - green pay and rewards, and GI - green involvement. The observed variables have factor loadings greater than 0.5, and no variable loads on more than one factor. Therefore, the EFA analysis reveals five representative components that have been extracted. The five components and the observed variables are consistent with the proposed research model.

Table 2: EFA of independent variables

KMO = 0.850		
Bartlett's Test	Approx. Chi-Square	8304.394
	df	928
	Sig.	0.000

Items	Factor				
	GRS	GT	GPM	GPR	GI
GRS1	0.898				
GRS2	0.880				
GRS3	0.875				
GT1		0.886			
GT2		0.872			
GT3		0.866			
GT4		0.859			
GPM1			0.879		
GPM2			0.870		
GPM3			0.861		
GPM4			0.855		
GPR1				0.888	
GPR2				0.877	
GPR3				0.869	
GPR4				0.858	
GI1					0.869
GI2					0.853
GI3					0.850
GI4					0.846
GI5					0.832
% of Variance	20.383	42.394	58.392	64.903	78.942
Eigenvalue	5.372	4.282	3.022	2.572	1.893

Source: Analysis results from SPSS 26

The results of the exploratory factor analysis of the dependent variables in Table 3 show that the KMO coefficient reached 0.836, with one factor extracted that accounts for 73.268% of the total variance, exceeding the 50% threshold, indicating that the factor explains a significant portion of the data variability. The extraction process stopped when the eigenvalue was 2.156, which is greater than 1, confirming the factor's significance. Additionally, the observed variables had a factor loading of 0.895, which is greater than 0.5, demonstrating that the observed variable is of good quality.

Table 3: EFA of the dependent variable

KMO = 0.836		
Bartlett's Test	Approx. Chi-Square	364.482
	df	1
	Sig.	0.000
Scale	No.	Loadings
Green human resources management	GHRM	0.895
% of Variance	73.268	
Eigenvalue	2.156	

Source: Analysis results from SPSS 26

Pearson correlation coefficient analysis was used to assess the linear relationships between the dependent variable and each independent variable, as well as among the independent variables themselves. The results show that, at a significance level of 0.05, the independent variables are correlated with the dependent variable (GHRM), as indicated by the Pearson correlation coefficients and significance values being 0.353 for GRS, 0.278 for GT, 0.420 for GPM, 0.411 for GPR, and 0.405 for GI. The low correlation between the two independent variables is indicated by the Pearson correlation coefficient being less than 0.5. It suggests that the regression model is suitable (see Table 4).

Table 4: Correlation analysis

	GHRM	GRS	GT	GPM	GPR	GI
GHRM	1					
GRS	0.353**	1				
GT	0.278**	0.201**	1			
GPM	0.420**	0.267*	0.196**	1		
GPR	0.411**	0.301**	0.213**	0.211**	1	
GI	0.405**	0.290**	0.202**	0.203*	0.302**	1
*significant at p < 0.05, **significant at p < 0.01						

Source: Analysis results from SPSS 26

Table 5 shows that the adjusted R^2 value is 0.645, which exceeds the 50% threshold. This indicates that 64.5% of the green criteria for human resource management in Vietnam's private economic groups are measured by green recruitment and selection, green training, green performance management, green pay and rewards, and green involvement. The remaining 35.5% is influenced by factors external to the model. The Durbin-Watson statistic is 1.790, suggesting that the residuals do not exhibit first-order serial correlation.

Table 5: Model summary

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate	Durbin-Watson
1	0.564	0.678	0.645	0.849	1.790

Source: Analysis results from SPSS26

The analysis of variance results showed that the F-statistic, calculated from the model's R^2 value, has a very small significance value (sig = 0.000). This indicates that the linear regression model fits the dataset overall. Additionally, the independent variables have a linear relationship with the dependent variable, and the model can be used (see Table 6).

Table 6: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	45.638	5	8.272	9.368	0.000
	Residual	78.309	1372	0.834		
	Total	123.947	1377			

Source: Analysis results from SPSS26

Table 7 indicates that the significance level of the five factors in GHRM is 0.000. It demonstrates that all independent variables are statistically significant and have a relationship to the dependent variable. Furthermore, a VIF below 2 suggests that the research model is not affected by multicollinearity.

Table 7: Multivariate regression analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	SD	Beta			Torelance	VIF
1	Constant	1.321	0.065		2.192	0.021		
	GRS	0.213	0.060	0.247	3.263	0.002	0.803	1.820
	GT	0.304	0.059	0.378	2.780	0.015	0.807	1.835
	GPM	0.245	0.058	0.266	2.521	0.002	0.825	1.809
	GPR	0.298	0.061	0.350	2.216	0.001	0.813	1.817
	GI	0.280	0.062	0.346	2.391	0.003	0.808	1.798

Source: Analysis results from SPSS26

According to the results of the regression analysis, the study presents the linear regression equation based on standardized regression coefficients as follows:

GHRM= 0.247*GRS + 0.378*GT + 0.266*GPM + 0.350*GPR + 0.346*GI

5. DISCUSSION AND IMPLICATIONS

A significant accomplishment of the research is demonstrating and measuring the five components of GHRM in Vietnamese private economic groups, specifically green recruitment and selection, green training, green performance management, green pay and rewardss, and green involvement. The quantitative research results also evaluate the practical significance of each component in implementing GHRM activities within the groups. Among the five GHRM components in Vietnamese private economic groups, green training contributes the most to meeting green criteria of human resources governance, with a standardized regression coefficient of 0.378. Following that are green pay and rewards, with a standardized regression coefficient of 0.350, green involvement, with a coefficient of 0.346, and green performance management, with a coefficient of 0.266. Green recruitment and selection has the lowest standardized regression coefficient of 0.247, indicating it contributes the least to achieving green criteria in Vietnamese private economic groups.

Theoretically, the study once again confirms the appropriateness of the components that constitute GHRM as well as the extent of these components. The five key elements that help Vietnamese private economic groups meet GHRM standards are green recruitment and selection, green training, green performance management, green pay and rewards, and green involvement. Additionally, 20 scales were adopted and developed.

Practically, the research findings of the paper suggest essential activities for groups to help them achieve green criteria in HRM practices. The results can also expand managers' perspectives in organizations; in environmental management, managers should consider all aspects of GHRM tested in this study.

The results of the experimental analysis indicate that green training has the strongest positive relationship with GHRM. This finding is consistent with those of Teixeira et al. (2016) and Jabbour et al. (2008). However, current practices within Vietnamese private economic groups show that green training activities are not given adequate emphasis. Moving forward, groups need to invest more in green training to meet green criteria in their GHRM activities. Furthermore, investing in green training offers numerous benefits to groups in terms of environmental protection, including creating a green environment where employees understand the importance of green training and environmental outcomes, conserving energy, reducing waste, and providing opportunities to address environmental issues (Tang et al., 2018). However, environmental management training may not always lead to successful outcomes because it doesn't directly relate to the knowledge, skills, or attitudes of the workforce. Instead, it is aimed at improving labor productivity, which is considered the most important goal of workforce training activities in enterprises.

Following green training, green pay and rewards emerge as the second critical component of GHRM in Vietnamese private economic groups. This result is similar to that of Pham et al. (2020). In line with the environmental management goals of the enterprise, it is evident that these objectives can be achieved through green pay and reward policies for employees. Vietnamese private economic groups could achieve

green criteria in human resource management activities through green compensation and rewards measures, such as providing green benefits, financial incentives, or tax incentives for green consumption activities, offering rewards for achieving environmental protection recognition, or considering environmental protection as a criterion for compensation and rewards within the group.

Green involvement is the third positive factor linked to GHRM in Vietnamese private economic groups. According to the experimental research results of the article, employee engagement is the third most crucial component that helps companies meet green criteria in human resource management. The findings align with those of Renwick et al. (2012) and Tang et al. (2018). Moreover, as noted by Haddockmillar et al. (2016), employee involvement in green activities is vital for successfully implementing environmental strategies and policies, one of the main challenges organizations face today. Therefore, the research findings are appropriate.

Green performance management is the fourth factor positively related to GHRM in Vietnamese private economic groups. The study's findings support the research of Zibbaras and Coan (2015) and Tang et al. (2018), indicating that green performance management is a crucial component of GHRM. Therefore, Vietnamese private economic groups need to invest in performance management activities such as assessing the effectiveness of operations related to environmental protection criteria, focusing on the responsibilities and outcomes of all members in environmental management.

The final aspect of GHRM discussed in the article is green recruitment and selection. Vietnamese private economic groups can enhance GHRM activities by incorporating environmental management elements into their recruitment and selection processes. This approach allows these groups to attract candidates who prioritize environmental concerns when choosing organizations, leveraging their green employer branding to draw in potential employees. Once again, the research confirms the findings of Guerci and Carollo (2015) and Jabbour et al. (2008): "Groups with environmental orientations are more likely to recruit candidates with knowledge and motivation regarding the environment."

6. CONCLUSION

Using quantitative methods with multiple regression models and a survey of 1,378 respondents, the research results of the paper clearly demonstrate the relationship between green recruitment and selection, green training, green performance management, green pay and rewards, green involvement, and GHRM in Vietnamese private economic groups. The factors used in the model explained 64.5% of the variation in GHRM in Vietnamese private economic groups, while the remaining 35.5% is explained by external factors outside the model.

The limitations of the paper are based on the assumption that private economic groups with substantial financial resources, large scale, and high operational efficiency are more likely to be interested in environmental factors and can meet green criteria in HRM. However, this assumption is not entirely accurate; small businesses with good vision can also be concerned about environmental factors. Additionally, the scales of independent variables used in the new model focus only on aspects related to environmental protection, rather than encompassing all aspects of the variables. For example, concerning the variable of green recruitment and selection, the study utilizes only three scales as proposed by Tan et al. (2018). The scope of recruitment activities also encompasses other factors, such as recruitment policies, processes, and source identification, among others. The author recommends that future research consider these limitations.

REFERENCES

- Aftab, J., Abid, N., Cucari, N., & Savastano, M. (2023). Green human resource management and environmental performance: The role of green innovation and environmental strategy in a developing country. *Business Strategy and the Environment, 32*(4), 1782-1798. https://doi.org/10.1002/bse.3219
- Chaudhary, R. (2019). Green Human Resource Management in Indian Automobile Industry. *Journal of Global Responsibility, 10*(2), 161-175. https://doi.org/10.1108/JGR-12-2018-0084
- Daily, B. F., & Huang, S. C. (2001). Achieving sustainability through attention to human resource factors in environmental management. International Journal of Operations and Production Management, 21(12), 1539-1552. https://doi.org/10.1108/01443570110410892
- Dao, M. N. (2025). Private Economic Groups: Characteristics and Some Common Structures. Economy and Forecast Review. Retrieved from: https://kinhtevadubao.vn/tap-doan-kinh-te-tu-nhan-dac-diem-va-mot-so-cau-truc-pho-bien-31920.html
- Do, V. P. A., Ha, D. L., & Do, M. D., & To, T. N. (2022). The development of private economic groups in Vietnam: Current situations and solutions. *Journal of Economics and Development*, *301*, 25-32.

- Guerci, M., & Carollo, L. (2015). A paradox view on green human resource management: insights from the Italian context. *The International Journal of Human Resource Management, 27*(2), 1-27. https://doi.org/10.1080/09585192.2015.1033641
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate Data Analysis (7th Edition)*. Pearson, New York.
- Jabbour, C. J. C., & Santos, F. C. A. (2008). Relationships between human resource dimensions andenvironmental management in companies: proposal of a model. *Journal of Cleaner Production, 16*(1), 51-58. https://doi.org/10.1016/j.jclepro.2006.07.025
- Jackson, S. E., Renwick, D. W. S., Jabbour, C. J. C., & Muller-Camen, M. (2011). State-of-the-art and future directions for green human resource management: Introduction to the special issue. *German Journal of Human Resource Management, 25*(2), 99-116. https://doi.org/10.1177/239700221102500203
- Lee, K. H. (2009). Why and How to Adopt Green Management into Business Organizations? The Case Study of Korean SMEs in Manufacturing Industry. *Management Decision 47*(7), 1101-1121. https://doi.org/10.1108/00251740910978322
- Mampra, M. (2013). Green HRM: Does It Help to Build a Competitive Service Sector? *Proceedings of Tenth AIMS International Conference on Management*, 1273-1281.
- Mandip, G. (2012). Green HRM: People management commitment to environmental sustainability. *Research Journal of Recent Sciences, 1*, 244-252.
- Mishra, P. (2017). Green Human Resource Management. *International Journal of Organizational Analysis, 25*(5), 762-788. https://doi.org/10.1108/IJOA-11-2016-1079
- Mishra, R. K., Sarkar, S., & Kiranmai, J. (2014). Green HRM: innovative approach in Indian public enterprises. *World Review of Science, Technology and Sustainable Development, 11*(11), 26-42. https://doi.org/10.1504/WRSTSD.2014.062374
- Mousa, S. K., & Othman, M. (2020). The impact of green human resource management practices on sustainable performance in healthcare organisations: A conceptual framework. *Journal of Cleaner Production, 243*, 118595. https://doi.org/10.1016/j.jclepro.2019.118595
- Opatha, H. D. N. P., & Arulrajah, A. A. (2014). Green Human Resource Management: Simplified General Reflections. *International Business Research, 7*(8), 101-112. https://doi.org/10.5539/ibr.v7n8p101
- Ouyang, C., Liu, M., Chen, Y., Li, J., & Qin, W. (2019). Overcoming liabilities of origin: Human resource management localization of Chinese multinational corporations in developed markets. *Human Resource Management, 58*(5), 543-561. https://doi.org/10.1002/hrm.21984
- Paillé, P., Chen, Y., Boiral, O., & Jin, J. (2014). The impact of human resource management on environmental performance: An employee-level study. *Journal of Business Ethics, 121*, 451-466. https://doi.org/10.1007/s10551-013-1732-0
- Pham, N. T., Hoang, H. T., & Phan, Q. P. T. (2020). Green human resource management: a comprehensive review and future research agenda. *International Journal of Manpower, 41*(7), 845-878. https://doi.org/10.1108/IJM-07-2019-0350
- Phillips, L. (2007). Go green to gain the edge over rivals. *People Management, 23*, 9.
- Renwick, D. W. S., Redman, T., & Maguire, S. (2013). Green human resource management: A review and research agenda. *International Journal of Management Reviews, 15*(1), 1-14. https://doi.org/10.1111/j.1468-2370.2011.00328.x
- Subramanian, N., Abdulrahman, M. D., Wu, L., & Nath, P. (2016). Green competence framework: evidence from China. *The International Journal of Human Resource Management, 27*(2), 151-172. https://doi.org/10.1080/09585192.2015.1047394
- Tang, G., Chen, Y., Jiang, Y., Paillé, P., & Jia, J. (2018). Green human resource management practices: scale development and validity. *Asia Pacific Journal of Human Resources, 56*(1), 31-55. https://doi.org/10.1111/1744-7941.12147
- Teixeira, A. A., Jabbour, C. J. C., de Sousa Jabbour, A. B. L., Latan, H., & Oliveira, J. H. C. D. (2016). Green training and green supply chain management: evidence from Brazilian firms. *Journal of Cleaner Production, 116*, 170-176. https://doi.org/10.1016/j.jclepro.2015.12.061
- Yamane, Y. (1967). *Mathematical Formulae for Sample Size Determination*.
- Zibbaras, L., & Coan, P. (2015). HRM practices used to promote pro-environmental behavior: a UK survey. *The International Journal of Human Resource Management, 26*(16), 1-22. https://doi.org/10.1080/09585192.2014.972429
- Zoogah, D. B. (2011). The dynamics of green HRM behaviors: A cognitive social information processing approach. *German Journal of Human Resource Management, 25*(2), 117-139. https://doi.org/10.2307/23279429