

Exploring the Practical Implementation of Green Human Resource Management: A Qualitative Study in Vietnamese Enterprises

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ABSTRACT: This study explores the current implementation of Green Human Resource Management (GHRM) activities in Vietnamese enterprises. Using a qualitative approach through semi-structured interviews with 30 managers and HR personnel responsible for sustainable human resource practices across various industries, the study identifies the practical execution of GHRM activities, the role of GHRM, and the challenges of its application in businesses. Thematic analysis reveals that although awareness of GHRM is increasing, implementation remains uneven and is strongly influenced by organizational culture, leadership commitment, and external institutional pressures. The study provides practical and theoretical implications to promote GHRM in developing economies.

KEYWORDS: Green human resource management, environmental protection, sustainability

1. INTRODUCTION

In response to global environmental pollution challenges, the United Nations established 17 Sustainable Development Goals (SDGs) in 2015, reinforcing the importance of sustainability in economic, environmental, and social dimensions. These goals were previously recognized in the landmark Brundtland Report in 1987. This global trend towards sustainable development has driven the integration of environmental concerns into various managerial functions, including Human Resource Management (HRM). Enterprises are expected to demonstrate responsibility in environmental protection, as it also serves as a strategic means to achieve sustainable development, an essential goal for all types of organizations (Carayannis, Sindakis, and Walter 2015).

As businesses become increasingly aware of their responsibilities in harmonizing economic growth with environmental protection and social development, Green Human Resource Management has emerged as a strategic approach to aligning HR practices with environmental sustainability (Jackson and Seo 2010; Renwick, Redman, and Maguire 2013). GHRM encompasses a set of policies and practices that incorporate environmental aspects into all traditional HR activities, such as recruitment, training, performance evaluation, and employee compensation, as well as fostering green employee engagement.

Numerous studies have explored GHRM from various perspectives

(e.g., Aftab et al., 2023; Alfadel & Nalband, 2025; Fachada et al., 2022; Freitas et al., 2020; Martínez-Falcó et al., 2024; Molina-Azorin et al., 2021; Opatha & Arulrajah, 2014; Renwick et al., 2013; Shah, 2019; Tang et al., 2018). These studies suggest that integrating green elements into organizational activities not only helps minimize environmental impact but also enhances organizational performance (Fachada et al. 2022; Mehak and Batcha 2024; Opatha and Arulrajah 2014). Organizations implementing GHRM practices often report positive outcomes in terms of employee motivation, engagement, satisfaction, retention, and overall sustainable development (Martínez-Falcó et al. 2024; Renwick et al. 2013). Moreover, GHRM helps enterprises achieve dual benefits: fulfilling social responsibility and environmental protection while enhancing brand image and optimizing operational costs, especially energy, materials, and logistics (Mehak and Batcha 2024). These studies have built a valuable theoretical foundation for GHRM, supporting its practical application in businesses.

However, most research focuses on developed countries or regions with high levels of environmental pollution. Consequently, there remains a lack of deep understanding of how GHRM is perceived, interpreted, and implemented in emerging economies, where institutional environments and organizational capabilities differ significantly (Jabbour et al. 2013; Ye et al. 2023). In such contexts, GHRM faces not only practical barriers but also requires adaptation to local cultural and regulatory conditions.

Vietnam, as a rapidly industrializing country, is facing numerous environmental challenges. Several studies have shown that environmental pollution has become a serious issue threatening the country's economic growth (references to studies on

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environmental pollution in Vietnam). The Vietnamese government has made international commitments and enacted various policies aimed at environmental protection and sustainable development. However, the implementation of these national commitments and policies at the enterprise level remains under-researched.

This study aims to help bridge that gap by examining the current state of GHRM practices in Vietnamese enterprises from a qualitative perspective. The purpose is to provide a vivid, practical picture of GHRM implementation in Vietnamese businesses; clarify the gap between theory and practice; and suggest supportive policies and GHRM strategies suitable for the Vietnamese business context. By analyzing actual GHRM practices, the role of GHRM, and the enablers and challenges in its implementation, the paper offers practical recommendations to help enterprises effectively practice GHRM. Hence, the study not only contributes theoretically to the development of GHRM in non-Western contexts but also provides practical implications for policymakers and business managers in integrating environmental considerations into HRM functions.

2. LITERATURE REVIEW AND THEORETICAL FOUNDATION

2.1 Studies on Green Human Resource Management (GHRM) Practices

Although the role of human resource management (HRM) in environmental protection has been demonstrated in numerous studies and the number of publications on Green Human Resource Management (GHRM) has been increasing, there is still no universally accepted definition of GHRM or standardized measurement scales to evaluate GHRM practices in organizations (Tang et al. 2018). In essence, HRM refers to the execution of core functions such as recruitment and selection, job placement, training, performance appraisal, teamwork, and employee compensation. GHRM involves integrating environmental protection considerations into these HRM functions, and it is regarded as a strategic response to the environmental challenges faced by organizations.

Despite ongoing debates surrounding GHRM, most studies highlight key functions including green recruitment and selection, green training, green performance management, green compensation and rewards, and green employee involvement (Renwick et al. 2013)(Jackson et al. 2011; Jackson and Seo 2010; Tang et al. 2018).

Green Recruitment

Green recruitment refers to the process of selecting and hiring candidates who possess environmental awareness and a strong sense of environmental responsibility. This enables organizations to build a workforce that not only has the necessary skills and knowledge but also demonstrates a proactive attitude toward environmental issues. Such employees are likely to apply their green knowledge in daily tasks, initiate eco-friendly practices, and enhance the organization's environmental performance. To implement green recruitment, organizations should assess candidates' environmental awareness, use green criteria in job advertisements, and build a green employer brand (Renwick et al. 2013).

Green Training

Green training involves a structured set of learning activities designed to equip employees with the knowledge, skills, and attitudes required for environmental protection and sustainable practices at work. According to (Jabbour, Santos, and Nagano 2008; Tang et al. 2018; Teixeira et al. 2016) Jabbour (2011) green training is a key factor in achieving organizational environmental goals. Companies should organize training programs on environmental protection, climate change, and sustainable resource use, or integrate environmental topics into lifelong learning initiatives. Green training may also include practical skills development such as energy management, waste handling, cleaner production, and efficient operation of resource-saving equipment. (Fernández, Junquera, and Ordiz 2003) emphasized that green training fosters a culture in which all employees are encouraged to engage in environmental initiatives.

Green Performance Management

Green performance management (GPM) refers to the system of evaluating employees based on their environmental performance, comprising four key aspects: setting green goals, developing green performance indicators, assessing employee green outcomes, and applying disciplinary actions when performance falls short of green expectations (Renwick et al. 2013), (Milliman and Clair 2017), (Tang et al. 2018). In other words, GPM incorporates environmental objectives into employee performance plans, applies green metrics to performance evaluations, measures green achievements, and enforces accountability for failing to meet green targets.

Green Compensation and Rewards

Green compensation and rewards (GPR) encompass both financial and non-financial incentives designed to attract, retain, and motivate employees to contribute to environmental goals (Jabbour, Santos, and Nagano 2010; Mandip 2012; Tang et al. 2018). While various compensation mechanisms may be used such as performance-based pay, bonuses, paid vacations, training

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opportunities, or promotions (Tang et al. 2018) highlighted three key components of GPR: green commuting benefits, green tax incentives, and green recognition programs.

Green Employee Involvement

Green employee involvement refers to the extent to which employees are encouraged and enabled to participate in environmental management processes. This involvement motivates employees to prevent pollution and identify environmental opportunities (Tang et al., 2018) (Renwick et al. 2013). Green participation practices may include fostering a green vision, creating a green learning environment, establishing green communication channels, promoting green practices, and encouraging innovation through team-based environmental projects. Employees can be engaged in green activities such as writing environmental newsletters, forming green task forces, or leading quality improvement initiatives focused on sustainability.

2.2 Studies on the Role of Green Human Resource Management (GHRM)

Numerous studies have demonstrated that green human resource management (GHRM) plays a significant role in promoting both corporate sustainability and the broader goal of planetary sustainability. In terms of environmental protection, GHRM contributes by enhancing organizational processes (Rehman et al. 2021), promoting green innovation (Singh, Bamel, and Vohra 2021), creating environmentally friendly workplaces (Dumont, Shen, and Deng 2017) encouraging environmental collaboration (Yu et al. 2020), and motivating employees to adopt environmentally responsible behaviors (Yeşiltaş, Gürlek, and Kenar 2022). GHRM has also been shown to positively influence employees' pro-environmental behaviors and performance (Ababneh 2021) and to foster green employee initiatives (Shen, Dumont, and Deng 2018). From another perspective, (Daily and Huang 2001) and (Jackson et al. 2011) emphasized that human resources are central to achieving successful environmental management, while (Jabbour et al. 2008) highlighted the role of HRM in developing employees' environmental competencies and behaviors. By integrating environmental objectives into HR practices such as recruitment, selection, performance evaluation, and training, organizations can foster stronger employee commitment to environmental protection (Jabbour et al. 2013)

At the organizational level, GHRM contributes to corporate sustainability by promoting material efficiency, clean energy usage, green process design, and sustainable production and service delivery. When a company possesses a workforce with green knowledge, skills, values, and attitudes, it is better positioned to implement green initiatives effectively. In turn, this helps cultivate an environmentally responsible corporate culture and enhances the company's reputation as a socially and environmentally responsible organization. The results include increased customer loyalty, stronger supplier relationships, and improved employee retention. Research by (Ren, Tang, and E Jackson 2018) revealed that GHRM helps organizations comply with environmental regulations and reduce carbon emissions, leading to cost savings and a more positive public image. (Amrutha and Geetha 2020) emphasized that GHRM fosters employee engagement and retention by providing a sense of purpose and meaning in their work. Furthermore, GHRM enables innovation and enhances competitiveness, as organizations that embrace sustainable practices are more likely to attract investors and customers who value environmental responsibility (Ren et al. 2018).

2.3 Studies on the Challenges of Implementing GHRM Practices in Organizations

Although GHRM offers numerous benefits for both businesses and the broader environment, its implementation in organizations is not always straightforward. Many companies view green HRM as a challenge to profitability rather than an opportunity for improvement and growth (Rehman et al., 2013). Paulet et al. (2021) identified three major challenges: (i) the need for a shift in mindset and organizational culture toward environmental protection—often seen as difficult to achieve; (ii) additional costs and resources required to integrate environmental concerns into HRM and organizational practices; and (iii) the necessity for HR professionals to acquire new skills and knowledge to effectively incorporate environmental considerations into HR activities. Sharmeen Mehak and H. Moideen Batcha, citing Muisyo et al. (2022), noted that a lack of awareness and commitment to green practices, particularly among leadership, creates significant challenges. Some leaders fail to recognize the connection between GHRM and corporate sustainability and instead perceive GHRM merely as a social trend. As a result, GHRM practices are not prioritized in business development strategies and lack executive commitment.

Research also indicates that incomplete legislation, limited resources, and insufficient awareness among HR professionals are major barriers to GHRM implementation in China (Zaid et al., 2018). Huang et al. (2021) pointed out that the lack and low quality of relevant training programs are additional obstacles to the widespread adoption of GHRM. Moreover, Obeidat et al. (2023) found that the financial burden of investing in green technology infrastructure can significantly impact organizations. Awwad Al-Shammari et al. (2022) confirmed this by showing that some businesses actually incur financial losses from their GHRM activities, which may negatively affect their overall operations (Li et al., 2021). Jafri (2012) noted that the high cost of GHRM implementation, particularly expenses related to environmental training and education, limits its broader application. According to Saeed et al.

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(2022), resistance to adopting new technologies is another major hurdle. Singh et al. (2020) also highlighted that the lack of stakeholder engagement is a key barrier to the effective implementation of green HRM.

2.4 Research Gap and Rationale

The literature review shows that most existing studies are descriptive in nature and focus on developing theoretical frameworks, mainly using quantitative surveys or conceptual syntheses. There remains a lack of in-depth, exploratory research on how specific GHRM practices are implemented in actual business contexts, particularly in developing countries like Vietnam. Current studies often emphasize the idealized impact of GHRM on sustainability and employee behavior, while paying limited attention to managers' subjective perspectives on the value, practical relevance, and contextual appropriateness of GHRM. Moreover, the role of GHRM in shaping organizational culture, motivating employees, or enhancing corporate reputation is rarely explored through the lived experiences of practitioners.

There is also limited understanding of the challenges businesses in developing countries face when implementing GHRM. Therefore, this study seeks to address these theoretical gaps by investigating the real-world implementation of GHRM activities, their perceived roles, and the challenges encountered. The findings are expected to provide foundational insights into green human resource development that can inform both policy-making and business management practices.

3. RESEARCH METHODOLOGY

This study employs an exploratory qualitative approach to understand how Green Human Resource Management (GHRM) is interpreted and practically applied in Vietnamese enterprises. This method was adopted both comprehensively and consistently throughout the study. The conceptual foundations, roles, and barriers to GHRM implementation were first identified through a review of existing literature.

Data Collection:

Thirty managers were directly interviewed to determine how GHRM practices are actually carried out in Vietnamese businesses. In an effort to maximize the depth and richness of the data, the researcher used *maximum variation sampling* (Ollerenshaw and Creswell 2002), also known as heterogeneous sampling. The interviewees were purposefully selected based on their roles related to human resource management or sustainable development. They worked in various types of enterprises and represented diverse industries to ensure a wide range of perspectives and representativeness (see Table 1).

The interviews were conducted individually in a quiet and private office space of the participants, ensuring no background noise or external disruptions. Each interview lasted between 45–60 minutes and was audio-recorded with the participants' consent. All interviews were transcribed verbatim. Participants were fully informed about the purpose of the research and were assured of complete confidentiality. Their identities were anonymized by assigning pseudonyms to protect their privacy.

Additionally, each participant was provided with a transcript of their responses and was invited to review, clarify, or add any comments or details they might have initially omitted.

Table 1: Structure of In-depth Interview Participants

No.	Criteria		Number	Proportion (%)
1	By type of enterprise	State owned enterprises	4	13.33
		Domestic private enterprises	17	56.67
		Foreign Direct invested (FDI) enterprises	9	30
2	By job position	Senior managers	11	36.67
		Middle managers	14	46.67
		Staff	5	16.67
3	By years of working experience	Less than 5 years	8	26.67
		From 5 to under 10 years	15	50
		10 years or more	7	23.33
4	By educational level	Master's degree or higher	16	53.33
		Bachelor's degree	12	40
		College diploma	2	6.67

Interview Process and Data Analysis

The interview began with introductory questions to build rapport and confirm the participants' roles as either HR or environmental managers:

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"Can you tell me a bit about yourself and your role in the company?"

"What industry does your company operate in? Approximately how many employees does it have?"

"When did your company start paying attention to sustainable development? Are there any specific policies or strategies in place?"

These opening questions helped foster a sense of trust and openness while also confirming the relevance of the participants' managerial roles. As part of the broader in-depth interview, participants were then asked questions aligned with the current research objectives, such as:

"What green human resource management (GHRM) activities are implemented in your company, and how are they carried out?"

"What values do GHRM activities bring to employees, the company, and the broader social environment, in your personal opinion?"

"What challenges has your company encountered in implementing GHRM?"

Data Analysis

Data collection and analysis were conducted simultaneously in a continuous, iterative process throughout the research, guided by the varied perspectives provided by participants (Rallis & Rossman, 2012). The data analysis followed a three-phase process: condensation, coding, and categorization.

In the first phase condensation, the researcher identified relevant segments of data corresponding to the study's aims, focused on three main themes: (1) GHRM practices in the enterprise, (2) the perceived roles of GHRM, and (3) challenges in implementing GHRM.

In the second phase- coding, each relevant data segment was coded based on the aspect of meaning it conveyed (Gibbs, 2018). In the third phase – categorization, after capturing the essence of participants' responses, the researcher grouped similar statements to generate general themes and derive conceptual categories.

At this stage, categories were refined and compared with disconfirming data to ensure alignment with emerging findings and enhance the trustworthiness of the analysis (Richards & Morse, 2012).

4. RESEARCH FINDINGS

Theme 1: Practices of Green Human Resource Management (GHRM) in Enterprises

Through in-depth interviews with HR and environmental managers from various sectors such as manufacturing, service provision, and technology development this study reveals that the implementation of GHRM activities varies significantly across enterprises depending on their industry characteristics.

Some enterprises have begun to adopt green recruitment by integrating environmental awareness or sustainability commitment into job qualifications. However, this practice is mostly observed in managerial positions or within FDI enterprises. While some companies attempt to brand themselves as green employers, such efforts are largely driven by marketing purposes rather than genuine HR strategies. Moreover, green criteria are usually treated as preferential rather than mandatory, making their influence on candidate selection relatively limited.

Environmental awareness training is more commonly implemented, often integrated into internal communication programs or thematic employee meetings. In many organizations, sustainable development has been embedded into the corporate strategy, becoming a core value shared across the organization. As a result, integrating green elements into employee awareness campaigns has been relatively effective. Nonetheless, the development of *green skills* for employees remains limited. Only a few manufacturing firms offer training related to environmental protection, occupational safety, or green operational procedures.

Regarding *performance management*, some companies have initiated recognition of green initiatives such as energy conservation, waste reduction, or eco-friendly production improvements. However, few have formally integrated green performance indicators into regular appraisal systems. Among the interviewees, only two reported that their companies had set green objectives for all employees; three said their companies developed green performance indicators, and only two assessed individual green contributions. Notably, no enterprise reported disciplining employees based on green performance.

Green compensation and rewards play a crucial role in promoting environmentally responsible behavior. Despite the wide variety of green incentives reported, no enterprise has incorporated environmental protection criteria into its payroll structure. Nevertheless, many green behaviors such as avoiding single-use plastic bottles, sorting waste at source, turning off unused electrical devices, or using public transport—are increasingly adopted due to employees' growing environmental awareness. Larger green initiatives—such as raw material savings, use of renewable energy, and clean production processes—are highly appreciated and often rewarded internally.

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Regarding *employee green participation*, interviewees noted that employees are encouraged to engage in environmental initiatives through activities such as writing internal newsletters, forming problem-solving groups, or participating in green teams. Building a green organizational culture is emphasized in many firms, reflected in initiatives like competitions, employee recognition programs, or suggestion boxes although the actual impact depends heavily on leadership support. Notably, enterprises with clear ESG orientations, especially FDI have institutionalized GHRM by issuing procedures, setting KPIs, and allocating budgets for green HR activities. In contrast, most domestic small and medium-sized enterprises implement GHRM in a fragmented and ad hoc manner, with little strategic alignment.

These findings suggest that while GHRM practices have begun to emerge across various HRM functions, a holistic and clearly defined approach is still lacking. The development of GHRM is driven by a combination of pressures, including government regulations, client demands, partner expectations, and investor scrutiny. Among these, state policy and customer requirements are particularly influential. Interviewees from FIEs emphasized that Vietnam's environmental and labor regulations on sustainable development serve as a key driver for integrating environmental considerations into HRM practices. Participation in environmental initiatives can yield financial benefits such as tax incentives or preferential loans while violations may result in legal and financial penalties. Moreover, manufacturers involved in global supply chains face strict requirements from foreign partners, who often mandate environmentally responsible HR practices through hiring, training, and performance evaluation.

Some enterprises also engage in GHRM voluntarily, viewing it as part of a sustainable branding strategy or a way to strengthen employee commitment. Managers noted that intrinsic motivation especially among younger leaders with strategic vision or those engaged in sustainability networks is a significant enabler. However, in the SME segment, GHRM practices, if present, are often superficial undertaken mainly to meet documentation requirements for bidding, fundraising, or environmental certifications, rather than stemming from internal awareness or commitment.

Topic 2: The Role of GHRM Activities in Enterprises

Although GHRM practices have not yet been systematically implemented and often lack the commitment of both leadership and employees in many businesses, it is undeniable that effective GHRM implementation brings significant value to workers, enterprises, and the broader social environment. Through in-depth interviews, most participants agreed that GHRM plays a positive role in enterprises.

From the employees' perspective, many noted that participating in activities such as environmental awareness training, energy-saving initiatives, waste sorting programs, or environmental volunteer events gave their work more meaning and increased their attachment to the organization. Some workers also observed that these activities contribute to a cleaner, more civilized, and positive work environment, thereby improving their quality of professional life and team spirit. However, not all employees are equally aware of their individual roles and responsibilities in environmental protection, especially production-line workers.

From the business standpoint, managers reported that GHRM enhances corporate brand image, especially in the eyes of customers, investors, and international partners. Companies that integrate sustainable development into their HR policies tend to have advantages in talent recruitment and retention, as well as in market expansion and participation in global supply chains. Some firms also highlighted internal benefits such as fuel savings, increased productivity, waste reduction, and improved organizational culture. Notably, interviewees pointed out that complying with environmental regulations and applying green technologies in production and business also enables companies to access preferential capital, land, and affordable natural resources.

In terms of environmental and societal impact, interviewees acknowledged that GHRM plays a crucial role in spreading green awareness beyond the enterprise. Environmentally friendly behaviors of employees tend to be sustained and replicated in their personal lives, thereby contributing to the formation of a more sustainability-conscious community. Some HR experts emphasized that although such impacts may be difficult to measure immediately, in the long run, GHRM helps shift development mindsets from short-term to long-term, inspiring other businesses to follow suit. On a broader scale, GHRM is viewed as a core solution to reduce CO2 emissions because humans are the key agents of environmental protection behaviors.

Topic 3: Challenges in Implementing GHRM Activities in Enterprises

According to the in-depth interview results, businesses face several barriers in implementing GHRM at both internal and external levels.

The most frequently mentioned barrier is awareness and strategic prioritization. Many business leaders still view "green" initiatives as costs rather than long-term investments, leading to a lack of commitment and insufficient budgets for systematically implementing GHRM policies. Moreover, the substantial investment required for green production practices affects the price competitiveness of the enterprise.

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Another common obstacle is the lack of expertise and professional knowledge about GHRM among HR personnel. Most HR officers have not received formal training on sustainability issues and have developed knowledge primarily through work and life experience. As a result, designing and operating programs such as green recruitment, performance evaluation linked to environmental goals, or training employees in eco-friendly behaviors remains a challenge. Equipping workers with environmental knowledge may be simple, but translating that knowledge into practical green skills is much harder. Few employees are capable of applying what they've learned to create green initiatives that generate real value for the business.

Additionally, organizational culture and employee behavior were frequently cited as challenges. Old work habits, resistance to change, and lack of motivation to participate in environmental activities often hinder the implementation or sustainability of GHRM initiatives. Enterprises with a large number of unskilled workers also reported difficulties in promoting environmental protection due to employee pushback. Small and medium-sized enterprises (SMEs) often face obstacles in integrating GHRM due to a lack of financial and human resources.

Finally, at the external level, the absence of clear legal regulations and insufficient government incentives makes businesses less enthusiastic about adopting GHRM. Some managers noted that while preferential policies tend to benefit large enterprises, small businesses struggle to access financial and production resources. If there were supportive policies such as tax reductions, "green business" certification, or procurement preferences companies would be more motivated to implement HR programs aligned with sustainable development.

5. DISCUSSION AND CONCLUSION

The research results have confirmed that enterprises in Vietnam have initially implemented some Green Human Resource Management (GHRM) activities, among which green training and employee green participation are the most common. However, the full and systematic application of GHRM activities remains limited. This finding aligns with the discoveries of Renwick et al. (2013), Jackson et al. (2011), and Tang et al. (2018), who noted that although GHRM components such as green recruitment, green training, green performance management, green compensation, and green participation are clearly established in theory, the level of actual implementation varies significantly across countries, regions, and types of enterprises.

Compared to previous studies, this research reaffirms the central role of green training in enhancing employees' environmental capacity and attitudes, something Jabbour (2011) and Fernández et al. (2003) emphasized as the "key" to effectively achieving corporate environmental goals. Similarly, consistent with the findings of Kim et al. (2019) and Yeşiltaş et al. (2022), the current study shows that employee green participation contributes to promoting environmentally friendly behaviors within organizations. However, a notable difference in the Vietnamese context is the relatively low level of implementation of elements such as green recruitment and green performance management. This contrasts with findings from countries like South Korea, China, and European nations (Jackson et al., 2011; Rehman et al., 2021), where green criteria have been clearly integrated into recruitment competency frameworks and personnel performance evaluation systems. This difference can be explained by varying strategic readiness, understanding of GHRM, and supporting resources across countries.

The research results also show that Vietnamese enterprises recognize the positive role of GHRM in promoting sustainable development—both in terms of environmental impact and internal corporate benefits—consistent with conclusions from Ren et al. (2018), Amrutha & Geetha (2020b), and Paulet et al. (2021) about GHRM's role in enhancing corporate reputation, customer loyalty, and employee retention. However, this awareness has not yet been matched by concrete actions in HR policies, as some activities such as green compensation or green performance evaluation have not been systematically applied.

Furthermore, the study agrees with previous findings on challenges in implementing GHRM, including high costs, lack of awareness, and implementation capacity (Zaid et al., 2018; Paulet et al., 2021; Saeed et al., 2022). Particularly, challenges related to changing mindset and corporate culture in integrating environmental factors into HR activities—a factor clearly noted by Mehak & Batcha (2022) and Huang et al. (2021)—are reaffirmed in the context of Vietnamese enterprises, especially small and medium-sized businesses.

In summary, this study not only consolidates conclusions from prior research but also identifies specific characteristics and implementation gaps in the Vietnamese context. Based on the research results, the author suggests a synchronized implementation of the following solutions to promote GHRM activities in enterprises:

(1) Building awareness and commitment from leadership: To achieve environmental goals aimed at sustainable development, the Vietnamese government should organize training courses specifically for management levels on the long-term benefits of GHRM, linking GHRM with corporate sustainable development strategies. As Jackson et al. (2011) emphasized, leadership support is a prerequisite for the success of GHRM.

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(2) Developing skills for employees: Enterprises need to have specialized training programs on GHRM for employees, focusing on integrating environmental knowledge into practical work. Developing employees' skills along with leadership commitment is both necessary and sufficient for implementing GHRM activities in enterprises.

(3) Establishing green performance evaluation and reward systems: Environmental-related KPIs should be incorporated into performance evaluation frameworks; simultaneously, designing benefit packages that encourage environmentally friendly behaviors—such as supporting green commuting and rewarding energy-saving initiatives—is essential.

(4) Promoting employee participation in green initiatives: Establish “green employee” groups and organize environmental innovation contests within enterprises. This not only raises awareness but also builds an internal green culture.

(5) Leveraging technology and digital transformation: Invest in digital systems that reduce resource consumption, such as paperless offices and green HR management software, while improving the ability to measure and report environmental impacts.

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