

The Impact of Green Human Resource Management Practices on Corporate Sustainability Performance. A Vietnam Case Study

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ABSTRACT

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This study investigates the influence of Green Human Resource Management practices on corporate sustainability performance within Vietnam's manufacturing sector. Employing a quantitative approach, data were collected from 100 professionals in the field through structured questionnaires. The analysis, conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM), reveals that GHRM practices, including green compensation and rewards, significantly contribute to environmental, social, and economic sustainability outcomes. The findings underscore the importance of integrating GHRM strategies to enhance dynamic sustainability capabilities in manufacturing enterprises. It has been revealed from the current study that green practices have an essential role for project managers by exploring the idea of Green pay and Green rewards so they can monitor the scenarios and make sure that better practices help meet the challenges. It has been found that green HRM plays an essential role in meeting various challenges in the workplace so it is important to apply the relevant ideas of KPI and EIA to handle the manufacturing industry using green practices.

Keywords: Green Human Resource Management Practices, Dynamic Sustainable Capabilities, Corporate Sustainable Performance.

1. INTRODUCTION

Green Human Resource Management (GHRM) practices are increasingly recognized as pivotal in enhancing corporate sustainability performance, particularly within Vietnam's manufacturing sector. By integrating eco-friendly initiatives into human resource strategies, organizations can align their operations with environmental priorities, thereby contributing to broader sustainability goals.

The United Nations' Sustainable Development Goals (SDGs) underscore the importance of integrating environmental considerations into business practices to achieve sustainable economic growth. GHRM practices, such as green recruitment, training, and performance management, directly support SDG objectives by promoting environmental stewardship within organizations. For instance, aligning HR policies with environmental goals can lead to reduced resource consumption and lower carbon emissions, contributing to SDG targets related to climate action and responsible consumption.

In the manufacturing industry, GHRM practices can be instrumental in fostering a culture of sustainability. By incorporating environmental criteria into performance appraisals and offering green incentives, companies can motivate employees to engage in eco-friendly behaviors. Training programs focused on environmental awareness further equip employees with the knowledge to implement sustainable practices in their daily operations. These initiatives not only enhance environmental performance but also improve employee engagement and organizational reputation.

While the adoption of GHRM practices presents numerous benefits, organizations may encounter challenges such as limited resources, lack of expertise, and resistance to change. Addressing these obstacles requires a strategic approach, including leadership commitment, stakeholder engagement, and continuous monitoring of sustainability metrics. Leveraging technological advancements and fostering a culture of continuous improvement can further

facilitate the successful implementation of GHRM practices.

The study aims to evaluate Human Resource Management (HRM) through the perspective of green practices, emphasizing sustainability as a corporate priority. It investigates the implementation of sustainability training and the current status of green management projects in relation to the United Nations Sustainable Development Goals (SDGs) (SDG, 2024). Recognizing that climate change targets are unlikely to be met without Green Human Resource Management (GHRM), the study supports the notion that organizations must adopt green practices to address challenges and achieve environmental performance goals. The integration of GHRM practices should be complemented by sustainability tools and dynamic capabilities to enhance corporate sustainability performance in the manufacturing industry.

2. LITERATURE REVIEW

The literature has been reviewed for the GHRM to understand the main concepts for the current study. It has also added a conceptual framework for the current study to reveal the main variables of the study. The literature gap has been identified to add to the significance of the study.

Green Recruitment and Selection

Pham and Paillé (2024) reviewed that companies choose to apply green criteria for choosing the working teams because they value sustainability. It has been agreed by the authors that environmental values and orientation are essential for handling green practices. The role of the anticipated pride, in addition to the perceived value fit, is essential in this perspective for it helps to handle the expectation of favourable treatment, and perceived organisational green reputation to allow the employees to enhance their prestige at the workplace. The use of green perceptions of organisational attractiveness is the driving agent in managing the positive influence of the companies for handling environmental attitudes. The author agrees with the use of a pro-environmental attitude, and socio-environmental awareness to understand the desire to explore the environmental-related standard registration for the job seeker.

Monitoring Capabilities

Monitoring encourages the use of review processes to see the influence of positive policies in managing workplace activities (Abbas et al., 2022). This has been reviewed by various authors to handle green manufacturing and its dealing with natural resource use as a priority. Zhou et al. (2024) reviewed that green manufacturing helps handle energy saving and supports climate action activities because it allows companies to discourage the eco eco-friendly activities. Further, it is also essential to conduct the monitoring because, in the absence of the monitoring and proper Environmental Impact Assessment (EIA), it is not possible to justify the ecological support applications. The use of the EIA narrates that the monitoring helps review the organization to apply green activities.

Taako et al. (2024) pressed the need for EIA in the context of major activities in the timeline of project growth to make sure that the project timeline is not breaking the rules and that the services are according to the ecological and social support parameters. The manufacturing monitoring activities for the sustainability parameters may include the check of the emissions from specific industries to judge the green activities (SDG, 2024). For instance, the pharmaceutical industry is involved in handling the chemicals and reviewing their correct use that should not be eco-damaging as effluents and gaseous emissions (Al-Awamleh et al., 2022). The EIA may tell if the limit is crossed and the users are not following the criteria for the sustainability parameters in the manufacturing industries.

Corporate Environmental Performance

Green technology also supports the concept of corporate environmental performance in the workplace. This has been applied to measuring the key performance indicators (KPIs) with the help of instruments that can support managers in reviewing corporate performance in the manufacturing industry (Al-Awamleh et al., 2022). The key performance indicators include the emission of greenhouse gases for instance that include methane ethane and carbon dioxide from any industry that is involved in the manufacturing activities. The main performance parameters encourage limited emissions from the industry and if they are exceeding the limit then it is sure that the

corporate environmental performance is not up to mark. This allows the company to do better and also supports the company leaders in developing a better understanding of the use of sustainability. Keeping in view the role of the KPIs, it has been narrated that the companies need to emphasise the application of the control plans using monitoring tools for EIA.

Green Pay Reward

Green Pay Reward (GPR) is a helping hand as it encourages the working teams to support sustainability practices in the organisation. It moulds the organisational behaviour of the employees. Rewards help align the process of better project planning and enhance the users to use the tools of eco-friendly practices (Darendeli et al., 2022). The reward plays a positive and productive role in managing corporate support at the workplace. The users are aware of the process that if they are doing in the context of the environment then they will be rewarded otherwise they will not be able to fulfil the requirements of the company which is an essential parameter in supporting the CSR policy. Green pay reward is important in the manufacturing industry because if the company is exceeding the limit of a carbon output or any other apprehension that is not good for the environment then probably the ecologies are damaged on account of economic development.

Reconfiguring Capabilities

Reconfiguration capabilities include the common practices that engage the working teams in handling activities like recombining and using divesting resources to maintain a competitive advantage in unique environments (SDG, 2024). This is also connected with the enhancement of the competitive advantage with the use of redeployment and the recombining of various resources to explore the idea of recycling and reuse at the workplace. These are the green footsteps that allow the user to decrease the carbon footprint and make sure that employees are aware of activities like green encouragement.

Corporate Social Performance

Corporate social responsibility is an important instrument that cannot be ignored because it works according to the company policy and the employees are aware of it is where it defines the support for sustainability. The role of CSR should be green in helping the recognition of obligation and handling the practices for instance waste reduction and control to be sustainability supporters. CSR is a priority instrument in handling the challenges at the workplace and making sure that how companies can deal with day-to-day environmental concerns (Darendeli et al., 2022). The manufacturing sector is also supporting the ecology but there is a need to be more concerned about environmental instruments and making sure that how the environment can be in better hands with the support of human resources at various workplaces globally. Corporate social responsibility encourages the working teams to be secretaries of the environment-friendly policy and make sure that they will not breach the rules that will lead to having some negative impacts on the environment in the long or short term.

Theoretical Framework

Green HRM talks about the application of sustainability This is why sustainable development theory has a potential role in this context to enhance the application of sustainability practices in the workplace. In this context, discuss the application of the practices of green promises for HRM in the long run (Abbas et al., 2022). Another theory that is helpful in this context includes human resource management theory which encourages managers to deal with the human resource at the workplace by keeping the place with time and making sure that cost-effective and work-efficient practices have been applied. The collaboration of two theories can work in collaboration to review the influence of green tools in managing human resources in the manufacturing industry.

Conceptual Framework

The variables include GHRM practices and dynamic sustainability as the independent variables while corporate sustainable performance is a dependent variable in the manufacturing industry. The review will sort out how the connection between the two exists and how the individual can reach the final opinion to justify whether there is a positive or negative impact of GHRM practices and dynamic sustainability capabilities on corporate sustainable performance in the manufacturing industry.

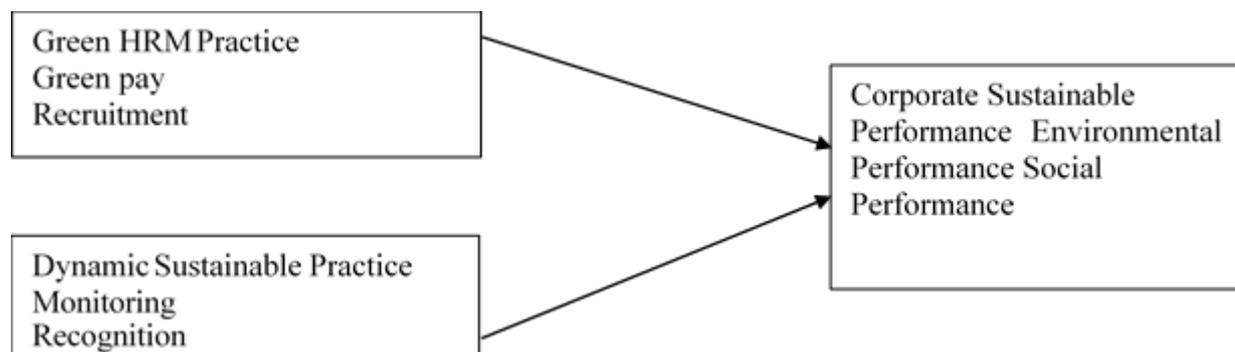


Figure 1. Conceptual Diagram

Hypothesis

H₀: Green Human Resource Management (GHRM) practices have a significant positive impact on corporate sustainability performance in the Vietnamese manufacturing industry.

H₁: Dynamic sustainability capabilities have a significant positive effect on corporate sustainability performance in the Vietnamese manufacturing industry.

H₂: Green training is a vital and necessary component in enhancing corporate sustainability performance in the Vietnamese manufacturing industry.

Literature Gap

The topic of sustainability has been reviewed by various authors in the past and it has been found that the topic has been critically analysed to support the evidence and make sure that how the contact user can support the evidence regarding sustainability practices. The manufacturing industry is a major unit and it needs to be reviewed from the lens of green practices and GHRM specifically to understand how the users are supporting CSR policy for dealing with the STG support projects. The study has met the literature gap that has been left by the previous authors to understand the need for GHRM from the perspective of the manufacturing industry to ensure sustainability promises and decrease the carbon footprint.

Methodology Research Design

The study has to review the variables and understand the relationship between the variables to justify the current status offer GHRM practices upon sustainability support in the manufacturing industry. The study has adopted a primary analysis method that has been supported by the primary quantitative research design because it is easy to support the evidence-based data from the respondents with the help of a closed-ended questionnaire. The quantitative analysis is helpful to avoid the buys in the data and make sure that relevant opinions have been taken from experienced individuals in the manufacturing industry regarding GHRM applications.

Research Philosophy

The research design has been facilitated by the relevant philosophy to make sure that data has been collected by research research-supported process (Davidavičienė, 2018). Various philosophies are available including positivism realism and exploratory methods. The exploratory process helps execute the data because the data has been collected with the help of a survey which does not demand in-depth interpretation. However, the provided data has been executed with the help of an exploratory process to make sure that the data has been comprehended accordingly without any modifications.

3. RESEARCH APPROACH

Philosophy has been supported with the help of relevant methods of approach. The inductive method is not suitable in this context because in-depth data analysis is not possible in the limited and closed-ended questionnaire

(Davidavičienė, 2018). It has been found that the deductible approach is suitable to support the answer and make sure that relevant information has been gathered by limiting the responses so the respondents will be choosing the relevant ones.

Data Collection

The quantitative recent designs have been further facilitated with the help of a data collection method which is primary. It shows that relevant data has been collected with the help of respondents and an online survey has been generated to collect the data and reach in-depth opinions based on the experiences of the respondents. The sample size was 100 for the study.

Data Analysis

The data connection step continues with the data analysis which has been facilitated with the thematic analysis to generate the themes based on the research objectives (Pandey and Pandey, 2021). PLS Smart software has been used to explore the data from the respondents. It is found there to schematic analysis is suitable because things are specific for discussion and it helps the researcher to contrast the variables and justify how the dependent variable is under the positive or negative influence of the independent variable. This has been done in the current study as well to support the evidence and make sure that how the analysis is focused on the review.

Ethical Support

Ethical support has been provided to the analysis because data has been data has been collected from the primary sources. It was made sure that the identity of the respondents would be kept anonymous and that only data sharing is required to see the impact of the variable upon others. The data was kept in a passcode locked to the laptop to make sure that no third party could release or use it. It was also guaranteed that would be discarded later.

4. RESULTS

The results are elaborated with the help of the PLS smart. They are displayed and discussed as under:

Table 1. Path Coefficient

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T-statistics (O/STDEV)	P values
GPR -> CSP	0.049	0.085	0.225	0.219	0.827
GPR -> EP	0.165	0.165	0.120	1.371	0.171
GRS -> CSP	-0.143	-0.148	0.192	0.746	0.456
GRS -> EP	-0.006	0.017	0.127	0.044	0.965
MC -> CSP	0.421	0.385	0.172	2.440	0.015
MC -> EP	0.386	0.371	0.146	2.636	0.008
RC -> CSP	0.552	0.554	0.179	3.084	0.002
RC -> EP	0.423	0.424	0.171	2.472	0.013

Notes: CSR: Corporate Social Performance, GRS: Green Recruitment and Selection GPR: Green Pay Reward, EP: Environmental Performance, RC: Reconfiguration Capabilities, MC: Monitoring Capabilities

(Source: Data processing results of the author)

Table 1 shows the value of the path coefficient. It has been found that the value is higher than 5 for GPR and CSP, and GRS and EP, only. The other areas are not up to mark because they are showing low value which is below 5.

Table 2. Outer Loading

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T-statistics (O/STDEV)	P values
CSP 1 <- CSP	0.468	0.423	0.182	2.573	0.010

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T-statistics (O/STDEV)	P values
CSP 2 <- CSP	0.697	0.687	0.096	7.290	0.000
CSP 3 <- CSP	0.652	0.619	0.142	4.600	0.000
CSP 4 <- CSP	0.782	0.776	0.066	11.835	0.000
CSP 5 <- CSP	0.492	0.477	0.147	3.337	0.001
CSP 6 <- CSP	0.802	0.799	0.056	14.226	0.000
EP1 <- EP	0.567	0.566	0.079	7.135	0.000
EP2 <- EP	0.647	0.640	0.096	6.737	0.000
EP3 <- EP	0.705	0.702	0.081	8.698	0.000
EP4 <- EP	0.676	0.664	0.088	7.712	0.000
EP5 <- EP	0.631	0.622	0.095	6.644	0.000
EP6 <- EP	0.503	0.494	0.120	4.200	0.000
EP7 <- EP	0.702	0.687	0.097	7.245	0.000
EP8 <- EP	0.602	0.585	0.118	5.104	0.000
GPR1 <- GPR	0.868	0.861	0.056	15.385	0.000
GPR2 <- GPR	0.728	0.720	0.082	8.838	0.000
GPR3 <- GPR	0.698	0.696	0.082	8.479	0.000
GRS1 <- GRS	0.657	0.645	0.112	5.852	0.000
GRS2 <- GRS	0.871	0.874	0.031	27.839	0.000
GRS3 <- GRS	0.865	0.848	0.062	13.968	0.000
MC1 <- MC	0.773	0.765	0.078	9.898	0.000
MC2 <- MC	0.577	0.578	0.116	4.957	0.000
MC3 <- MC	0.755	0.754	0.075	10.049	0.000
MC4 <- MC	0.837	0.826	0.058	14.406	0.000
MC5 <- MC	0.684	0.670	0.095	7.224	0.000
MC6 <- MC	0.732	0.718	0.101	7.263	0.000
RC1 <- RC	0.659	0.650	0.101	6.535	0.000
RC2 <- RC	0.583	0.562	0.135	4.326	0.000
RC3 <- RC	0.615	0.616	0.098	6.259	0.000
RC4 <- RC	0.523	0.500	0.138	3.796	0.000
RC5 <- RC	0.740	0.740	0.079	9.393	0.000

(Source: Data processing results of the author)

Table 2 has shared the overloading value with the marking criteria negative to the level because it is below 5.

Table 3. R Square

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T-statistics (O/STDEV)	P values
CSP	0.738	0.767	0.062	11.838	0.000
EP	0.835	0.857	0.040	21.017	0.000

(Source: Data processing results of the author)

R Square value has been shared in Table 3 where the value is contrasted for CSP and EP showing a negative for the low level.

Table 4. Adjusted R Square

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T-statistics (O/STDEV)	P values
CSP	0.727	0.757	0.065	11.190	0.000
EP	0.828	0.851	0.041	20.000	0.000

(Source: Data processing results of the author)

Table 4 shows Adjusted R Square with a value of high for EP but less for CSP.

Table 5. Average Variance Extracted

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T-statistics (O/STDEV)	P values
CSP	0.438	0.432	0.067	6.541	0.000
EP	0.400	0.399	0.040	10.033	0.000
GPR	0.591	0.586	0.053	11.176	0.000
GRS	0.646	0.639	0.053	12.184	0.000
MC	0.534	0.530	0.057	9.450	0.000
RC	0.394	0.396	0.042	9.465	0.000

(Source: Data processing results of the author)

Table 6 shows the average variable for variance extraction. It has a peaking value for GRS and the lowest for MC and RC.

Table 6. Composite Reliability (rho_c)

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T-statistics (O/STDEV)	P values
CSP	0.818	0.802	0.056	14.648	0.000
EP	0.841	0.835	0.031	27.451	0.000
GPR	0.811	0.805	0.039	20.960	0.000
GRS	0.844	0.836	0.036	23.429	0.000
MC	0.872	0.866	0.031	28.155	0.000
RC	0.763	0.755	0.039	19.443	0.000

(Source: Data processing results of the author)

Table 6 shows a good value for composite reliability under rho-c. This shows a high value for EP and the lowest for CSP.

Table 7. Composite Reliability (rho_a)

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T-statistics (O/STDEV)	P values
CSP	0.761	0.753	0.075	10.192	0.000
EP	0.789	0.793	0.036	21.631	0.000
GPR	0.675	0.668	0.091	7.445	0.000
GRS	0.858	0.858	0.091	9.414	0.000
MC	0.830	0.831	0.045	18.617	0.000

RC	0.618	0.625	0.072	8.597	0.000
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(Source: Data processing results of the author)

Table 7 shows composite reliability with a high value for Ep and the lowest for GPR.

Table 8. Cronbach Alpha

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
CSP	0.731	0.700	0.096	7.611	0.000
EP	0.783	0.772	0.044	17.779	0.000
GPR	0.653	0.639	0.084	7.742	0.000
GRS	0.747	0.736	0.060	12.528	0.000
MC	0.821	0.811	0.047	17.374	0.000
RC	0.613	0.594	0.081	7.562	0.000

(Source: Data processing results of the author)

Table 8 has shared Cronbach alpha for low level for RC and EP has a high value.

Table 9. Heterotrait-Monotrait (HTMT) Ratio

	Original sample (O)	Sample mean (M)	2.5%	97.5%
EP <-> CSP	1.103	1.081	0.951	1.191
GPR <-> CSP	1.058	1.052	0.881	1.209
GPR <-> EP	1.118	1.123	1.014	1.253
GRS <-> CSP	0.795	0.795	0.568	1.037
GRS <-> EP	0.879	0.890	0.700	1.090
GRS <-> GPR	1.015	1.031	0.853	1.243
MC <-> CSP	1.031	1.011	0.841	1.150
MC <-> EP	1.054	1.043	0.925	1.132
MC <-> GPR	1.036	1.045	0.888	1.211
MC <-> GRS	0.951	0.956	0.770	1.117
RC <-> CSP	1.162	1.152	0.986	1.321
RC <-> EP	1.198	1.165	0.998	1.271
RC <-> GPR	1.330	1.299	1.144	1.490
RC <-> GRS	1.051	1.025	0.768	1.213
RC <-> MC	1.127	1.094	0.921	1.207

(Source: Data processing results of the author)

Table 9 shows Heterotrait-Monotrait (HTMT) Ratio for the variable of the study. The value is above 1 for some variables which shows that the current study has found some significant variables.

5. DISCUSSION

The analysis has been further supported with evidence based on the discussion of the hypothesis and answering research questions.

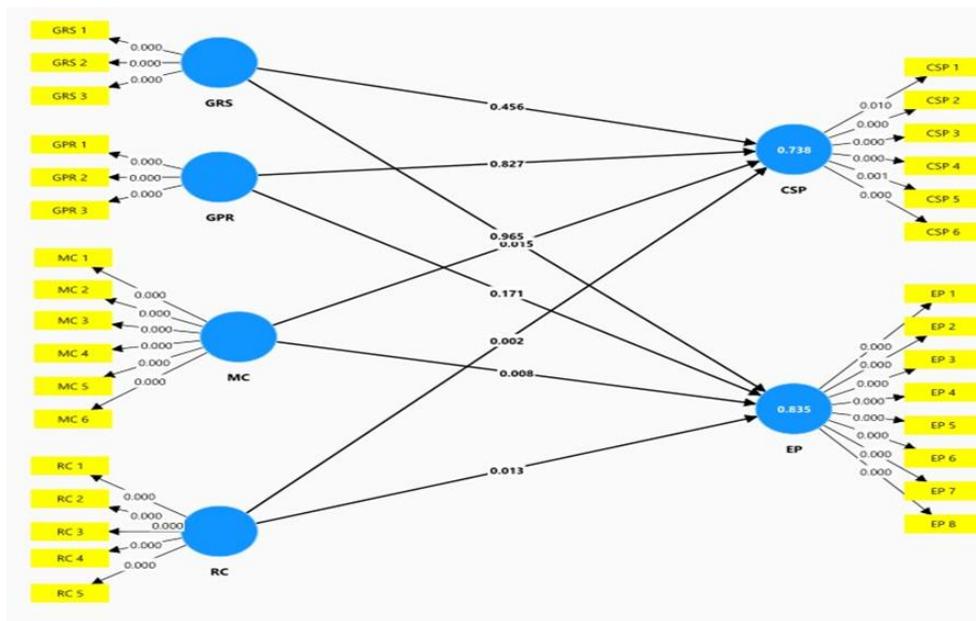


Figure 2. Diagrammatic presentation of variables (Author)

Hypothesis Review

This section presents a review of the proposed hypotheses in light of the data analysis and empirical results. Each hypothesis is discussed with reference to relevant literature and feedback collected from the manufacturing sector in Vietnam. The findings reaffirm the theoretical underpinnings and practical implications of Green Human Resource Management (GHRM) in fostering corporate sustainability performance.

Ho: Green Human Resource Management (GHRM) practices have a significant positive impact on corporate sustainability performance in the manufacturing industry.

This hypothesis is supported both by empirical evidence and by extant literature. The data reveals that green recruitment plays a pivotal role in aligning organizational values with environmental priorities. Respondents emphasized the importance of eco-conscious candidate selection and the integration of green awareness in job descriptions and evaluation processes. Additionally, the concept of “green pay” incentivizing environmentally responsible behavior was highly valued and perceived as aligned with corporate sustainability goals. These findings are consistent with earlier studies indicating that GHRM fosters a culture of environmental stewardship and enhances CSR initiatives within the organization.

H1: Dynamic sustainability capabilities have a significant positive effect on corporate sustainability performance in the manufacturing industry.

The findings strongly support this hypothesis. Respondents recognized the importance of adaptive and learning-oriented capabilities in enabling sustainable transitions. The role of green technologies and tools in the hiring and training process was highlighted as a strategic enabler of sustainability. According to Darendeli et al. (2022), organizations that invest in dynamic sustainability capabilities such as eco-innovation, continuous learning, and cross-functional integration are better positioned to implement CSR policies effectively. The data also confirms that employees who are aware of green tools and environmental responsibilities are less likely to engage in practices that could harm the environment, either directly or indirectly. This reinforces the critical link between dynamic capabilities and long-term sustainability outcomes.

H2: Green training is a vital and necessary component in enhancing corporate sustainability performance in the manufacturing industry.

The third hypothesis is validated by both theoretical and practical insights. Respondents acknowledged that green training serves as a catalyst for embedding sustainability into daily operations and decision-making. Hristov et al.

(2022) emphasized the strategic role of sustainability-focused training in strengthening environmental KPIs and ensuring competitive resilience. Within the Vietnamese manufacturing context, the implementation of Environmental Performance Management Systems (EPMS) was noted to be significantly more effective when coupled with structured green training programs. This highlights the indispensable role of continuous education and development in achieving sustainable business practices.

6. POLICY RECOMMENDATIONS

The findings of this study highlight the strategic importance of Green Human Resource Management (GHRM) in advancing corporate sustainability performance (CSP) within Vietnam's manufacturing sector. The significant influence of green recruitment, green pay, and dynamic sustainability capabilities underlines that environmental considerations are no longer peripheral but central to business competitiveness.

Moreover, green training emerged as a critical enabler of sustainable outcomes, ensuring that employees are not only aware of environmental issues but are also empowered to act. This reflects a shift from reactive compliance to proactive environmental leadership within firms.

For Policymakers: The Ministry of Labor, Invalids and Social Affairs and the Ministry of Natural Resources and Environment should collaborate to develop national guidelines for GHRM implementation, particularly targeting the manufacturing sector. Tax incentives or green certifications can be offered to firms adopting structured green HR practices.

For Enterprises: Vietnamese firms should embed GHRM practices within their strategic planning, HR policies, and performance evaluation systems. Special attention must be paid to training and development, which serves as a long-term investment in human capital and environmental compliance.

For Educators and HR Training Institutes: Universities and HR training centers should revise curricula to include GHRM competencies, creating a future workforce ready to tackle sustainability challenges from within.

Contextualization in Emerging Economies: By focusing on Vietnam, this study fills a significant gap in GHRM literature, which remains dominated by Western-centric models. It adds empirical evidence from a rapidly industrializing context where sustainability transitions are both urgent and complex.

Integration of Dynamic Capabilities and GHRM: The study bridges two theoretical perspectives GHRM and the dynamic capabilities framework demonstrating how adaptive learning, innovation, and green tool adoption within HR functions can amplify corporate sustainability efforts.

Operationalization of Green Training Impact: While prior literature has acknowledged training as an element of GHRM, this study highlights it as a core predictor of CSP outcomes, particularly in the manufacturing context. This insight advances the granularity with which green training is viewed in sustainability models.

7. CONCLUSION

This study provides empirical evidence on the critical role of Green Human Resource Management (GHRM) practices in enhancing corporate sustainability performance (CSP) within the Vietnamese manufacturing sector. As Vietnam continues its path toward industrial modernization, the pressure to align with global sustainability goals has become increasingly urgent. This research demonstrates that GHRM is not merely an ethical or symbolic practice, but a strategic driver of environmental, social, and economic outcomes.

The findings confirm that green recruitment, green compensation systems, and dynamic sustainability capabilities significantly contribute to better sustainability performance. Furthermore, green training is found to be not only beneficial but essential in equipping employees with the knowledge, skills, and mindset required to support environmental goals. These results underscore the necessity for a systemic and integrated approach to embedding sustainability into the DNA of organizational human capital strategies.

From a broader perspective, this research reinforces the interconnectedness between human resource systems and environmental performance. In a world where climate challenges intersect with business imperatives, GHRM emerges as a pragmatic solution that simultaneously nurtures ecological consciousness and corporate resilience.

Ultimately, for Vietnam to meet its green growth ambitions, the adoption of GHRM must be accelerated and institutionalized not only at the enterprise level but also through national policies and educational reforms. This study offers a timely roadmap for organizations seeking to thrive in an era where sustainability is no longer optional but existential.

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