

Implementing Green Human Resources Management Practices: A Case Study in the Footwear Industry

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Zásady pro vypracování

Introduction

Define the objective and the application methods used in the master thesis.

I. Theoretical part

- Prepare a literature review and summarize studies that addressed the GHRM.

II. Practical Part

- Analyze the main variables/factors that are enhancing the implementation of „Green Human Resources Management“ and identify the obstacles facing the footwear industry.
- Suggest some green initiatives for HRM in the footwear industry.
- Suggest the best GHRM practices to enhance environmental performance in the footwear industry and perform cost analysis of the proposed solution.

Conclusion

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ABSTRAKT

Cílem této studie je posoudit přijetí strategií Zeleného řízení lidských zdrojů (GHRM) ve vietnamské společnosti ABC obuv s cílem zlepšit jejich environmentální výkon (EP). Studie využívá smíšený přístup, který zahrnuje polostrukturované rozhovory a online průzkum. Hlavní zjištění naznačují, že stávající praktiky řízení lidských zdrojů ve studovaných obuvnických společnostech nedostatečně podporují environmentální povědomí mezi zaměstnanci. "Zelené zapojení a zmocnění zaměstnanců" bylo identifikováno jako nejpreferovanější praktika ve společnosti ABC. Studie navrhuje model nejlepších postupů GHRM v obuvnické společnosti a identifikuje klíčové řídicí faktory, překážky a očekávané výsledky praktik GHRM pro společnost ABC. Pro další výzkum GHRM a jeho dopadů na environmentální udržitelnost v obuvnickém průmyslu a dalších odvětvích je nezbytné replikovat tuto studii v jiných rozvojových zemích.

Klíčová slova: Výkon zaměstnanců, Environmentální management, Obuvnický průmysl, Zelené řízení lidských zdrojů, Smíšené metody.

ABSTRACT

The purpose of this research is to assess how the ABC Vietnamese footwear company is implementing Green Human Resource Management (GHRM) tactics, with the goal of improving their Environmental Performance (EP). The study employed a mixed-methods, incorporating both semi-structured interviews and an online survey. The main findings indicate that the current HRM practices in the studied footwear companies do not sufficiently promote environmental awareness among employees. 'Green Employee Empowerment & Involvement' was identified as the most preferred practice at ABC company. The study proposes a model for best practices of GHRM in the footwear company and identifies key drivers, barriers, and expected outcomes of GHRM practices for ABC company. Replicating this study in other developing countries is imperative for further research on GHRM and its implications for environmental sustainability in the footwear industry and beyond.

Keywords: Employee Performance, Environmental management, Footwear Industry, Green Human resource management, Mixed methods.

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Last but not least,

I hereby declare that the print version of my Bachelor's/Master's thesis and the electronic version of my thesis deposited in the IS/STAG system are identical.

Zlin, Czech Republic, April 21st, 2023

Thuan Nguyen Danh

CONTENTS

INTRODUCTION	10
I. THEORY	17
1 LITERATURE REVIEW	18
1.1 ORIGIN AND NEED OF GREEN HRM.....	18
1.2 DEFINITIONS OF GREEN HUMAN RESOURCE MANAGEMENT (GHRM)	19
1.3 FUNCTIONS AND PRACTICES OF GHRM.....	21
1.3.1 <i>Green Recruitment & Selection</i>	24
1.3.2 <i>Green Training and Development</i>	26
1.3.3 <i>Green Reward & Compensation</i>	28
1.3.4 <i>Green Performance Management & Appraisal</i>	28
1.3.5 <i>Green Employee Empowerment and Involvement</i>	29
1.3.6 <i>Green Organizational Culture</i>	30
1.4 DRIVER, BARRIERS, AND EXPECTED BENEFITS OF GHRM	31
1.4.1 <i>Driver</i>	31
1.4.2 <i>Barriers</i>	32
1.4.3 <i>Expected Outcome</i>	33
1.5 CONCEPTUAL FRAMEWORK GHRM FOR FOOTWEAR INDUSTRY	33
1.6 FOOTWEAR INDUSTRY LANDSCAPE	34
1.6.1 <i>Footwear Market Overview</i>	35
1.6.2 <i>Business research perspective and footwear business innovation ecosystems from HRM perspective point</i>	39
1.7 HYPOTHESIS OF THE RESEARCH "GREEN HRM PRACTICES HAVE A SIGNIFICANT AND POSITIVE EFFECT ON ENVIRONMENTAL SUSTAINABILITY IN ABC COMPANY"	40
2 METHODOLOGY	41
2.1 OVERVIEW OF THE RESEARCH METHODOLOGY	41
2.2 RESEARCH METHODOLOGY FLOW CHART	41
2.3 PHASE I - SURVEY ANALYSIS.....	42
2.3.1 <i>Survey methodology</i>	42
2.3.2 <i>Participant selection and sampling approach</i>	43
2.3.3 <i>Survey dissemination</i>	43
2.3.4 <i>Demographics</i>	44
2.3.5 <i>Data analysis</i>	46
2.4 PHASE II - INTERVIEW ANALYSIS.....	46

2.4.1	<i>Interview methodology</i>	46
2.4.2	<i>Participant selection and sampling approach</i>	47
2.4.3	<i>Demographic</i>	47
2.4.4	<i>Data analysis</i>	48
2.5	RESEARCH CHALLENGES	48
II.	ANALYSIS	49
3	OVERVIEW OF ABC COMPANY	50
3.1	HISTORICAL BACKGROUND	50
3.1.1	<i>Scope of Operations</i>	50
3.2	ORGANIZATIONAL STRUCTURE.....	51
3.3	CULTURE & STRATEGY.....	54
3.3.1	<i>Culture</i>	54
3.3.2	<i>Strategy</i>	54
3.4	THE STRATEGY OF THE HUMAN RESOURCE TEAM.....	55
4	DEVELOPING GREEN HRM PRACTICES OF ABC COMPANY	56
4.1	PHASE I - INTERVIEW ANALYSIS (QUALITATIVE STUDY)	56
4.1.1	<i>Response Rate</i>	56
4.1.2	<i>Pilot Testing Results</i>	57
4.1.3	<i>Background Information of the Respondents</i>	58
4.1.4	<i>Descriptive Analysis</i>	62
4.1.5	<i>Hypothesis Testing</i>	67
4.1.6	<i>Bivariate Analysis</i>	70
4.2	PHASE II - QUESTIONNAIRE ANALYSIS (QUANTITATIVE STUDY)	72
4.2.1	<i>Green Recruitment and Selection</i>	72
4.2.2	<i>Green Training & Development</i>	74
4.2.3	<i>Green Performance Management & Appraisal</i>	75
4.2.4	<i>Green Reward & Compensation</i>	76
4.2.5	<i>Green Organizational Culture</i>	77
4.2.6	<i>Employee Empowerment & Involvement</i>	78
4.2.7	<i>Drivers, Barriers, Employee Empowerment & Involvement and Expected Outcome of GHRM</i>	80
5	DISCUSSION & MODEL DEVELOPMENT	83
5.1	DISCUSSION	83
5.1.1	<i>GHRM Discussion of GHRM Practices</i>	83
5.1.2	<i>Discussion of Drivers, Barriers, and Benefits of GHRM</i>	85

5.1.3 Hypothesis Testing Discussion	87
5.2 CONCEPTUAL MODEL DEVELOPMENT	88
6 COST, TIME AND RISK ANALYSIS	92
6.1 COST ANALYSIS	92
6.2 TIME ANALYSIS.....	93
6.3 RISK ANALYSIS.....	97
CONCLUSION & RECOMMENDATIONS	102
BIBLIOGRAPHY	106
LIST OF FIGURES	114
LIST OF TABLES	115
LIST OF ABBREVIATIONS	116
APPENDICES.....	117
APPENDIX P I: INSTRUCTION FOR THE SEMI-INTERVIEW	118
APPENDIX P II: INSTRUCTION FOR THE ONLINE SURVEY.....	120

INTRODUCTION

Concern for the natural environment and sustainability has existed for a long time and emerged as a global issue. In recent times, there has been a growing focus on environmental issues and sustainable development by both developed and developing nations. The growing environmental concerns are driving companies to adopt environmentally responsible management practices as they operate in a globally competitive economy. To be successful, they need to not only be efficient but also socially responsible, particularly when it comes to environmental protection efforts (Yong et al., 2019). Consequently, Environmental Management (EM) has been given significant consideration by both academic researchers and professionals. Building on the findings of Rugman & Verbeke (1998), there is evidence to suggest that environmental management has emerged as a crucial challenge and concern in strategic management in the present century, necessitating attention from top-level management.

In terms of the footwear industry, Over the past ten years, there has been an increased focus on sustainability across all product categories (Brunetti et al., 2013), with particular attention to the footwear industry (Lopes et al., 2015). Numerous measures have been implemented in response to the requirement for sustainable practices, such as decreasing the use of toxic substances, minimizing noise generated by machines, improving energy efficiency, enhancing the working conditions of individuals engaged in footwear design and production, among other initiatives. These interventions aim to provide practical solutions towards adopting more sustainable behaviours. (Tartaglione and Corradini, 2013).

Regarding the article by Haden, Oyler and Humphrey (2009), business organizations and corporations are primarily responsible for environmental degradation. People and organizations around the world are sometimes viewed as greedy and self-centred when they prioritize their own wants and needs over the well-being of future generations. Their pursuit of unlimited wants and needs can lead to economic problems, and they may be willing to sacrifice future generations by recklessly using and wasting natural resources. Such behaviour is shortsighted and lacking a sense of responsibility in preserving resources for future generations. Climate change has become a significant concern in recent times, leading to a growing interest among all stakeholders - including governments, businesses, and societies - in finding solutions (Boiral, 2002). As a result, various stakeholders such as ecologists, environmentalists, governments, businesses, and others are keenly interested in

preserving the balance of the planet's natural elements and addressing global environmental issues like pollution. Employees, employers, managers, and workers within organizations are also taking these environmental issues into account in their workplaces. Academics, customers, government officials, and civil societies are equally considering sustainability and environmental issues for the environment's survival and development. There is a collective effort towards going green, both at the personal and organizational level, and the active participation and support of the workforce are crucial for an organization to achieve a green status. Therefore, HR is considered a vital component in the environmental management (EM) of an organization.

Nowadays, management research is now focusing on the concept of going green such as Green accounting concepts, Green marketing (Bebbington 2001), and Green retailing (Kee-hung et al. 2010). Research on Green Human Resource Management (GHRM) relates to both environmental management (EM) and human resources management (HRM), emphasizing the importance of individuals' green actions in a professional setting. As such, the link between GHRM and Environmental Performance (EP) can be utilized to assist businesses in improving their environmental impact and adopting sustainable practices. Renwick et al. (2013) define the incorporation of corporate environmental management into HRM as green HRM. As understanding and concern for sustainable growth through environmentally responsible practices has increased, Green HRM (Human Resource Management) has become a popular topic in current academic research. The growth of Green HRM goes beyond just addressing environmental issues and also focuses on improving the economic and social welfare of individuals. The area of Green HRM is still emerging (Renwick, Redman, & Maguire, 2013). Academics have widely recognized that HRM practices can be a potent means of aligning employee goals with an organization's environmental strategy. In 2010, Jabbour et al., stated that Green HRM as the integration of environmental considerations into all aspects of HRM, including the recruitment process and performance appraisal system. Then, he (Jabbour, 2011) again defined Green HRM is as incorporating environmentally conscious practices into HRM functions with a focus on their effectiveness and competitiveness. It encompasses all aspects of HRM management, planning, development, implementation, and systems, with the goal of creating a green organization. Green HRM transforms typical employees into environmentally conscious ones, enabling the organization to achieve its environmental goals and sustain its operations.

Based on the definitions provided, the most recent one offers a comprehensive understanding of what Green HRM entails in an organizational setting.

Despite the growing research surrounding Green HRM, there is still a lack of clarity on how implementing it effectively can foster a green organizational culture and enhance environmental performance (EP). Thus, the objective of this research is to establish a structure that combines the most efficient Green Human Resource Management (HRM) practices in the footwear industry, and to scrutinize and evaluate the form and scope of Green HRM initiatives that foster innovation and enhance environmental performance (EP).

While there is a significant body of literature on Green HRM in the organizations, there is still a significant gap in research that can be addressed in the future due to a disparity between academic research and practical application, with academic research lagging in comparison to the practical needs in the field. The primary deficiency in the existing literature on the topic of Green HRM is the absence of comprehensive information regarding the coverage, range, and procedural model (Muster & Schrader, 2011).

OBJECTIVES AND METHODS OF MASTER THESIS PROCESSING

a) Research problem

Many organizations are placing greater emphasis on sustainability as a result of increasing concerns about climate change, more stringent regulations, and heightened societal expectations for greater environmental and social responsibility. The human resource department, as the guardian of all employees within an organization, is responsible for initiating the best practices to ensure the involvement of everyone. Muster and Schrader (2011) asserted that adopting more green HR practices can be advantageous for businesses, resulting in cost savings, increased staff retention, and improved attraction of new talent. Consequently, prioritizing the integration of sustainability principles into HRM core processes should be a key focus in linking human resource management with environmental sustainability, ultimately promoting business sustainability. While the relationship between green HR practices and environmental sustainability has been extensively studied across the globe, there has been a dearth of investigation in the footwear sector, specifically in Vietnam. This research was conducted to fill this gap.

Therefore, the research aimed to identify the most effective Green Human Resource Management approach to promote environmental sustainability within the ABC company.

Regarding the ABC company, It is a Vietnamese footwear company and ABC is not a real-name of the company Due to the signing of a non-disclosure agreement between the author and the organization on February 15, 2023, the name "ABC company" was used to refer to the company during the entire investigation.

b) Objectives

The primary goal of this research is implement the most effective green human resource management practices ABC Company, a Vietnam-based footwear company. The intended outcome will be achieved by accomplishing the following objectives:

RO1: To explore the most effective techniques of Green Human Resources Management that can improve the environmental management performance of ABC Company.

RO2: To create sustainable solutions for ABC company with a focus on employee centric.

RO3: To recognize the crucial variables or factors that are facilitating the integration of green human resource management practices, while also detecting any barriers impeding their adoption and determining the anticipated outcomes of GHRM practices from the company's standpoint.

Figure 1 demonstrates the primary aim, key objective and primary aim and anticipated results of this research.

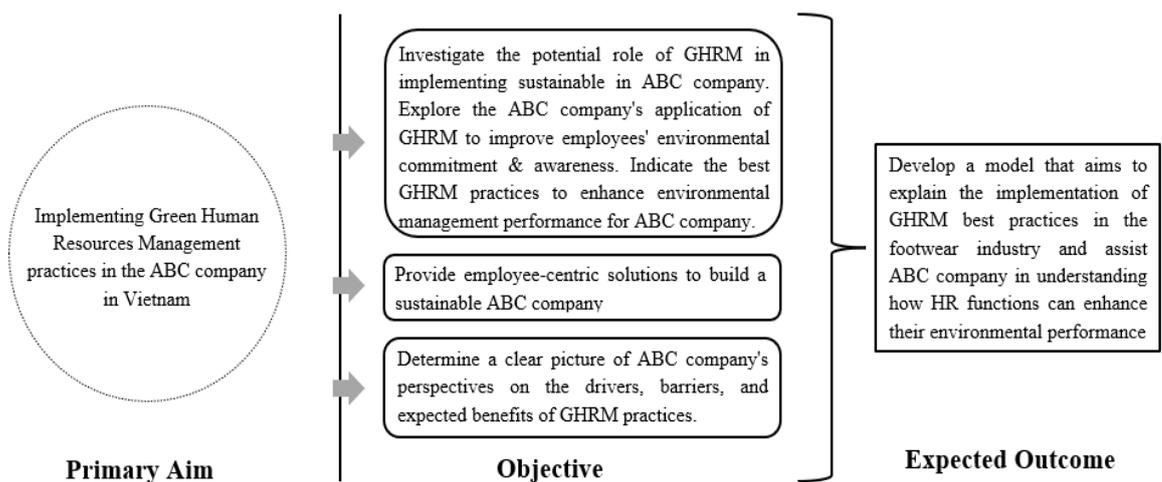


Figure 1 Primary Aim of the Thesis

(Source: The Author)

c) Research questions and Hypotheses

To achieve the objective of assessing GHRM practices in the footwear sector, the subsequent hypotheses and research questions have been employed. The main objective of the research is to investigate and recognize the most efficient GHRM practices in the ABC company. The underlying concept of the research is that fusing human resource management with environmental strategies, such as tailored environmental education or the use of environmental performance indicators, can enhance the efficacy of these strategies and subsequently enhance the environmental performance of the organization. This viewpoint is supported by earlier studies conducted by Daily and Huang (2001). The inquiry that necessitates an answer to fulfill this objective is:

RQ1: What are the most effective GRHM practices to enhance Environmental performance management for ABC Company?

Following the state of Sharmin (2015), this integration assists the organization in raising employee awareness and commitment to the environment. The primary hypothesis being out forward in this study is: “*GHRM practices have a significant and positive environmental sustainability in the ABC company*”. The subsequent sub-hypotheses of the study have been adopted on the premise that the implementation of green human resource management practices will enhance environmental performance:

H01: Green recruitment and selection practice has a significant and positive effect on environmental sustainability in the ABC company.

H02: Green Training and development practice has a significant and positive effect on environmental sustainability in the ABC company.

H03: Green Reward and compensation has a significant and positive effect on environmental sustainability in the ABC company.

H04: Green Performance management and appraisal has a significant and positive effect on environmental sustainability in the ABC company.

H05: Green Employee empowerment and involvement has a significant and positive effect on environmental sustainability in the ABC company.

H06: Green Organizational culture has a significant and positive effect on environmental sustainability in the ABC company.

Achieving the other objectives, determine the variables that either facilitate or hinder the implementation of GHRM and the perceived benefits of GHRM strategies as perceived by the ABC company. The list of questions was utilized:

RQ2: How can GHRM implement strategies to create a sustainable ABC company that prioritizes employee-centric?

RQ3: What are the GHRM policy barriers/constraints in ABC company?

RQ4: What are the GHRM drivers in ABC company?

RQ5: What are the anticipated effects of GHRM practices in ABC company?

d) Significance of the study

This research is illuminating a previously unexplored idea that has received limited attention in developing countries, particularly in the footwear industry of Vietnam.

This research investigates the present status of GHRM approaches and proposes remedies for ABC enterprises. The suggested solutions will be presented in a theoretical framework, which can serve as a roadmap for footwear industry companies to integrate GHRM practices into their operations in the coming times. This study will clarify which specific HRM practices or combinations of HRM practices more closely related to environmental performance. Consequently, ABC company will have greater clarity on which practices to prioritize and implement initially to achieve maximum environmental performance. This study can be advantageous for organizations that have already integrated GHRM strategies since it can assist in enhancing their sustainability efforts.

Upon conclusion of the study, there will be several suggestions for further studies. New avenues for research on GHRM within the footwear industry have emerged and can now be explored. Furthermore, the model of best practices in GHRM can be evaluated for its effectiveness in promoting green initiatives, regardless of the type of organization or the specific country context.

e) Overview of Methodology

This thesis employs a mixed-methods approach, including both qualitative and quantitative research. The specifics of each approach are described in Table 1, as follows:

Table 1 Summary of research methodology

(Source: The Author)

Research methodology	Mixed-methods	
	Qualitative Study	Quantitative Study
<i>Research methods</i>	Case Study	Survey
<i>Research techniques</i>	Semi-Structured in depth interviews	Questionnaire
<i>Object of analysis</i>	ABC company in the footwear industry in Vietnam	
<i>Sample size</i>	3-5 members in ABC company (A top-level management)	100-150 employees working in ABC company
<i>Data analysis</i>	<ul style="list-style-type: none"> - Organize the online meetings/audio call -The contents of all interviews were retyped and, save in the MS word documents. - Compare and contrast case by case 	<ul style="list-style-type: none"> - SSPS - Respondents' profile - Measurement assessment - Common method variance - Mean, Standard deviations and correlation - Conditional process analysis - Data visualization

f) Thesis outline:

The thesis is structured into three sections, with the first one being the "Introduction". In this section, the thesis gives a concise introduction to the topic, presents the research problem and its importance. It also states the research objectives, research questions, hypotheses, and outlines the methodology that will be used in the study.

The second part “Theory” introduces provides a comprehensive overview of previous studies on Green HRM and summarizes their findings. It provides a broader view of how HRM can contribute to the establishment of an environmentally-friendly organization.

The Practical part begins by providing fundamental details about the company and its existing human resources practices, aimed at aiding readers in understanding the analysis. It examines the anticipated driving factors, barriers, and benefits of Green HRM practices, and presents the methodology of the research, including the data collection process, target population, sampling method, development of data collection instrument, and approach to data analysis. Using the theoretical framework from the literature review and system development stages, the author proceeds to create green human resource management practices and address the research questions. The "Conclusion and Recommendation" section provides a brief summary of the hypotheses' results and offers recommendations and suggestions for future research.

I. THEORY

1 LITERATURE REVIEW

In this chapter, the concept of green human resource management (GHRM) is examined, including its evolution, definitions, employee pro-environmental behaviors, functions, and theories. The analysis aims to understand how GHRM can be implemented in the footwear industry in Vietnam. Current GHRM models are evaluated, and a customized GHRM model for footwear enterprises is proposed. The chapter elaborates on crucial aspects of this model to establish and support the research problem and guide footwear companies in enhancing employee capabilities to respond to sustainability pressures.

1.1 Origin and Need of Green HRM

Over the past two decades, there has been a growing emphasis on environmental concerns at the political, societal, and organizational levels. Recently, this focus has shifted towards the issue of climate change, which has become a significant global concern (Victor, 2001). In order to prevent the negative impact of industrial pollution and waste materials on natural resources and society, governmental and non-profit organizations are developing policies and laws to protect the environment from these harmful effects (Shrivastava & Berger, 2010).

Organizations prioritize methods to address environmental concerns alongside financial transparency. Businesses focus on social factors including environmental management and waste management (Daily, Bishop, & Steiner, 2007). Effective leadership and systematic processes implemented at the organizational level achieve success. Leaders emphasize implementing green management or green human resource management practices. However, some corporate leaders are still unaware of this issue. Multiple departments must align their efforts to develop and execute an environmental program. The most significant contributor to this effort is the human resource management department. Corporations require significant input from their part to address environmental issues. Employees prefer working for organizations that prioritize environmental issues and natural resource management. (Daily, Bishop, & Steiner, 2007).

HRM is a critical function of management, as it is responsible for managing the most significant asset of an organization, which is its workforce. Nowadays, HRM is being recognized as a factor that contributes to the sustainability of an organization. The focus of this research is solely on green HRM, which addresses environmental concerns and sustainability. Cherian & Jacob (2012) presented HRM is widely acknowledged as the most

critical management function for promoting environmental protection and sustainability. Additionally, the article of Boselie, Paauwe, & Jansen (2001) indicates that HRM practices are a significant tool for advancing human capital and enhancing organizational performance, which in turn can contribute to gaining a competitive advantage. When this framework is implemented across a range of human resource management practices, including recruitment and selection (Grolleau, Mzoughi, and Pekovic, 2012), training and development, employee empowerment and involvement (Unnikrishnan and Hegde, 2007), performance management and appraisal (Jabbour et al., 2013), total reward and compensation, and organizational culture (Hiba, 2016). The literature mentioned above highlighted the importance of linking HRM practices and functions with green management in a corporation, regardless of the specific tool used to promote sustainability. Green HRM involves engaging employees in understanding environmental concerns and encouraging a dedication to environmental sustainability. The HR department can include environmental responsibility in its mission statement, allowing for the integration of Green HRM practices. Green HRM helps employees develop an understanding of environmental sustainability and to adopt green practices in both their personal and professional lives (Muster & Schrader, 2011). The primary goal of Green HRM is to educate employees on environmental management, including the significance of sustainability and the actions and functions involved. This effort serves to inspire and motivate workers to participate in the going green program.

1.2 Definitions of Green Human Resource Management (GHRM)

In the early 2000s, GHRM was first introduced, and various definitions have been proposed, creating avenues for research in the footwear industry. Consequently, it is crucial to develop a thorough definition of GHRM that considers the unique characteristics of human resources in the footwear domain. However, a clear definition of the concept of Green HRM has yet to be clarified and the link between GHRM and environmental management remains unclear. Although many scholars have attempted to arrive at a conclusion on the concept of GHRM, its structure remains unclear (Dumont, Shen & Deng 2015). Nevertheless, the literature on this topic undeniably underscores the significance of environmental sustainability as a crucial factor (Dubois & Dubois D. A., 2012).

Green HRM stands apart from other current management concepts in its distinctiveness. While traditional HRM concentrates on overall personnel management strategies, Green

HRM specifically centres on strategies related to environmental sustainability (Shen, 2011). Following the statement from Prathima & Misra (2012) that the purpose of Green HRM is to develop processes and initiatives that improve the skills, knowledge, motivation, and behaviour of employees, with the aim of achieving the environmental objectives and green goals of the organization. The desired outcome of Green HRM can be accomplished by implementing appropriate green associated practices that promote changes in how organizations operate and impact the environment (Dumont, Shen & Deng 2015).

Sharmin (2015) defines GHRM as the utilization of HRM practices to promote sustainable resource use and support environmental sustainability. This involves HR initiatives that encourage sustainable behaviors, increase employee awareness and commitment to sustainability concerns. Opatha and Arulrajah (2014) explain that GHRM aims to develop environmentally conscious employees for the benefit of individuals, society, the environment, and the business by establishing, executing, and continuously improving policies, practices, systems, and activities that form a GHRM program. The ultimate goal of GHRM is to transform regular employees into environmentally responsible ones who can assist the organization in achieving its environmental objectives and contribute significantly to environmental sustainability.

Mishra et al. (2014) defines GHRM as the application of practices that promote environmentally friendly initiatives by increasing employee awareness and commitment to environmental sustainability. The focus is on areas such as waste management, recycling, and the development of green products, which can demonstrate the importance and value of the relationship between employee engagement in environmental management programs and improved organizational environmental performance. Through the implementation of GHRM policies and practices, employee health and well-being can also be enhanced and supported. GHRM is considered a promising approach that has the potential to become one of the leading sustainable business practices.

Renwick, et al. (2013) portrayed GHRM as “*the HRM aspects of environmental management (EM)*”, this article explores the fusion of the largely separate fields of EM and HRM research. By utilizing the Ability-Motivation-Opportunity (AMO) theory, the author recognizes the importance of GHRM processes in the context of people-management practices. The review's findings suggest that employee involvement (EI) in environmental management (EM) has a positive influence on essential outcomes such as the efficient use

of resources and waste reduction, as well as on employee outcomes such as heightened job satisfaction. Another essential aspect of GHRM practices is attracting and developing existing as well as new staffs. Nevertheless, the motivation of employees to participate in EM can be achieved through the use of performance appraisal (PA). Green HRM practices offer the potential to enhance the environmental and financial performance of organizations, as well as improve the work environment.

Considering the contemporary descriptions of Green HRM, the definition utilized by this thesis for GHRM is the following:

“Green HRM relates to the HRM policies, practices, and processes purposely developed to assist the organization in achieving its environmental goals while producing better green outcomes.”

1.3 Functions and Practices of GHRM

The academic literature identifies six core GHRM function that are essential for increasing employee engagement and dedication to sustainability: green recruitment and selection, green training and development, green reward and compensation, green performance management and appraisal, green employee empowerment and involvement, green organizational culture (Grolleau, Mzoughi, & Pekovic, 2012; Unnikrishnan & Hegde, 2007; Hiba, 2016; Jabbour et al., 2013). Table 2 presents a comparison between traditional human resources functions and how they have developed within the context of the GHRM framework. For the sustainable footwear industry to succeed, it is essential for companies to incorporate environmentally responsible behavior and commitment into their HRM practices as a core element (Saeed et al., 2019). Through the adoption of GHRM functions, companies can potentially attract individuals with new environmental expertise, improve employee relations, foster greater employee engagement and participation, address gaps in knowledge and training, and ultimately help overcome sustainability challenges in the footwear industry.

Table 2 Development of GRHM

(Source: The Author)

No	Traditional HR		Green HR	
	HRM Functions	Definition	GHRM Function	Definition
1	Recruitment & selection	Recruitment is the procedure of seeking out potential candidates and encouraging them to apply for job openings within the company, whereas selection refers to the process of identifying the most appropriate individual from all the applicants who have shown interest in working for the organization. (Flippo, 1984)	Green Recruitment & selection	Green recruitment and selection involves the alignment of an organization's recruitment and selection practices with its environmental sustainability goals, to ensure that new hires are committed to and capable of contributing to sustainability initiatives (Shen et al., 2013)
2	Training & development	Training & development is the practice of equipping employees with the necessary competencies, expertise, and mindsets to carry out their duties proficiently and as well as to equip them for future obligations and professional advancement opportunities within the company (Dessler & Varkkey, 2011)	Green Training & development	Green training and development involve providing employees with the necessary skills and knowledge to work in a sustainable and environmentally responsible manner, as well as creating a learning environment that fosters innovation and encourages the development of new green solutions (Holm & Ulhøi, 2012)

3	Performance management and appraisal	Performance management is a procedure that aids in the efficient management of individuals and teams, resulting in the attainment of elevated levels of organizational performance.. It involves establishing clear and specific performance expectations, monitoring performance, providing feedback and coaching, and evaluating performance relative to these expectations (Armstrong & Baron, 2004)	Green Performance management & appraisal	Green performance management and appraisal involves the integration of environmental objectives and targets into the performance management process, to ensure that employees are held accountable for their environmental performance and are rewarded for their contributions to sustainability (Renwick et al., 2013)
4	Reward and compensation	It refers to all forms of financial returns and tangible services and benefits employees receive as part of an employment relationship. Rewards refer to the full array of returns that an employee receives from an employer (Milkovich & Newman, 1988)	Green Reward & compensation	Green reward and compensation practices aim to motivate and encourage employees to behave in an environmentally responsible way, by linking their performance and remuneration to environmental objectives and indicators (Paillé & Boiral, 2013)

5	Employee empowerment & involvement	Empowerment is the process of enabling employees to make decisions and act independently in their areas of responsibility, while involvement is the process of providing employees with opportunities to participate in decision-making processes that affect their work (Spreitzer, 1995)	Green Employee empowerment & involvement	Green employee empowerment involves the process of enabling employees to make decisions and act independently in their areas of responsibility related to environmental sustainability, while involvement entails providing employees with opportunities to participate in decision-making processes that affect the organization's environmental sustainability (Fassin & Van Rossem, 2012)
6	Organizational culture	Organizational culture is a set of shared assumptions and beliefs that guide how a group solves problems of adaptation and integration, and is passed down to new members as the correct way to perceive and approach these issues (Schein, 1990)	Green Organizational culture	Green organizational culture is for the extent to which an organization fosters environmentally friendly behaviours and attitudes among its employees, as well as its commitment to environmental sustainability as part of its core values and strategic priorities (Glavas & Mish, 2015)

Below are explanations of the main functions of GHRM:

1.3.1 Green Recruitment & Selection

The objective of recruitment and selection is to entice prospective candidates and employ them as staff members within a particular organization. It can be quite difficult for any sector to attract qualified personnel, and the competition to secure talent is especially intense in the

footwear industry, which has been described as a "war for talent" (Renwick et al., 2013). The recruitment process is designed to identify and encourage potential candidates to apply for existing or anticipated job vacancies. By doing so, it has a direct impact on the number and variety of candidates who apply for a given position, and is particularly important for firms seeking to attract high-quality employees and achieve specific performance goals. Once a pool of potential candidates has been identified, the selection process focuses on identifying the most suitable candidate for the position at hand (Jabbour et al., 2008; Fayyazi, 2015). In order to establish and sustain an eco-friendly workplace, companies must hire and choose staff who are passionate and devoted to environmental issues, according to Renwick et al. (2012). The process of talent management is undergoing significant changes, and many manufacturing companies are facing challenges in effectively managing next-generation talent and selecting suitable candidates for their job vacancies, as noted by Muniandi and Nasruddin (2015). Many talented and knowledgeable individuals seeking employment today focus on green job opportunities, and therefore, organizations that promote environmentally-friendly practices have a better chance of attracting top talent (Kapil, 2015a). To become more appealing to the younger generation of environmentally aware job seekers (Ehnert, 2009), organizations must establish themselves as being green before beginning the recruitment process. It is essential that organizations cultivate a reputation for being environmentally responsive when building their image in the market (Kapil, 2015b). Renwick et al. (2012) suggest that job seekers usually apply to multiple organizations and prefer those that share their values. Therefore, an organization's environmental reputation and image play a vital role in its recruitment efforts. A study by Guerci (2015) conducted on 180 Master's in Business Administration students in their final year from three universities in Northern Italy revealed that a positive environmental reputation significantly impacts the attraction of job applicants. With the changing management of talent, organizations are finding it challenging to hire the right individuals, and as a result, they are under pressure to change their talent management strategies (Muniandi and Nasruddin, 2015). However, the information presented on a recruitment website does not hold the same level of influence.

The use of recruitment strategies can lead to a reduction in the negative impact on the environment by ensuring that new hires share the company's green culture, as suggested by Jackson and Seo (2010). Renwick et al. (2012) recommend evaluating candidates' environmental knowledge, values, and beliefs during interviews to ensure that they are aligned with the company's environmental goals. Additionally, emphasizing environmental

aspects, green accomplishments, and expectations for environmentally aware employees during job analysis, description, and specification can attract talent that prioritizes the environment (Renwick et al., 2012). Companies can promote their green initiatives on their sustainability agenda, website, and other research tools available to candidates (Kapil, 2015a). Some companies even integrate environmental and social responsibilities into every job to encourage environmental sustainability (Arulrajah et al., 2015). According to Jabbour (2011), candidates who have demonstrated commitment to environmental issues and participated in related green initiatives should be given priority during the shortlisting process. Including environmental questions in candidate interviews or evaluations for selection can also be useful (Arulrajah et al., 2015). To adopt a green approach in the recruitment and selection process, organizations can use Electronic HRM (E-HRM), which involves integrating technology into HRM activities. The use of paperless processes such as online tools can reduce the carbon footprint, operational costs. Nevertheless, even though it is crucial to integrate environmental concerns into the hiring process, there is limited understanding of the most efficient methods for executing this. Jabbour et al. (2010) found that recruiters gave preference to candidates with environmental knowledge and motivation in a survey of South American organizations. There is limited research available on recruitment practices for green positions.

1.3.2 Green Training and Development

Training is a vital component of successful businesses, as it guides employees towards achieving organizational objectives and developing their competencies, knowledge, and conduct (Patel, 2014). Environmental training (ET) is an important tool used by HRM to support Environmental Management (EM) and is recognized as a critical element of Green Human Resource Management (GHRM). Green training is important for HR development and sustainable society promotion. It allows employees to enhance their abilities in dealing with environmental management situations and fosters a culture of environmental consciousness within organizations. Additionally, research indicates that environmental training improves companies' ecological maturity. To optimize results, it is essential to determine appropriate and pertinent training for every employee, including environmental management program leaders and top management (Jabbour and Santos, 2008a). According to Opatha and Arulrajah's 2014 study, environmental training is the most effective way to create environmental awareness among employees and promote a culture of green practices

in organizations. Having knowledge and skills related to environmental issues is essential for employees to become "green" (Daily and Huang, 2001), and companies can provide training and development programs such as workshops and sessions to develop these competencies (Prasad, 2013). By acquiring these competencies, employees will be able to contribute to achieving the goals of environmental management programs (Jabbour, 2013).

The implementation of environmental training is a crucial aspect of effective environmental management, including resource conservation and recycling (Jabbour, 2013). To reduce negative environmental impacts, Renwick et al. (2008, 2012) propose a variety of green training and development strategies. These practices include training employees to analyze their workspace, providing specialized training on environmental management, developing green personal skills. According to Govindarajulu and Daily (2004), there are alternative training methods such as engaging in team activities, generating ideas, and establishing agreement that can equip workers with the necessary skills to take part in environmental management initiatives. Green training & development programs are critical for employees to acquire the knowledge and skills needed to support successful environmental programs and contribute to sustainable development.

To promote environmental sustainability, access to eco-friendly workshops, conferences, and training programs should be provided to employees (Liebowitz, 2010). Using virtual training can help to cut down on paper use, and educating new employees on environmental responsibilities and company policies is crucial (Renwick et al., 2008). It is recommended that new employees be introduced to the organization's environmental policy on their first day of work so that they can align their goals with the policy.

Studies have shown that environmental training has a greater impact on employees' perceptions of environmental performance than environmental empowerment (Daily et al., 2012). Furthermore, environmental training and environmental management have co-evolved as two contemporary management variables (Teixeira et al., 2012). However, Jabbour (2013) suggests that further research is necessary to consolidate and organize current knowledge on environmental training within organizations, as well as establish clear objectives and evaluation methods for green training programs.

1.3.3 Green Reward & Compensation

Teixeira et al. (2012) state that reward and compensation policies are put in place to attract, retain, and motivate top-performing employees who can help an organization achieve its goals. These policies can also contribute to environmental management (EM) by discouraging negative behaviours and encouraging eco-friendly ones. According to Fernandez et al. (2003), paying for EM performance has been proven effective in various studies. Offering rewards and incentives, such as acknowledgment, has the potential to inspire workers to participate in environmentally friendly initiatives and assist in attaining ecological objectives. Rewarding employees who contribute to green objectives can encourage managers and non-managerial employees to engage in corporate environmental management initiatives, while also sensitizing employees to environmental consciousness (Kapil, 2015b). Opatha (2013) and Shoeb (2015) suggest that a range of incentive approaches, such as financial and non-financial rewards, can motivate employees to develop environmentally friendly competencies and propose creative green concepts relevant to their specific roles. Nonetheless, HR managers may struggle to evaluate and distribute eco-friendly monetary incentives fairly, and further research is required to design effective green rewards practices (Hussain, 2013; Shoeb, 2015).

1.3.4 Green Performance Management & Appraisal

Improving environmental performance is a crucial aspect of Performance Management Systems (PMS) in organizations, which involves evaluating the contributions of employees and managers towards environmental goals (Wehrmeyer, 1996). The performance appraisal process is an essential component of PMS, as it aims to increase employee productivity by assessing their performance, comparing their results to their responsibilities and objectives, and identifying areas for improvement (Ivancevich, 1995). To ensure long-term environmental performance, organizations should integrate environmental objectives into the performance evaluation system, establish green targets and standards, and provide feedback to employees to achieve environmental goals (Sharmin, 2015; Renwick et al., 2008; Prasad, 2013). Negative consequences, such as reprimands, criticisms, and warnings, can also be used to encourage environmental improvements (Renwick et al., 2008). To evaluate green performance, companies can use corporate-wide metrics, implement information systems, and conduct field audits to identify problems and provide feedback to employees (Jackson and Seo, 2010). According to Kapil (2015a), companies can offer an

online platform for employees to monitor their carbon footprint and recommend viable strategies for promoting eco-friendliness within the organization..

Renwick et al. (2008) suggest that performance management systems can serve as a tool to encourage employees to enhance their environmental performance by offering both positive incentives and sanctions, such as reprimands, criticisms, and warnings.

1.3.5 Green Employee Empowerment and Involvement

Renwick et al. (2012) stress that successful environmental management in an organization requires both top management commitment and active employee involvement. HR managers can encourage employee participation in green initiatives, as suggested by Govindarajulu and Daily (2004), who argue that a flat and horizontal organizational structure can empower employees. HR staff can advocate for a participatory work environment where employees can freely express their ideas and opinions, as Liebowitz (2010) explains. Employee participation can increase the acceptance of organizational objectives and targets and enhance motivation and morale, as well as increase the likelihood of effective green management practices, according to Patel (2014). Motivating employee engagement may also stimulate the development of socially or environmentally conscious entrepreneurs within the company. As per Boiral (2009), employee involvement in environmental management can result in the acquisition of valuable implicit knowledge, which can aid in recognizing pollution sources, handling emergency circumstances, and creating proactive solutions. Rothenberg (2003) suggests that this implicit knowledge can have a positive influence on environmental performance because workers frequently possess expertise and abilities that managers may not possess. Recent studies emphasize the importance of empowerment in addressing organizational environmental issues (Daily et al., 2007), which can lead to improved productivity, performance, and problem-solving skills. Environmental empowerment involves sharing power with employees to encourage their participation in generating creative solutions using their expertise and abilities (Daily et al., 2011). Empowered employees are more likely to participate in environmental improvement practices, and involving employees in the improvement of the environment is crucial in environmental management practices (Govindarajulu and Daily, 2004). Liebowitz (2010) and Fernandez et al. (2003) propose that studies indicate the most effective green concepts frequently originate from personnel who operate in a specific field. Hence, allowing

employees to participate in determining how to achieve environmental goals is often better than simply setting goals for them (Liebowitz, 2010).

Environmental issues are often complex and require diverse competencies and skills. Neto and Jabbour (2010) propose that successful environmental management systems rely on collaboration and a collective dedication to environmental causes. Daily & Hung (2001) and Daily et al. (2007) also indicate that teamwork plays a vital role in emphasizing the significance of HR, particularly in areas of environmental concern that require a group effort within organizations.

1.3.6 Green Organizational Culture

The concept of organizational culture refers to the underlying assumptions and beliefs that a group develops over time to solve problems related to internal integration or external adaptation, as defined by Jabbour et al. (2008). In the context of the environment, the environmental culture of an organization is characterized by its values, symbols, assumptions, and artefacts that demonstrate a commitment or obligation to environmental responsibility, according to Harris and Crane (2002). Fernandez et al. (2003) suggest that a strong link exists between organizational culture and HRM, which is essential for achieving superior environmental performance. Organizations that possess solid environmental management mechanisms supported by a culture that values the environment are more likely to attract competent and motivated workers. Govindarajulu and Daily (2004) suggest that an organization's culture can affect employee motivation and their willingness to engage in environmentally responsible behaviors and participate in environmental improvement initiatives. Having a group of environmentally conscious employees can contribute to the success of a company. Research studies have identified weak organizational culture and HRM inefficiencies as major obstacles to implementing environmental action processes. Several studies also suggest that a strong organizational culture and effective HRM practices play an important role in driving employee participation in environmental initiatives (Paillé and Raineri, 2015).

Several studies have emphasized the importance of top management and supervisors' support for successful implementation of environmental management programs and improved organizational performance by motivating employees towards environmental sustainability (Daily and Huang, 2001). Studies have shown that when supervisors adopt a democratic decision-making style and demonstrate top management's strong commitment towards

environmental issues, employees are more likely to participate willingly (Ramus, 2002; Govindarajulu and Daily, 2004). Supervisors who regularly appreciate environmental initiatives in their organizations can significantly increase employee environmental efforts (Ramus, 2001). Reiterating environmental programs, initiatives, and objectives to all workers is essential for ensuring that they comprehend the company's environmental values. Top management should provide feedback on environmental performance, reinforce values through education and training, and establish penalties for violating environmental standards (Renwick et al., 2012; Mandip, 2012). A supportive organizational culture that allows employees the freedom to experiment with environmental practices can increase employee motivation towards environmental management and encourage innovation and risk-taking (Ramus and Steger, 2000).

According to Harris and Crane (2002), the most crucial aspect that contributes to the adoption of environmentally responsible practices in organizations is organizational culture, with top management support being a key factor (Govindarajulu and Daily, 2004). This culture is founded on shared values and principles that reinforce environmental management practices in companies (Jabbour et al., 2010).

1.4 Driver, Barriers, and expected benefits of GHRM

This section will provide a brief overview of the factors that can either facilitate or impede a company's adoption of green human resource management (GHRM), as well as the benefits and challenges associated with implementing GHRM practices.

1.4.1 Driver

Organizations have recognized the importance of cultivating a strong ethical and environmental awareness, where corporate responsibility is no longer simply a branding tool, but an essential element for business growth and advancement (Sathyapriya et al., 2013). Previously, many companies across the globe have implemented environmental or green management initiatives using a compliance-focused approach that prioritized adherence to laws and regulations (Sudin, 2011). However, there has been limited research into the factors that motivate organizations to embrace GHRM practices.

In 2008, SHRM conducted a survey called "Green Workplace Survey" that aimed to explore environmentally responsible practices from the perspective of HR professionals. The primary driver for GHRM practices was to make a beneficial effect on society, with

environmental, economic and safety aspects, as well as employee activism. In 2011, another SHRM survey named "Advancing Sustainability: HR's Role" identified the primary motivations for investing in sustainability as contributing to society, competitive financial. Other drivers included environmental and economic factors, public relations, and competition. Yusoff et al. (2015b) identified five critical factors for successful GHRM implementation, including sustainable policies, top management support, benchmarking, leadership meetings, and employee awareness and participation. These factors are essential for the success of GHRM practices.

1.4.2 Barriers

Creating a sustainable business and implementing green HRM practices is a challenging task, and several barriers need to be overcome. In this upcoming section, a concise is presented outlining some of the hurdles and drawbacks that have been identified in the current body of literature.

Initially, a number of obstacles and drawbacks in executing GHRM were identified. These include the challenge of swiftly modifying employees' conduct, discrepancies in staff motivation to engage in GHRM practices within the ABC company, the arduous process of establishing GHRM as a new, company-wide culture, the difficult task of hiring and training green employees with valuable skills, the challenge of evaluating the efficacy of GHRM practices on employee behavior, and the demands placed on HRM professionals to furnish crucial green frameworks, procedures, tools, and ways of thinking for identifying and cultivating future green leaders within the organization. Research conducted by Jafri in 2012 investigated the hindrances to implementing GHRM practices, and identified that the key obstacles include the costs involved in launching and maintaining green programs, with ongoing expenses representing a significant challenge. Furthermore, lack of support from management and employees also emerged as significant obstacles. Fayyazi et al. (2015) identified some obstacles to implementing GHRM in the oil industry. The primary barriers were the absence of a well-defined plan and unclear environmental values. Lack of necessary infrastructure and knowledge of green policies were also significant barriers. Surprisingly, staff resistance was found to be the least of concerns. Yusoff et al. (2015a) encountered a range of hindrances linked to GHRM in their various studies. These included technical obstacles, demographic hurdles and openness, persuasive abilities, attitudes towards change, financial restrictions, issues with measurement and perception,

difficulties in promoting behavioral change, perceived lack of commitment to sustainability, and challenges in encouraging employees to apply sustainability in their personal lives.

1.4.3 Expected Outcome

Several scholars have examined the potential benefits that organizations can derive from adopting GHRM. According to Margaretha and Saragih's (2013) viewpoint, companies that place importance on environmentally sustainable business practices and promote a green corporate culture can benefit from improved operational efficiencies, cost savings, and increased employee involvement. Additionally, Firdaus and Udin (2014) argued that organizations that have adopted GHRM have reported favorable outcomes, such as improved financial performance for green companies and a boost in employee morale. Furthermore, the growing recognition among companies that green initiatives not only contribute to environmental sustainability but also aid in attracting and retaining highly skilled employees has positioned GHRM as a significant area of focus in modern business administration. In addition, the adoption of GHRM practices is anticipated to yield favorable results for employee welfare in the company. This encompasses not only improving the working conditions and catering to the preferences of environmentally aware employees, but also contributing to the overall well-being of employees. Following the statement from Aggarwal and Sharma (2014) identified various benefits of GHRM that align with wider organizational vision, such as minimize expenses, attracting and managing talent, and obtaining a competitive edge.

1.5 Conceptual Framework GHRM for Footwear Industry

According to Kasomo (2006), the conceptual framework is a graphical or diagrammatic representation of the relationship between the independent variables and a dependent variable, providing a descriptive overview of the phenomenon being studied. It also serves as the foundation for hypothesis testing and the development of conclusions in the study. According to the existing literature, the idea of GHRM has not yet been implemented within the footwear industry. Additionally, an employee-centric sustainable solution and requirements of workers could potentially be developed through the application of a comprehensive GHRM model. The previous analysis of GHRM models across identified several shortcomings in regards to sustainable requirements unique to the footwear industry and its stakeholders. As a result, this research chose to develop a general framework-based GHRM model. The study's conceptual framework includes multiple constructs: green

recruitment and selection management practices, green training and development management practices, green reward and compensation management practices, and green performance management and appraisal practices, as well as green employee empowerment and involvement management practices, and green organizational culture management practices. Environmental performance is directly associated with all of these factors.

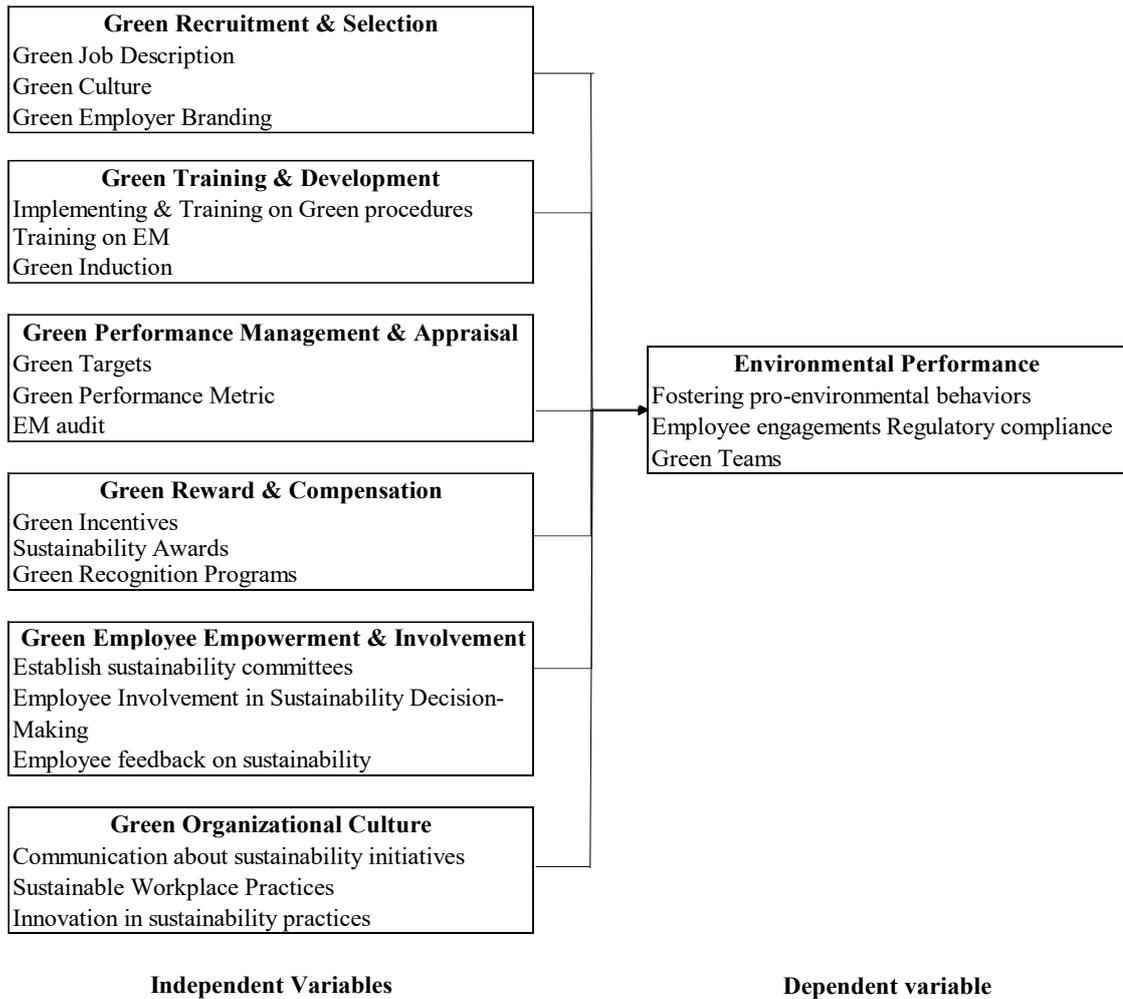


Figure 2 Conceptual Framework

(Source: The Author)

1.6 Footwear Industry Landscape

The footwear industry underwent significant growth over a long history. This is one of the most popular product categories in the retail industry. As, footwear is among the most important stuffs that are very essential in our daily life. To lead a healthy and social life, footwear is one of the four basic needs of clothing fashion, and consequently the footwear

market is expanding worldwide. There is not a single day that one dresses without wearing a shoe, slippers, heel, to mention but a few. This reveals the significance of doing research on implementing GHRM in footwear industry, which is useful for our daily life. The footwear market, a part of the clothing and apparel industry, comprises of shoes, athletic footwear, sporting shoes, luxury footwear, and other related goods. Footwear is typically made of leather, textile, and a variety of synthetic materials. According to these characteristics, the footwear businesses have tremendous growth in countries where wages are low. In Europe, these businesses will be found in the southern periphery such as Greece, Portugal, and Spain. Considering the tremendous changes that the global footwear market has undergone over the past century, the matter of the moment is sustainable development in the footwear industry. Despite one hears far less about it than the apparel business, particularly when it comes to garment industries. What causes this, and how does the footwear industry stand today?

In the European Union, footwear businesses are diversified and uses a wide range of materials (textile, plastics, rubber, and leather, etc.) for manufacturing, as well as the separation between non-athletic and athletic footwear. The majority of the global footwear market is made up of the manufacturing, trading, and retail sectors. In 2018, the footwear sector included around 19.865 enterprises, generated €27,5 billion in turnover and the industry directly employed around 260,309 direct employees (Eurostat, February 2021). However, due to manufacturing shifting to nations with lower labour costs, the number of businesses and employment in the footwear sector have been dropping over the past few decades. In Europe, there are several well-known footwear brands to choose from.

1.6.1 Footwear Market Overview

a) Production

With the importance of the footwear industry in mind, it is necessary to put what has been said into context by looking at the size of this market. Firstly, we will take a look at production aspect. The “World Footwear Yearbook” (APICCAPS, 2022), shows that global footwear production increased by 8.6 %, exceeding 22 billion pairs in 2021 even though the epidemic nevertheless had an impact on some countries' ability to manufacture. However, production is still 2 billion pairs lower than it was before the pandemic the World Footwear Year book 2022). At the continental level, what can be clearly seen in this figure 2, the production leader is Asian, which proceeds to account for more than 88% of global output,

an increase of more than half a percentage point over the previous year. In addition to this, the map reveals that there has been a slight decline in the number of productions 0,4 % in Europe and 0,2 % in Africa. It causes the market shares of 2 continents has fallen below 3 %. On the other hand, South America has slightly increased its share to 4,7 %. At the country level, the footwear business continues to be strongly concentrated in China where more than 5 out of 10 pairs of shoes are manufactured appropriately 54,1 % (The World Footwear Yearbook 2022). However, China's market share in global production is gradually declining in favor of other Asian countries, particularly Vietnam. Consequently, China has lost more than 6 % of market share in the last decade.

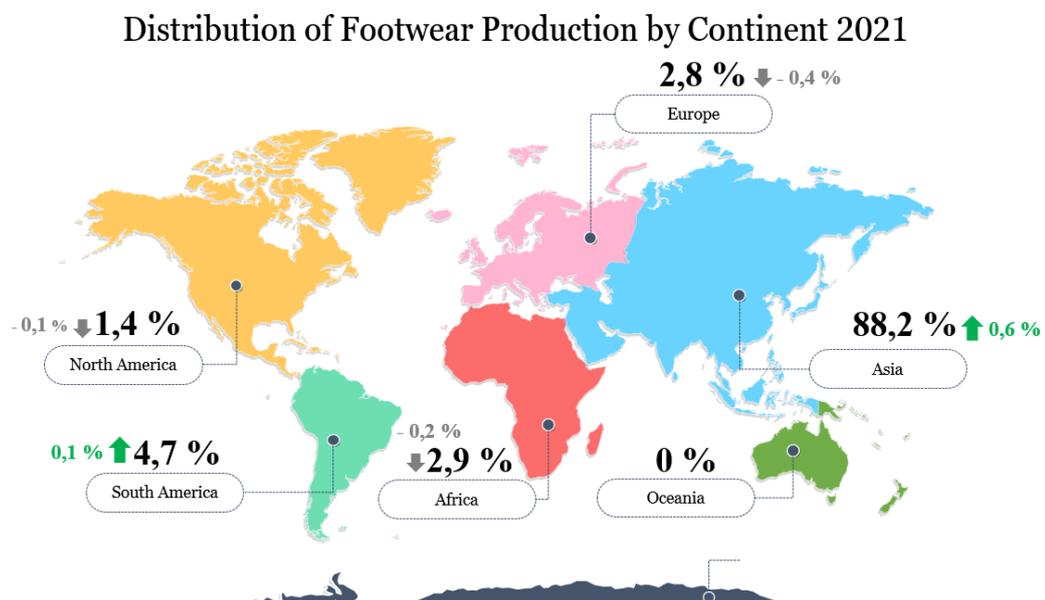


Figure 3 World Footwear Production

(Source: World Footwear Yearbook 2022 & 2021 – The Author)

b) Consumption

Another significant aspect of the consumption front, more than half of global consumption is made in Asia. Its consumption made up more than half (56.1 %) of the total consumption in the world - solidifying its position. The proportion of consumption in North America and Europe followed with 14.9 % and 13.3 % market shares. Apparent consumption seems to be more dynamic after the pandemic, although no major changes can be expected on a year-to-year comparison at the continental level.

CONSUMPTION IN 2021				
RANK	COUNTRY/UNION	WORLD SHARE (%)	Pairs (millions)	Compared to 2020
#1	China	20,5	4322	↓ - 0.3 %
#2	India	12,2	2559	↑ 1.6 %
#3	USA	11,3	2381	↑ 1.7 %
#4	European Union (EU)	8,9	1871	
#5	Indonesia	3,8	806	↓ - 0.5 %

Figure 4 World Footwear Consumption

(Source: *World Footwear Yearbook 2022 & 2021 – Own interpretation*)

From the point of the country's level, consumption distribution is gradually approaching that of the population: China is the world's largest market for footwear, in terms of quantity, and account for one fifth of the world's consumption in 2021. Compared to the previous year, China share showed some decrease 0,3 %, it can be assumed that they do not recover from the COVID-19's impact. In next positions, India & USA, major players of the footwear industry, already fully recovered from the effect of the pandemic, with consumption already standing at pre-pandemic levels. In 2021, both India and USA rose to 1,6 % & 1,7 % as compared to 2020. IF we took the European Union as one region, represents the footwear industry's fourth-largest consumer market with 8,9 % the global market share and 1871 million pairs consumed in 2021.

c) Revenue in Global Footwear Market

Following the report of “Global footwear market - 2021” from Statista, global footwear industry generated a revenue of \$391 billion in 2021 compared to US\$369 billion in 2020. The "Textile & Other Footwear" segment dominates the Footwear market with a market share of 37% and revenues of \$147 billion in 2021. The Leather Footwear segment is the second largest, accounting for 33% of the market with revenues of \$128 billion, while the Sneaker segment is the third largest with 18% of the market and revenues of \$69 billion. The smallest segment is Athletic Footwear, which accounts for 12% of the market and has revenues of \$48 billion.

The revenue of the footwear market in 2021, categorized by country, is presented below. The United States had the largest revenue share of around \$79 billion, while China followed closely with approximately \$67.5 billion. India and the United Kingdom ranked third and fourth, generating revenues of \$16.15 billion and \$15.39 billion, respectively. Japan secured the fifth highest revenue with \$11.23 billion. (Statista Consumer Market Insights).

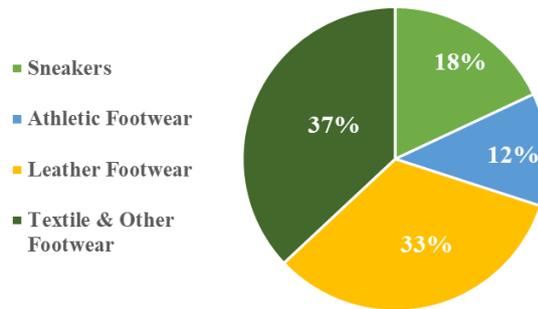


Figure 5 Revenue share worldwide in 2021

(Source: Global Footwear Market – 2021, Statista – Own interpretation)

From the point of the European Union, The European footwear market reached approximately 96 billion U.S. dollars in 2021, up 20 % from 80 billion U.S. dollars in 2020. After operating constraints for over two years for COVID-19, sales in both physical stores and online retailers increased. Additionally, consumers started spending more money on leisure goods. As a result, the footwear market is anticipated to expand significantly as a result of the pandemic's recovery. At the country level, what can be clearly seen in this figure 5, the list of the top 5 markets in footwear segment in Europe in 2021.

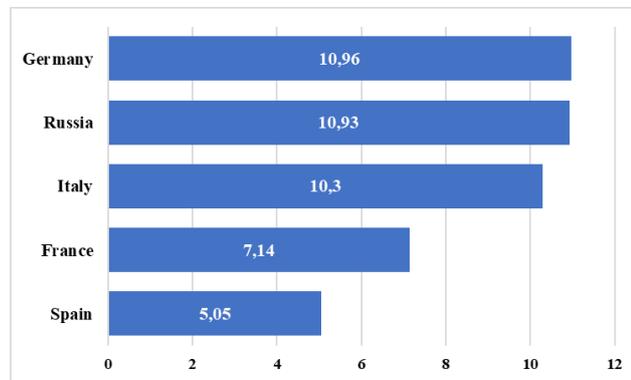


Figure 6 Revenue share top 5 countries in EU in 2021

(Source: Global Footwear Market – 2021, Statista - Own interpretation)

The leading revenue share in Europe, was Germany with 10.96 billion U.S. dollars. In next positions, Russia amounted to around 10.93 billion U.S. dollars. The third highest revenue in the EU is Italy with 10.3 billion U.S. dollars. Ranked fourth and fifth were France & Spain who generated revenues of 7.14 and 5.05 billion U.S. dollars, respectively. The footwear segment accounts for 19 % of the retail market size for the clothing and footwear segment in Europe.

1.6.2 Business research perspective and footwear business innovation ecosystems from HRM perspective point

a) Framework of Global Footwear Sustainability

On a global scale, the footwear industry is a profession whose history and roots in some places serves as a significant engine for developing the economy, society, and culture. The last decade has seen a growing attention to sustainability in each commodity sector and in the footwear one (Lopes et al., 2015). However, the footwear industry is characterized by large volumes of production, high levels of consumption, and short product life cycles, all of which lead to high waste disposal rates. As society becomes more conscious of the environmental consequences of footwear-related practices, manufacturers are facing mounting pressure to develop and implement sustainable initiatives aimed at enhancing the footwear industry's environmental sustainability. Following Brewer (2019), consumers become more environmentally conscious, the apparel and footwear industry's detrimental environmental effects are coming under increased scrutiny. Footwear manufacturers are required to adhere to the corporate sustainability responsibility model, which applies to their entire supply chain. Sustainable footwear aims to reduction of energy and material use, eco-friendly processes and materials are being implemented, optimization of the product's life cycle - creating long-lasting and dependable products and prolonging the life of materials and making disposal easier. To accomplish this goal, it is necessary for the workforce across the whole supply chain to reach a suitable development standard in a consistent way based on best practices to address these continuing needs. According to Chan et al. (2020), to prevent more socioenvironmental damage and stay competitive in the large market, companies must adopt sustainable production methods. However, the footwear industry encounters various difficulties in implementing a sustainable footwear model, specifically related to employee-centric issues. After analyzing Pham et al.'s (2019) work, it can be concluded that issues related to employees are crucial for the successful implementation of sustainable practices in the footwear industry. These issues include the lack of sustainable competencies among employees, insufficient training on sustainable footwear, inadequate evaluation of sustainable efforts, and a non-supportive work environment. These issues reflect a deficiency in employee development, knowledge gaps, and HR involvement. Improving employees' sustainable competencies could address most of these issues, while employee motivation could enhance their commitment to sustainable footwear. However,

the current human resource practices under the strategic HR framework are ineffective, and a new approach that focuses on environment-based HR management is needed. Further research is necessary to explore the role of HR in developing employees' green capabilities, which is essential for the sustainable development of the footwear industry.

1.7 Hypothesis of the research "Green HRM practices have a significant and positive effect on environmental sustainability in ABC Company"

The purpose of this research is to assess the execution of GHRM practices in a Vietnamese footwear enterprise (ABC Company) and determine effective strategies to boost Employee Performance (EP). To achieve this, six categories of GHRM practices, namely Recruitment & selection, Training & development, Reward & compensation, Performance management & appraisal, Employee empowerment & involvement, and Organizational culture, will be scrutinized. The study posits that adopting similar measures can advance an organization's environmental practices. To support this idea, the study has formulated a hypothesis which will be explored:

"GHRM practices have a significant and positive environmental sustainability in the ABC company."

2 METHODOLOGY

This chapter describes the research methodology employed to achieve the study's objectives, emphasizing aspects such as research design, target population, sample size, sampling methods, data collection tools, and data analysis.

2.1 Overview of the Research Methodology

Upon conducting a review of the empirical literature in GHRM, a conceptual framework (refer to Figure 2 in Chapter 1) was constructed to introduce GHRM to the footwear industry. To investigate the research questions at hand, a comprehensive research methodology was established, which entails a methodical procedure for collecting, analyzing, and interpreting data. Mixed-methods were used due to the limitations of single-method research in addressing diverse research questions and enabling cross-validation, according to Caruth (2013). According to the definition provided above, the application of mixed methods can aid in comprehending how the GHRM model can be applied in the footwear industry, and how effective collaboration of various perspectives, attributes, and elements can be achieved. One of the key benefits of mixed methods is that it promotes the practical application of research findings and encourages the adoption of practices that are supported by robust theoretical underpinnings. Consequently, utilizing a mixed-methods to authenticate the proposed GHRM model would provide pragmatic remedies for sustainability-related issues associated with employees, while simultaneously establishing a robust theoretical basis for GHRM.

2.2 Research Methodology Flow Chart

Figure 7 displays the five phases used in this study's methodology. Phase one involved defining research goals and conducting a literature review. In phase two, data was collected through questionnaires and semi-structured interviews with top management. Phase three included data analysis, discussion, and the creation of a GHRM implementation guide model. Finally, phase five involved drawing conclusions and presenting recommendations.

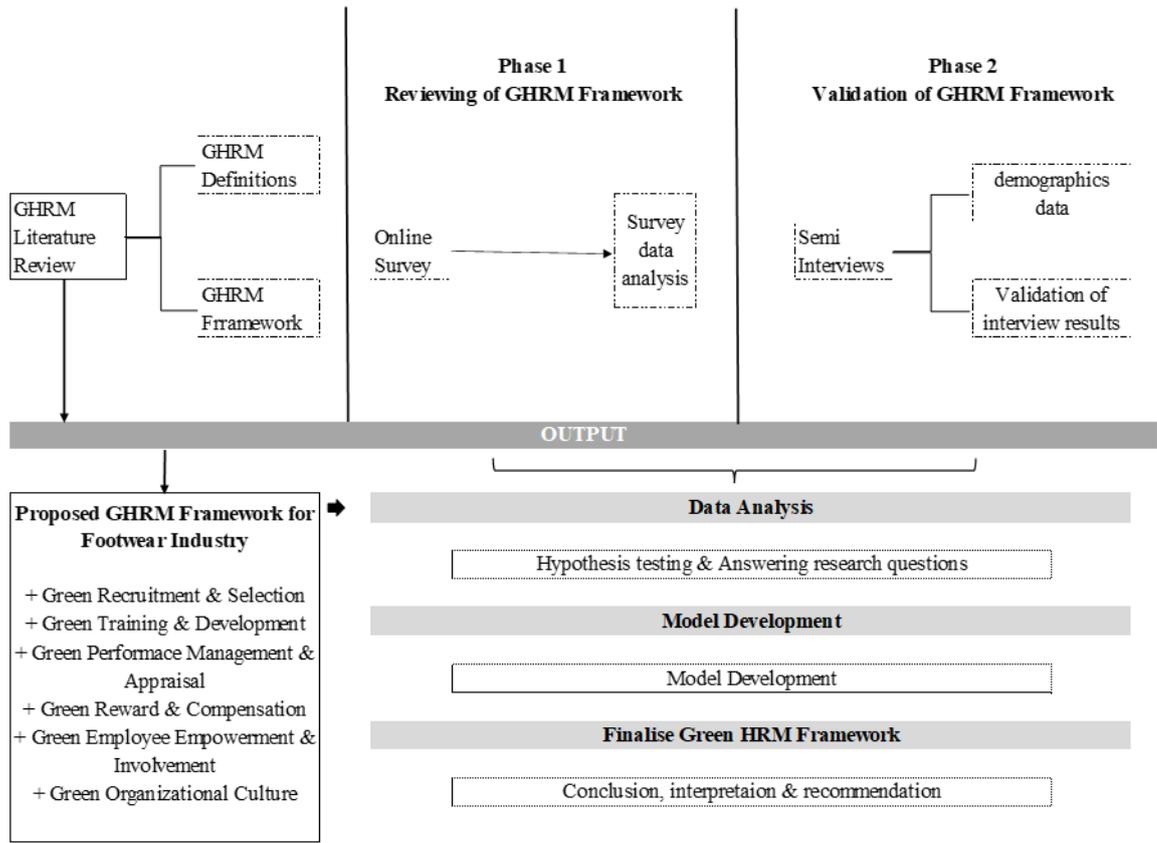


Figure 7 Research Methodology Flow Chart

(Source: The Author)

2.3 Phase I - Survey Analysis

2.3.1 Survey methodology

An online survey was used to evaluate the proposed GHRM model, with 52 questions focused on demographic data and key drivers, hindrances, and expected outcomes (refer to Appendix 1). Stratified random sampling was used to select participants from footwear companies with at least 2 years of experience. The survey used a structured format with a Likert scale. The objective of the online survey was to

- + The aim was to comprehend the perception of the proposed model among footwear professionals.
- + The aim was to evaluate how the major drivers, barriers, and expected outcomes of the model affect the commitment and involvement of employees towards sustainable footwear.
- + To pinpoint the essential zones for validating the model with upper-level executives.

An online survey was chosen to achieve the objectives due to its ability to collect feedback from a diverse group of professionals, provide unbiased results, offer participants adequate time to respond, ensure privacy, and allow for faster access to the research group with real-time progress monitoring.

2.3.2 Participant selection and sampling approach

Gentles et al. (2015) define sampling as the method of selecting a representative portion of the population to determine its characteristics or parameters. After a literature review, this study identified employees in the footwear industry as the primary participants for the online survey to assess the proposed GHRM model. The selection of footwear industry employees was influenced by several key factors, which are detailed below:

- + Footwear companies bear the responsibility of addressing the immediate impacts of social and legal challenges faced by the sustainable footwear industry..
- + Their exposure and connections to different stakeholders make them better equipped to understand sustainability challenges and external pressures..
- + Managers with knowledge of employee attitudes and motivation towards sustainability were chosen for the study by Ojo and Raman (2019). Participants with a minimum of two years' experience in the company were selected using stratified random sampling to ensure diversity. The survey utilized a structured format with a 1-5 Likert scale.

Table 3 The likert scale

(Source: Ojo and Raman, 2019)

Scale	Description
1	Strongly Disagree - SD
2	Disagree - D
3	Neutral -N
4	Agree - A
5	Strongly Agree - SA

2.3.3 Survey dissemination

The survey was in English and lasted a month (06/03/2023 to 06/04/2023), aiming for 150 responses from various footwear professionals in ABC company. However, only 119 responses were received, resulting in a 79.3% response rate. Table 4, confirmed by the HR

department, breaks down the responses for each group. The "Other" category includes responses without indicating a specific position.

Table 4 Survey Invitations vs. Responses

(Source: The Author)

Respondents	Expected Number of Respondents	Total (N)	Response Rate (%)
CEO/ Senior Director	7	5	71 %
Senior manager	25	16	64 %
Specialist	35	28	80 %
Human Resources Department	18	16	89 %
Other	65	54	83 %
Total	150	119	79 %

2.3.4 Demographics

The 119 participants in the study held different positions and levels at ABC Company, providing diverse perspectives on the GHRM model. Table 5 analyzes the online survey, taking into account demographic factors such as gender, working location, education level, seniority, and green HRM awareness.

Table 5 Categories of demographic information about participants in the online survey

(Source: The Author)

Demography	Label	Participants	
		Frequency	%
Gender	Female	61	80%
	Male	58	49 %
Working location	Ho Chi Minh	95	80 %
	Ha Noi	16	13 %
	Da Nang	3	3%
	Other	5	4 %
Education	Diploma or below	26	22 %
	Bachelor	70	59 %
	Master's degree or higher	23	19 %
Seniority	Less than 2 years	4	3 %
	2-5 years	78	66 %
	6-10 years	20	17 %
	11-15 years	8	7 %
	More than 15 years	9	8 %
Do you think HRM has direct involvement in Green program?	No	5	4 %
	Yes	114	96 %

Table 5 shows that there was an almost equal gender distribution among the participants, with 49 % male and 51 % female. The majority of participants (80 %) were based at the head office in Ho Chi Minh City, while 20 % were spread across other locations, including Ha Noi (13 %), Da Nang (3 %), and other places (4 %). Over 78 % of the participants had a bachelor's or master's degree in economics-related fields, and about 66 % had 2-5 years of work experience in middle management/specialist roles. Furthermore, 96% of the participants believed that HR should be involved in green programs, indicating a high level of "Green Awareness." Only 4% disagreed with this viewpoint. This suggests that most participants are actively engaged in sustainable footwear practices, which could have a positive impact on pro-environmental behaviour within the Vietnamese footwear industry.

2.3.5 Data analysis

The study used Pearson Correlation to examine the relationships between various elements, attributes, and perspectives of the GHRM model as separate variables (Falk and Well, 1997). Bivariate Pearson Correlation was employed to determine the statistical significance, strength, and direction of linear relationships between the given attributes/perspectives. Demographic differences were also explored to find potential correlations between each attribute/perspective and variables such as age, work experience, education level, and green exposure. Descriptive and inferential statistics were used to analyze the quantitative data, including a multiple regression model to measure the combined linear effect of multiple independent variables on the dependent variable. The survey results and subsequent interviews were used to refine the GHRM model by potentially adding or removing certain key drivers, barriers, or expected benefits to better suit the needs of the ABC company.

2.4 Phase II - Interview Analysis

The second phase of the research aimed to validate the correlations and investigate the HR involvement in sustainable practices implementation in footwear companies. Semi-structured interviews were used to gather data from top-level managers at ABC Company to confirm the findings from the first stage and gain a better understanding of the subject matter. This approach was deemed crucial to enhance the comprehension of the research before its conclusion.:

- + The importance of HR's role in sustainable footwear company implementation.
- + The significance of an employee-centric solution in addressing sustainability challenges.

2.4.1 Interview methodology

The interviews aimed to verify the six perspectives of the proposed GHRM model and validate the survey results while proposing modifications for ABC footwear company. The HR department of ABC approved the interview guidelines, which included informing interviewees in advance, providing them with participant information sheets, consent forms, and guidelines. Directors or senior managers from the same department were selected as participants for each 30 to 45-minute online interview using MS Team or WhatsApp technology. The interviews were conducted in three stages - warm-up, development, and closing - to establish trust and understand deviations from the survey while clarifying

participants' perceptions of the model. The audio recordings were maintained in accordance with ethics approval.

2.4.2 Participant selection and sampling approach

The researcher conducted semi-structured interviews with senior leaders from a Vietnamese footwear company to validate their model. The interviews included only senior leaders from the board of directors or senior managers category, selected based on specific criteria with the help of the HR department to ensure a homogeneous population and minimize sampling uncertainty. All interviewees participated in an online survey and were chosen for their representation of the board of directors or senior managers involved in the long-range business plan and their extensive experience in the green footwear industry. The aim was to obtain a wider representation and high-level business involvement to develop practical solutions as a strategic approach. Despite some of the original invitees being uncontactable, four participants from ABC Company with substantial local and international experience in green footwear projects, including both young and seasoned senior managers, were able to participate within the scheduled timeline of the study.

2.4.3 Demographic

Participants in the interview were assigned numerical labels to maintain anonymity. Table 6 summarizes their demographic information, including their job title, professional history, and years of experience. The group had a wide range of industry experience (7 to over 15 years), age, and employment experience.

Table 6 Demographic data of interviewees.

(Source: The Author)

No Participant	Designation	Professional Background	Industry Experience
Participant 1	Chief Executive officer	Footwear retailing	18 years
Participant 2	Head R&D Department	Different typologies of professional footwear	11 years
Participant 3	Head of Human Resource Department	Fashion retailing	12 years
Participant 4	Managing Director	Chartered Quantity Surveyor	7 years

2.4.4 Data analysis

Text data from transcribed interviews was analyzed using qualitative data analysis with an inductive approach. Thematic analysis was applied to identify recurring phrases, key themes, and sub-themes related to different perspectives, barriers, key drivers, and expected outcomes of the GHRM model. The author developed six key functions of the GHRM model, and thematic mapping was used to generate themes based on these functions. Thematic analysis was also used to modify the GHRM model by adding, deleting, or reinstating concepts.

2.5 Research Challenges

While collecting data, the researcher encountered two main obstacles. The first one pertained to the online survey conducted in the initial phase, where participants had to fill out a comprehensive questionnaire within a restricted timeframe, leading to a decreased response rate. The second challenge revolved around apprehensions regarding the protection of sensitive information provided by the participating organizations. This concern was addressed by taking various steps, including reviewing the survey questions by the HR department, ensuring that the survey responses were gathered anonymously, and interviewing participants to obtain their general viewpoints on the subject matter. Additionally, a trial survey was conducted anonymously online to minimize the possibility of any data leaks.

II. ANALYSIS

3 OVERVIEW OF ABC COMPANY

The ABC company was founded in 1982, is a renowned footwear company based in Vietnam. With a strong presence in the local and international markets, Bities Footwear has earned a reputation for its high-quality footwear products. The company offers a wide range of footwear options, including casual shoes, sports shoes, and fashion shoes for men, women, and children. Bities Footwear is known for its commitment to using sustainable materials and eco-friendly manufacturing practices. The company prides itself on its innovative designs, excellent craftsmanship, and attention to detail, making it a popular choice among customers in Vietnam and beyond. The ABC company, founded in 1982, is a renowned footwear company based in Vietnam. Starting with only 20 workers in a small production facility, the ABC company has shown great determination, will, and humility to innovate and move forward. The company has experienced a period of a subsidized economy, facing many difficulties to assert its position. Currently, in addition to two production bases, the company has seven branches, two trade centers, two business centers, 156 marketing stores, and more than 1,500 agents across the country. With a strong presence in the local and international markets, the ABC company has earned a reputation for its high-quality footwear products. The company offers a wide range of footwear options, including casual shoes, sports shoes, and fashion shoes for men, women, and children. The ABC company is known for its commitment to using sustainable materials and eco-friendly manufacturing practices. The company prides itself on its innovative designs, excellent craftsmanship, and attention to detail, making it a popular choice among customers in Vietnam and beyond.

3.1 Historical background

3.1.1 Scope of Operations

a) Production of ABC Company:

ABC company specializes in designing, manufacturing, and trading footwear products, including leather fashion shoes, sports shoes, slippers, sandals, Western-style boots, wooden shoes, and other fashion footwear. The company's range of products consists of several groups:

+ The first group consists of EVA foam (ethyl vinyl acetate) products.

- + The second group comprises mesh sandals that are made using EVA and mesh fabric technology and materials.
- + The third group includes products made from PU (polyurethane).
- + The fourth group consists of sports shoes that utilize advanced techniques such as vulcanization, late pressing, and injection.

With the primary materials being neoprene, leather, imitation leather, and fabrics.

b) Strategies Investment and Collaboration of ABC Company:

The company is focusing on expanding its business development investments in various fields, including real estate, construction of commercial centers, supermarkets, and office buildings. In addition, ABC company is also working on projects related to restaurants, hotels, amusement parks, and other services. One notable project is the opening of a 4-star hotel in 2013, which was invested in, built, and is currently co-managed by ABC company.

c) The Distribution of ABC Company in the international market

The company has established export markets in over 40 countries worldwide, including countries in:

- + Asian: Taiwan, Korea, Malaysia, Japan, Singapore, and Thailand.
- + Europe: UK, Poland, Portugal, Denmark, Germany, Netherlands, Greece, Norway, Russia, France, Finland, Spain, Turkey, Sweden, and Switzerland.
- + Middle East: Saudi Arabia, United Arab Emirates, Israel, and Lebanon.
- + America: Argentina, Brazil, Canada, Chile, Ecuador, Mexico, and Panama.
- + Australia: New Zealand and Australia.

3.2 Organizational Structure

In March 2023, the company had more than 2,000 members, including employees and contractors, who were categorized into eight distinct teams. The CEO directly oversaw these teams, but the company is presently contemplating reorganizing them in the future.



Figure 8 Organization Chart of ABC Company

(Source: The Author)

The Production & Solutions division, consisting of three sub-teams namely Research and Development (R&D), Supply Chain and Production, is considered the core of the company.

+ The **R&D** team is responsible for designing and developing new footwear products. This involves researching new materials, creating prototypes, and testing them to ensure they meet customer needs. They also need to continually improve the company's existing products, which would involve identifying areas where the products could be improved, conducting experiments, and implementing changes. The team needs to stay up to date with the latest trends and technologies in the footwear industry, which would involve attending conferences, networking with industry peers, and conducting research.

+ The **Supply Chain** team is responsible for managing the flow of goods from the suppliers to the customers. This involves managing the inventory, transportation, and logistics of the products, and ensuring timely delivery. The team also needs to ensure that the supply chain operations are cost-effective. This would involve analyzing the cost of transportation, inventory management, and other supply chain activities, and identifying areas where cost savings can be achieved. In addition, they need to ensure that the supply chain operations are in compliance with legal and regulatory requirements. This would involve monitoring compliance with labor laws, environmental regulations, and other regulations that affect the supply chain operations.

+ The **Production** team is responsible for managing the manufacturing process of the final products. They receive support from three workshops: (1) The Manufacturing workshop, which operates under the production management block and is responsible for managing the

workshop, organizing production, and producing necessary materials for transfer to the next workshops. (2) The Cutting and Stamping workshop, which manages the workshop, organizes production, and performs processing such as cutting, stamping, and gluing to transfer to the next workshops. (3) The Silk-Screen Printing workshop and Picture Tank, which manages the workshop, organizes production, and produces semi-finished products such as silk-screen printing, image tanks, sole covers, and transfers them to the next workshops for completion of the product.

Sales & Marketing department is responsible for several tasks, including identifying the characteristics of potential customers, attracting new clients, and facilitating the expansion of their businesses. It has two teams, each with specific functions.

+ The Export Sales Department advises and assists the Board of Directors in the areas of business, export, marketing, market expansion, external communication, and negotiation with foreign countries.

+ The Business Administration Department is responsible for managing domestic business activities, reporting to and being accountable to the Board of Directors for the business situation of the company's branches and centers.

The **Finance, Legal & Corporate Secretary** team plays a critical role in managing the financial and legal aspects of the company. This involves managing the company's financial resources, including allocation and monitoring of funds, cash flow, and budgets. It also entails analyzing financial data and advising the company on legal matters such as contracts, intellectual property, and regulatory compliance. Managing legal risks and ensuring compliance with laws and regulations is also part of the role, as well as managing relationships with external legal counsel and other legal service providers.

Last but not least, the **Human Resources** department is responsible for ensuring that employees have a positive experience while working for the company and promoting the company's reputation as an employer. The team is responsible for various tasks such as recruiting new employees, helping new employees get started with the company (onboarding), ensuring employee engagement, facilitating learning and development opportunities, managing changes in job positions, conducting terminations, and creating internal rules and policies. The 18-person team includes an HR Director responsible for overseeing HR processes, policy, branding, culture, and internal communication. Four HR leaders assist in managing hiring, employee experience, learning, and development, while

another team member handles contracts, onboarding, offboarding, lawyer communication, and administrative tasks. An Administrative Assistant is responsible for office maintenance, benefit administration, employee changes, events, and team building activities. The company fosters a culture of equality, without micro-management or strict rules. Employees work independently and take initiative but support each other when needed. Communication is free flowing within the company.

3.3 Culture & Strategy

3.3.1 Culture

The main values of ABC company are reflected in its five core values that shape the culture and mindset of its employees:

- + Integrity: The company operates with honesty, courage, respect, and ethical standards.
- + Teamwork: The company values the contributions of all employees and prioritizes teamwork over individual success in serving customers.
- + Agility: The company is flexible, proactive, and willing to take risks to seize new opportunities.
- + Accountability: The company takes responsibility for decisions, commitments, and relationships, and actively seeks solutions to overcome obstacles.
- + Innovation: The company encourages creative thinking and bold ideas to advance the business and better serve customers.

3.3.2 Strategy

After extensive discussions between top management and the Board of Directors, the company has established its ten-year strategy as of December 2022. Each team has developed their own strategy aligned with the company's overarching plan. The study does not reveal the company's strategy due to confidentiality concerns, however, the succeeding section will present the HR team's strategy. Before delving into that, let's discuss how the company implements its strategies.

The framework consists of interconnected choices, where decisions made by each team in ABC company impact others due to their interdependence, resulting in nested layers of

choices throughout the organization. This is illustrated in Figure 9 of Lafley and Martin's (2013) book.

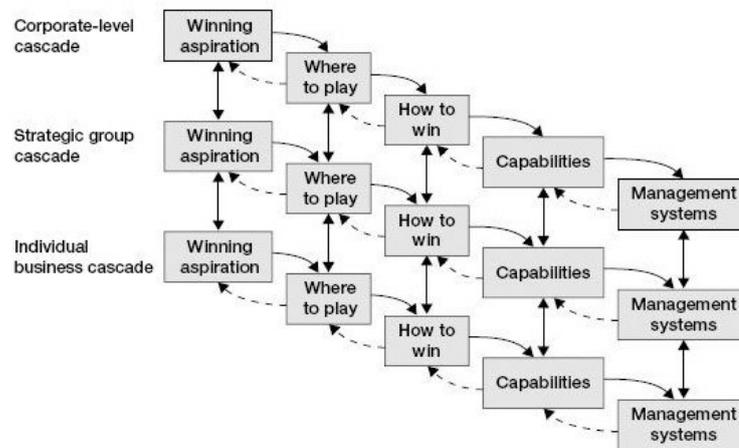


Figure 9 Nested choice cascades

(Source: Lafley and Martin, 2013)

3.4 The strategy of the Human Resource team

The structure-based approach taken by the HR department and executive leadership member at ABC company has resulted in the development of a specific strategy, which can be characterized as:

- + **Ambitious goals:** Establish itself as the top destination for personal growth and development, while simultaneously creating "Green" solutions that align with both business and environmental perspectives.
- + **Where to play:** The lifecycle of an employee comprises various stages, such as pre-hiring, hiring, onboarding, training and development, rewards and compensation, performance management, retention, offboarding, employee empowerment, and organizational culture.
- + **How to win:** Ensuring a remarkable experience during the full employee lifecycle to develop 'Green' knowledge and the ability to measure the impact of HR activities on the environment.
- + **Capabilities:** To create and implement unique and innovative 'Green' concepts that align with employee needs and are effectively communicated.
- + **Management systems:** Implementation of processes descriptions and internal regulations, which are necessary for task completion but currently missing, is required in the company.

4 DEVELOPING GREEN HRM PRACTICES OF ABC COMPANY

This section presents the research outcomes attained from descriptive surveys and interviews. It offers a summary of the sample characteristics, analyzes participant backgrounds, and examines variables. Senior managers were also interviewed in the second phase using a semi-structured approach to verify the results.

4.1 Phase I - Interview Analysis (Qualitative study)

This chapter presents the results of an online survey that evaluated the GHRM model proposed in Chapter 2. The analysis of the results was conducted in two phases. Firstly, by scrutinizing the general model and its features, and secondly, by assessing the perspectives and traits alongside demographic information. The data was collected through online questionnaires distributed via email to team executives, and responses were collected anonymously in a database for analysis.

4.1.1 Response Rate

The acceptable response rates for surveys according to Babbie and Mouton (2001) and Polit and Beck (2004) vary. Babbie and Mouton suggest that a response rate of 50% is adequate, while 60% is good, and 70% is very good. Polit and Beck suggest that a response rate greater than 65% is sufficient for most purposes, but lower response rates are common. Neuman (2000) considers response rates below 50% to be poor and rates above 90% to be excellent. The study in question had an overall response rate of 79.3%, which is considered extremely good according to Babbie and Mouton. The response rate is presented in Table 7.

Table 7 Response Rate

(Source: The Author)

Respondents	Expected Number of Respondents	Total (N)	Response Rate (%)
CEO/ Senior Director	7	5	71 %
Senior manager	25	16	64 %
Specialist	35	28	80 %
Human Resources Department	18	16	89 %
Other	65	54	83 %
Total	150	119	79 %

According to the results presented in Table 7, 119 (79.4 %) respondents were from the ABC company, out of the 150 questionnaires administered. Of the 21 questionnaires given to top level managers, 32 were returned, resulting in a response rate of 65.63 %. Additionally, 28 questionnaires were given to specialists, and 35 were returned, indicating a response rate of 80 %. The top and middle level managers reported having busy schedules and were therefore less likely to respond to the questionnaires. Some promised to respond but failed to do so even after being reminded by the researcher. Among the 65-line managers and supervisors who received questionnaires, 83% (56) responded. The HR department had a response rate of approximately 89 %, which was attributed to their availability to read through and respond to the questionnaires, although some were on leave and unable to participate. The researcher used various strategies to increase the response rate, including follow-up calls, designated contact persons, face-to-face meetings, and reminder emails.

4.1.2 Pilot Testing Results

The items in the questionnaire measuring a single construct showed highly correlated results, with an average correlation of 0.869. Table 8 presents the test results.

Table 8 Reliability Coefficients

(Source: The Author)

Item	No. of Items	Cronbach's Alpha
Green Recruitment & Selection	4	0.801
Green Training & Development	5	0.838
Green Performance Management & Appraisal	5	0.922
Green Reward & Compensation	3	0.879
Green Employee Empowerment & Involvement	4	0.875
Green Organizational Culture	3	0.850
Employee Performance	5	0.849
Drivers of GHRM	4	0.858
Barriers of GHRM	5	0.894
Expected Outcome of GHRM	4	0.919
Average	-	0.869

4.1.3 Background Information of the Respondents

a) Gender of Respondents

In order to gather an equal number of perspectives from both genders, respondents were asked to specify their gender by selecting either "male" or "female." Figure 10 displays the distribution of gender among the survey participants.

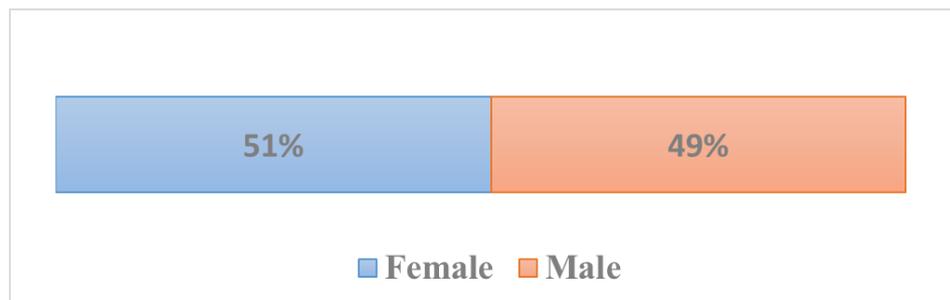


Figure 10 Gender Distribution

(Source: The Author)

The study showed a 51% female and 49% male gender distribution among respondents, with nearly equal numbers of female and male participants. This aligns with Vietnam's gender equality rule, which mandates equal opportunities for both genders. A diverse talent pool was found to enhance innovation and diverse thinking, and increased female representation

on boards was linked to greater diversity. Tawiah et al.'s (2009) research also suggested that women may be more committed than men.

b) Level of Location of Respondents

Figure 11 displays the distribution of respondent companies by location. The majority, 36%, were located in Ho Chi Minh City, followed by 13% in Ha Noi, and 3% in Da Nang. The remaining 2% were from other cities.

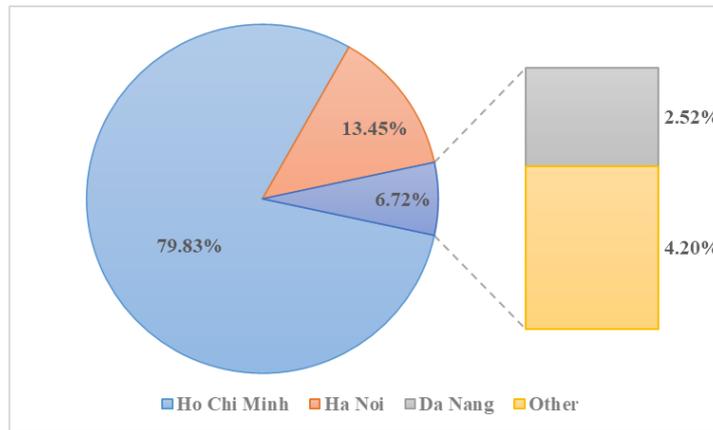


Figure 11 Company location

(Source: The Author)

c) Level of position of Respondents

Figure 12 displays the distribution of respondents based on their positions. The results indicate that among all the participants, 45% were executive staff, 13% were from the HR department, 13% were senior managers, 24% were specialists, and 4% were from the general director/CEO category.



Figure 12 Position of Respondents

(Source: The Author)

d) Level of Education of Respondents

The objective of the research was to establish the educational background of the participants. This is because the level of education has an impact on the development of managerial abilities, as pointed out by Owino and Kwasira (2016). The findings regarding the educational attainment of the respondents are displayed in Figure 13.

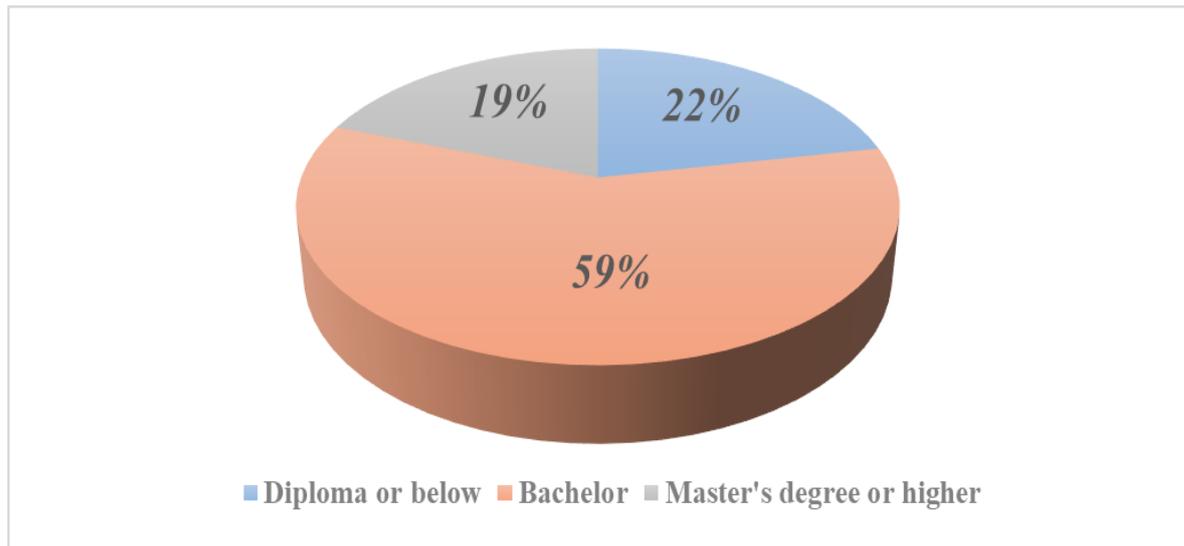


Figure 13 Level of Education of Respondents

(Source: The Author)

The results of the study showed that 59 % of the respondents held Bachelor's degrees. Pham et al. (2019) found that around 65% of the population had obtained a Bachelor's degree, indicating a diverse educational background. This trend could be attributed to the minimum education requirements set by state corporations and the availability of educational opportunities sponsored by organizations. Additionally, 19% of the respondents had earned a Master's degree or higher, including those with PhDs, possibly indicating a desire for advanced knowledge and skills. Those with diplomas accounted for 22% of the respondents, which may be due to the implementation of the Technical and Vocational Education and Training Act of 2013, aimed at providing practical and technical skills to learners.

King and McGrath (2002) found that education plays a crucial role in the growth of firms, particularly in the current dynamic business climate. With highly educated and skilled workers, organizations can better respond to unforeseen changes. A highly educated workforce can enhance an organization's performance and reputation, resulting in improved decision-making and reduced need for oversight.

e) Employment Seniority

The survey participants were asked to report the duration of their employment with the state corporation in order to determine the level of experience they have accumulated. The results of this inquiry are depicted in Figure 14.

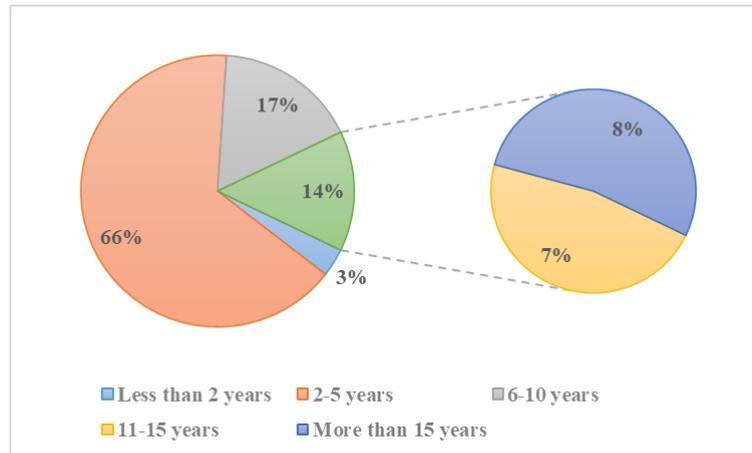


Figure 14 Employment Seniority of Respondents

(Source: The Author)

The results showed that 65 % of the participants had been employed for a duration ranging from 2 to 5 years, while 17 % had worked for 6 to 10 years, 7 % for 11 to 15 years, and 7% for more than 15 years, with only 3 % having worked for less than 2 years. The majority of the companies interviewed stated that an employee's work experience of over 5 years was sufficient to be knowledgeable about the study, indicating that the information gathered was dependable and suitable for drawing conclusions about the study's hypotheses and variables. The study findings indicated that employees tend to remain with ABC company for extended periods, which suggests that the organization has a high employee retention rate. This may be due to the benefits of permanent and pensionable employment contracts that offer job security to workers. To prepare for future workforce changes due to retirement and aging, it is recommended that ABC company implement succession planning.

f) Environmental management

The environmental management practices of the companies were evaluated by the researcher through questioning if they integrate it into their regular business operations. The findings presented in Figure 4.6 demonstrate that 92.4% of the respondents have included environmental management in their regular operations, but only 7.6% have implemented a structured plan.

g) HRM involvement in EM

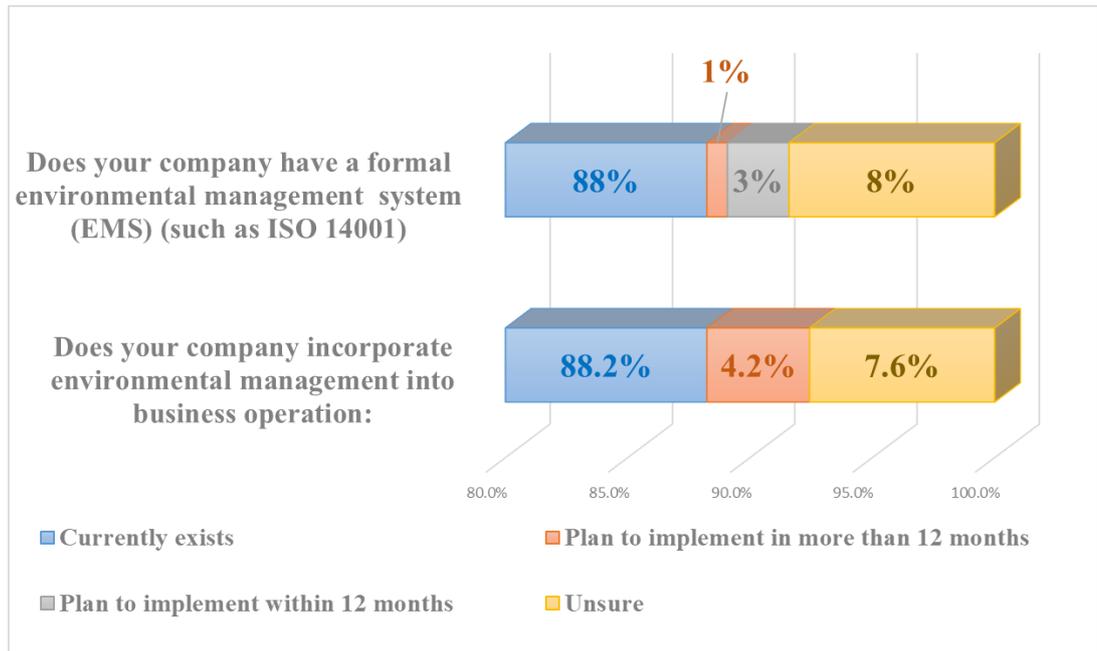


Figure 15 Environmental Management Awareness in ABC Company

(Source: The Author)

The results of the data analysis, as shown in Figure 16, indicate that a considerable majority of participants perceive HRM as playing a crucial role in promoting a green culture and directly managing the environment. Only a small proportion of respondents (4.2%) disagreed with this statement.

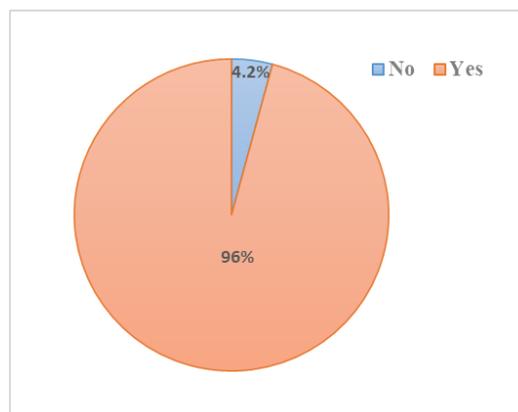


Figure 16 HRM involvement in EM

(Source: The Author)

4.1.4 Descriptive Analysis

The researcher used descriptive analysis to outline the basic characteristics of the collected data and provide quantitative descriptions through tables and percentages (Jwan, 2010).

Standard deviation and percentages were used to summarize the general descriptive statistics of the study variables. Participants in the study rated the potential GHRM practices in the ABC footwear company located in Vietnam on a five-point scale, with responses grouped into five different degrees.

a) Application Degree for Best GHRM Practices for ABC Company

Descriptive analysis was employed to examine the implementation of GHRM practices in the ABC company. Table 9 displays the data regarding mean, standard deviation, and proportion data used to evaluate the implementation all practices.

Table 9 Application Degree for Best GHRM Practices

(Source: *The Author*)

Item	Mean	Std. Deviation
Green Employee Empowerment and Involvement	3.72	0.90
Green Organizational Culture	3.24	1.05
Green Recruitment and Selection	3.13	0.93
Green Training and Development	3.10	0.97
Green Performance Management and Appraisal	3.03	1.01
Green Reward and Compensation	2.87	1.13
Average	3.18	0.94

Based on the data shown in table 9, it can be observed that the ABC company's implementation of GHRM had an average score of 3.18 and a standard deviation of 0.94. The GHRM practices have been tabulated to evaluate the utilization of various HRM practices for promoting environmentally sustainable behavior among employees. Additionally, the data presented in Table 9 shows the involvement of managers in promoting pro-environmental behavior through the top four most frequently utilized GHRM practices in "Employee Empowerment & Involvement", "Organizational culture", "Recruitment & Selection", and "Training & Development". On the other hand, the least commonly adopted GHRM practices in the ABC company can be found in the weaker categories of "Performance Management & Appraisal" and "Reward & Compensation". Survey participants agreed that the implementation of green human resource management practices had a positive impact on the company's environmental performance, as evidenced by the factors being rated above 3.18. The standard deviation, which measures the degree of

divergence of individual responses from the mean, indicates the distribution of responses. A larger standard deviation indicates a wider range of values, while a smaller standard deviation indicates values clustered closer to the mean. A standard deviation less than 1 when rating agreement or disagreement on a scale of 1 to 5 may indicate a high level of agreement, whereas a standard deviation greater than 1 may suggest a more varied range of responses. The results of the survey indicate a high level of agreement among respondents regarding reward management practices, with an average standard deviation of 0.94 for all statements.

b) Drivers, Barriers, Excepted benefits of GHRM for ABC Company

The implementation of GHRM practices in the Vietnam footwear industry can be influenced by various factors, either positively or negatively. Hence, the second objective of this study is to provide a comprehensive overview of the variables that either facilitate or hinder GHRM implementation, as perceived by manufacturing organizations in this industry.

+ Drives of GHRM

In the survey, participants were requested to evaluate various factors related to ABC company's motivation to adopt GHRM practices on a scale of one to five, with five indicating "Strongly Agree" and one indicating "Strongly Disagree." In Table 10, the key drivers for GHRM practices in the ABC are presented. The factor that received the highest mean rating was "Companies' environmental actions and their contribution to society," with a mean of 4.11, closely followed by "Pressure from the community on organizations to care about the environment" with a mean of 4.03. In third place, "Economic factors influencing business decisions" had a mean of 3.66, while "Environmental factors influencing business decisions" came in fourth place with a mean of 3.43.

Table 10 Drivers of GHRM

(Source: The Author)

Item	Mean	Std. Deviation
Company's environmental actions and their contribution to society	4.11	0.741
Pressure from the community on organizations to care about the environment	4.03	0.942
Economic factors influencing business decisions	3.66	0.683
Environment factors influencing business decisions	3.43	1.049

+ Barriers of GHRM

Participants were requested to rate different factors using a five-point scale, where 5 indicated a strong agreement and 1 indicated a strong disagreement about their influence on an ABC company's motivation to adopt GHRM practices. Table 10 shows the descending order of average ratings for potential hindrances to GHRM implementation. The results of the data analysis showed that the most significant barrier to the implementation of GHRM practices was perceived to be the "Costs of implementing environmental programs," with a mean score of 4.04. The second highest barrier was "Employee resistance to environmental initiatives," with a mean score of 3.96, followed by "Lack of management support for green initiatives," with a mean score of 3.96, in third place. As shown in Table 11, the "Challenges of adopting green technologies" was in fourth place with a mean score of 3.61, the fifth-ranked potential obstacle to GHRM implementation, "Failure to implement Green policies," had the lowest mean rating of 3.37.

Table 11 Barriers of GHRM

(Source: The Author)

Item	Mean	Std. Deviation
Costs of implementing environmental programs	4.04	0.834
Employee resistance to environmental initiatives.	3.96	0.764
Lack of management support for green initiatives.	3.76	1.014
Challenges of adopting green technologies	3.61	0.963
Failure to implement Green policies	3.37	0.819

+ Expected outcome (benefits) of GRHM

Participants were requested to rate various factors using a five-point scale, where 5 indicated a strong agreement and 1 indicated a strong disagreement about their impact on the

implementation of GHRM practices in ABC company. The descending order of the potential benefits of implementing GHRM practices, along with their average ratings and rankings, can be found in Table 12. In that table, respondents indicated that "Promotion of social responsibility towards the environment " (4.30) was the most significant advantage for their organizations' environmentally responsible programs, closely followed by "Improved competitive positioning" with a mean of 4.08. It should be highlighted that the other benefits of adopting GHRM practices had relatively similar ratings as well. Ranked third was "Increased profitability and cost reduction" with a mean rating of 3.8, final rank is "Improved environmental performance of the organization" with a mean rating of 3.65.

Table 12 Expected Outcome of GHRM

(Source: The Author)

Item	Mean	Std. Deviation
Improved competitive positioning.	4.30	0.718
Promotion of social responsibility towards the environment.	4.08	0.689
Increased profitability and cost reduction.	3.80	0.912
Improved environmental performance of the organization.	3.65	0.886

c) Environmental performance

Daily et al. (2012) defines Environmental Performance (EP) as the favorable influence that organizations have on the natural environment. On a five-point scale ranging from "Strongly Agree" to "Strongly Disagree", the respondents were requested to assess the advancement of five different environmental performance outcomes. Table 13 shows the average ratings and ranking of these outcomes based on the respondents' commitment to environmental sustainability and the implementation of GHRM practices.

Table 13 Environmental Performance

(Source: The Author)

Item	Mean	Std. Deviation
Sustainable Production Practices	4.16	0.764
Reductions in electricity consumption.	4.08	0.733
Enhanced quality of products	4.03	0.810
Reduction of toxic chemical emissions into air and water	4.07	0.583

Greater use of sustainable fuels and renewable energy sources	3.50	0.724
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The results in Table 13 indicate that "Sustainable Production Practices" was rated as the most important environmental performance outcome with a mean rating of 4.16, followed by "Reductions in electricity consumption" with a mean rating of 4.08. The third and fourth most important outcomes were "Enhanced quality of products" with a mean rating of 4.03, and "Reduction of toxic chemical emissions into air and water" with a mean rating of 4.07. The least important outcome was "Greater use of sustainable fuels and renewable energy sources" with a mean rating of 3.5.

4.1.5 Hypothesis Testing

The study used Pearson's correlation coefficient test to evaluate the relationships between EM and six GHRM practice categories. The null hypothesis (H_0) assumed that there is no significant correlation among the various categories. If the significance level is less than $\alpha=0.05$, the null hypothesis (H_0) is rejected. The F test is utilized in cases where the population is normal and samples are randomly selected, according to Kothari and Garg (2004).

- a) Examining the relationship between GHRM practices and environmental performance through correlation analysis

This section of the study employed Pearson correlation analysis to investigate if there is a statistically significant correlation (with a significance level of ≤ 0.05) between GHRM practices and environmental performance (EM) of the ABC company. The correlations between EM and the results of six groups of GHRM practices were presented in Table 14. The findings of the Pearson's correlation coefficient test suggest that environmental performance is affected by several GHRM practices, including "Green Recruitment & Selection", "Green Training & Development", "Green Performance Management & Appraisal", "Green Reward & Compensation", "Green Employee Empowerment & Involvement", and "Green Organizational Culture". The P-values of all these practices were found to be below $\alpha= 0.05$, indicating a significant statistical correlation with environmental performance.

Table 14 Correlation Coefficient between GHRM Practices and Environmental Management

(Source: The Author)

GHRM Practices	Pearson's Correlation	Environmental performance	Type of Correlation
Green recruitment and selection	Correlation Coefficient	,704**	Positive
	P-value (Sig.)	.000	
Green Employee empowerment & involvement	Correlation Coefficient	,654**	Positive
	P-value (Sig.)	.000	
Green Performance management and appraisal	Correlation Coefficient	,598*	Positive
	P-value (Sig.)	.000	
Green Organizational culture	Correlation Coefficient	,560**	Positive
	P-value (Sig.)	.000	
Green Reward and compensation	Correlation Coefficient	,554**	Positive
	P-value (Sig.)	.000	
Green Training and development	Correlation Coefficient	,508**	Positive
	P-value (Sig.)	.000	

*Pearson's Correlation is significant at the 0.05 level

The study found that the GHRM practices with the strongest positive correlation to environmental performance, were "Green Recruitment & Selection" ($\rho=0.704$), "Green Employee Empowerment & Involvement" ($\rho=0.654$), "Green Performance Management & Appraisal" ($\rho=0.598$), "Green Organizational Culture" ($\rho=0.560$), "Green Reward & Compensation" ($\rho=0.554$), and "Green Training & Development" ($\rho=0.508$).

b) Examining among the GHRM Practices through correlation analysis

In this section, the study utilized Pearson's correlation analysis to examine the relationships between six categories of GHRM practices, namely: Organizational culture management, Recruitment and selection, Training and development, Performance management and appraisal, Reward and compensation, and Employee empowerment and participation. The results of the analysis are presented in Table 15, indicating a significant correlation between all of the GHRM practices, with P-values below $\alpha=0.05$. The correlations are strongly positive, with Pearson correlation coefficients above $\rho=0.5$.

Table 15 Correlation Coefficient among GHRM Practices

(Source: The Author)

GHRM Practices	Pearson's Correlation	Green Organizational culture	Green recruitment & selection practice	Green Training & development practice	Green Reward & compensation	Green Performance management & appraisal
<i>Green recruitment and selection practice</i>	Correlation Coefficient	.715**				
	P-value (Sig.)	.000				
<i>Green Training and development practice</i>	Correlation Coefficient	.689*	.859**			
	P-value (Sig.)	.000	.000			
<i>Green Reward and compensation</i>	Correlation Coefficient	.727**	.803**	.614**		
	P-value (Sig.)	.000	.000	.000		
<i>Green Performance management and appraisal</i>	Correlation Coefficient	.649**	.774**	.701**	.711**	
	P-value (Sig.)	.000	.000	.000	.000	
<i>Green Employee empowerment and involvement</i>	Correlation Coefficient	.647**	.734**	.714**	.740**	.778**
	P-value (Sig.)	.000	.000	.076	.000	.000

Following the table 15, the relationship between “Green Recruitment and selection“ and “Green Training and development“ is the strongest with a correlation coefficient of ($\rho=0.859$), while the weakest correlation is between “Green Reward and compensation“ and “Green Training and development“ where ($\rho=0.614$). Overall, the correlation coefficients reported in the table 15 demonstrate the importance of GHRM practices and environmental performance.

4.1.6 Bivariate Analysis

This section aims to investigate if job position and seniority have a significant impact on GHRM practices, environmental performance, drivers, barriers, and expected outcomes. It will compare multiple independent groups to determine if there are variations in these variables that can be attributed to job position and seniority.

a) Statistical differences of GHRM practices

The study analyzed the variations in the evaluation of GHRM practices by taking into consideration three variables for control purposes, namely "Seniority", and "Job Position". Regarding the analysis of "Seniority", Table 16 indicates that there are no significant differences between five groups based on work experience in the level of implementation of GHRM practices. This is supported by P-values greater than 0.05 for all categories. Similarly, the analysis of "Job Position" reveals no statistical differences between groups with different levels of experience in the implementation of GHRM practices, with all P-values exceeding 0.05.

Table 16 The ANOVA Test for GHRM practices in ABC company (according to Seniority, Job Position, and HR Department involve in GRHM).

(Source: The Author)

ANOVA – Between Groups	Seniority		Job Position	
	<i>F</i>	<i>Sig.</i>	<i>F</i>	<i>Sig.</i>
<i>Green recruitment and selection practice</i>	0.662	.800	0.530	.634
<i>Green training and development practice</i>	0.347	.883	0.795	.502
<i>Green reward and compensation</i>	0.325	.790	0.083	.899
<i>Green performance management and appraisal</i>	0.250	.907	0.057	.919
<i>Green employee empowerment and involvement</i>	0.238	.898	0.010	1.001
<i>Green organizational culture</i>	0.201	.912	0.015	.979

b) Drivers, Barriers, Benefits of GHRM

The examination scrutinized the variances in the motivators, obstacles, and anticipated consequences of GHRM tactics, while considering two control factors: "Seniority" and "Job Position". The " Job Position " report aimed to examine whether different positions within an organization would hold distinct perspectives on the motivators, obstacles, and advantages of GHRM practices. Table 17 indicates that there were no significant differences in drivers and obstacles of GHRM practices based on seniority, but a significant difference was found in expected outcomes

Table 17 The ANOVA Test for “Drivers”, “Barriers” & “Expected Outcome” of GHRM (according to Seniority & Job Position)

(Source: The Author)

ANOVA – Between Groups <i>Factor</i>	Seniority		Job Position	
	<i>F</i>	<i>Sig.</i>	<i>F</i>	<i>Sig.</i>
<i>Drivers of Green HRM</i>	1.412	.428	1.299	.108
<i>Barriers of Green HRM</i>	2.568	.097	1.647	.176
<i>Positive Outcomes of GHRM</i>	4.932	.021*	0.718	.502

c) Environmental performance

An investigation was conducted using a one-way ANOVA to determine whether there were significant differences in ABC company's environmental performance based on "Job Position." Table 18 displays results suggesting that there were no noteworthy differences in environmental performance in the ABC company based on their "Job Position" This is reinforced by the fact that the significance level for all factors associated with environmental performance was greater than 0.05.

Table 18 Summarized ANOVA Test for Enviromental Performance (according to Industrial Sector)

(Source: The Author)

ANOVA – Between Groups <i>Factor</i>	Job Position	
	<i>F</i>	<i>Sig.</i>
<i>Enhanced quality of products</i>	.468	.639
<i>Reduction of toxic chemical emissions into air and water</i>	.701	.213
<i>Sustainable Production Practices</i>	1.637	.199
<i>Greater use of sustainable fuels and renewable energy sources</i>	.377	.679
<i>Reductions in electricity consumption.</i>	1.273	.257

The phase of quantitative data analysis has provided an evaluation of the research results. The dominant GHRM practice that emerged was "Green Employee Empowerment & Involvement," and the investigation has established a positive association between GHRM and Environmental Performance. Additionally, "Green Recruitment & Selection" was determined to be the most effective GHRM practice. Finally, the crucial factor driving GHRM implementation was identified as the "Company's environmental action and their contribution to society," while the primary hindrance was the "cost of executing environmental (GHRM) initiatives," and the most desired outcome was "enhancing competitive positioning."

4.2 Phase II - Questionnaire Analysis (Quantitative study)

This section pertains to the results obtained through conducting semi-structured interviews with senior management executives in ABC Company in Vietnam. The second phase of the study aimed to confirm the outcomes of phase one and integrate the insights of footwear experts with the experience of top management personnel in the ABC company, who were known for making decisions in the organization. The discourse is organized based on the six outlooks of the proposed Green Human Resource Management (GHRM) framework, and proposals have been put forth to improve the model. The online survey revealed the predominant GHRM practice identified "Green Employee Empowerment & Involvement".

4.2.1 Green Recruitment and Selection

A positive green image is crucial for attracting clients, suppliers, authorities, and employees, according to research. It contributes to business growth and talent attraction, supported by senior management. Eco-friendly branding and talent retention policies are key for building a positive green image, especially among the younger generation who values innovation and shared values.

“Incorporating green recruitment and selection techniques holds the capacity to attract fresh talents and capture the interest of new businesses. Additionally, being bestowed with accolades and acknowledgments for sustainability initiatives can enhance our reputation. To give you an idea, we recently got an excellent award by Vietnam Leather and Shoes Research Institute for a dedication Awards' organization.” (Participant 3).

“Non-conventional companies are more attractive to those who envision the future“ (Participant 1).

a) Employer green branding

Employing green branding can increase an organization's clientele and establish a distinct identity. Green branding is commonly utilized by other industries, such as retails, hotel and tourism, to maintain current customers and attract new ones. Strategically incorporating green branding can also enhance the organization's ability to attract prospective talent and green recruitment and selection practices.

“Green branding plays a crucial role in attracting employees, with some seeking organizations with an environmentally conscious identity. During interviews, demonstrating that the company is non-conventional and forward-thinking can be an attractive factor for potential candidates. Additionally, green branding is a widely adopted practice in other industries.” (Participant 1)

“To retain employees, the company utilizes branding to enhance its industry reputation and offers high financial packages. Providing employees with the freedom to work is also a motivating factor....“ (Participant 4)

According to the interview findings, the organization's green reputation is reflected in its commitment to several Corporate Social Responsibility (CSR) projects. The younger generation's green attitudes and knowledge also contribute to the unique nature of employment. Consequently, unique employment fosters an environmentally-focused work environment with a highly technical and innovative approach.

“Many potential candidates prefer to join non-conventional companies that offer a unique vision for the future, as revealed through interviews.” (Participant 3)

b) Retaining and attracting potential talents

A company's green reputation depends on attracting and retaining skilled employees. High employee turnover disrupts operations and strategy. A motivated and long-term workforce

contributes to a sustainable image. A high turnover rate harms the company's eco-friendly reputation and could damage client relationships.

“We retain employees by branding our industry reputation, offering high financial packages, and providing a motivating work environment that encourages freedom and does not push or demoralize them. We evaluate performance through observation and have an open-door policy for suggestions and complaints up to the director level. Our strength lies in our culture, which values teamwork, equality, and partnership with employees. This approach has helped us retain skilled employees.” (Participant 3)

“One way we motivate our staff is by training them on green initiatives and sustainable footwear models, even though we know they may not stay with us after this experience.” (Participant 2)

The top management team believed that sustainable footwear can be burdensome for organizations that lack employees with the necessary skills to operate a sustainable business. Hence, hiring the appropriate talents can help minimize the skill gap and make sustainable footwear a competitive advantage.

“To me, sustainability becomes burdensome for organizations when they do not have the right employees with the necessary skills and expertise.” (Participant 1).

4.2.2 Green Training & Development

Participant 4 emphasized the importance of offering environmental training to organizational members as a crucial element for the success of their business. This statement is supported by several reasons, one of which is the significant impact the footwear industry has on environmental pollution throughout the lifecycle of shoe production, from raw materials to disposal. As a responsible organization, it is their duty to reduce their environmental footprint, and environmental training is a critical tool to achieve this objective. By providing training on topics such as sustainable production methods, waste reduction, and recycling, organizational members can acquire the necessary knowledge and skills to adopt green practices in all areas of the business. Second, providing environmental training can enhance our brand image and competitive advantage. By showcasing our dedication to sustainability through environmental training initiatives, we can appeal to and retain customers who prioritize ethical and green products.

“Environmental training can enable us to maintain a leading position in the market by staying ahead of regulatory requirements and industry standards. (Participant 1)

Offering a green induction program to new employees can be a highly effective approach to improving environmental awareness within the organization. It can familiarize new hires with the organization's sustainability policies and initiatives, deliver personalized environmental training that's pertinent to their job responsibilities, establish a strong environmental culture, and improve the organization's reputation as an eco-conscious and sustainable enterprise.

“A green induction program can establish the foundation for the organization's environmental culture. When new employees observe that environmental sustainability is given high importance, they are likely to adopt sustainable practices both at work and in their personal lives. This can have a cascading effect throughout the organization, fostering a more eco-conscious and sustainable workplace culture.” (Participant 1)

“... it can introduce employees to the organization's sustainability policies and initiatives. By educating them on these policies and initiatives, they will be aware of the importance of environmental sustainability within the organization from the outset. This can lead to greater motivation and involvement in environmental initiatives, and a more positive attitude towards sustainable practices“ (Participant 2)

“... a Green induction allows new employees to learn about relevant environmental issues in their job roles. Tailored training increases relevance and engagement, e.g., production department learns about environmental impact of manufacturing processes, administration department learns about workplace energy-saving practices“ (Participant 3)

4.2.3 Green Performance Management & Appraisal

At ABC Company, the top management team ensures that environmental management objectives and targets are integrated into our performance evaluation system by establishing well-defined environmental goals and targets in their Environmental Management System (EMS). They also incorporate environmental performance indicators into their performance evaluation system, provide employees with training and development opportunities to enhance their environmental management knowledge and skills, and regularly audit their EMS to ensure its effectiveness. This approach ensures that environmental sustainability is an integral aspect of their business strategy and culture, and that employees are responsible for contributing to their environmental objectives and targets.

“...conduct regular audits of our Environmental Management System to evaluate its effectiveness in achieving our environmental objectives and targets. This helps us identify

areas for improvement and make necessary adjustments to our performance evaluation system and environmental management practices“ (Participant 1)

“we have integrated environmental performance indicators into our performance evaluation system. These indicators are used to assess the performance of employees and teams in achieving environmental objectives and targets. This ensures that environmental performance is not overlooked, and employees are held accountable for their contribution to the organization's environmental goals“ (Participant 3)

Managers have the ability to establish a culture in which sustainability is prioritized and encourage green initiatives in the workplace, ultimately leading to the incorporation of these outcomes into employee performance evaluations.

“People Managers should model sustainable behaviours themselves, such as reducing paper use, minimizing energy consumption, and recycling, to show employees how they can contribute to a more sustainable workplace.“ (Participant 1).

“ It is important for managers to effectively convey their expectations for sustainability and environmentally conscious actions to their staff, and collaborate with them to establish objectives that are consistent with these expectations.“ (Participant 4)

4.2.4 Green Reward & Compensation

To link suggestion schemes into its reward system and encourage employees to develop and implement innovative environmental initiatives. The top management team of ABC companies have implemented some important steps. (Establish clear criteria for eligible initiatives, Introduce appropriate rewards, Communicate the link between the suggestion scheme and environmental performance, Promote the program, Establish a fair and transparent evaluation process)

“To establish eligibility for innovative environmental initiatives that align with the company's sustainability goals, the company should define unambiguous criteria. These may include promoting sustainable practices, reducing waste, and conserving energy.“ (Participant 2)

“It is important for the company to convey the significance of environmental sustainability and the role that the suggestion scheme can play in achieving this objective. Additionally, the company should highlight how employees who develop innovative environmental initiatives will be acknowledged and rewarded under the incentive scheme.“ (Participant 1)

4.2.5 Green Organizational Culture

It is essential for the success of a footwear company to establish clear and measurable sustainability goals that align with its value. This approach assists in developing a well-defined plan, establishing a sustainability-focused environment, and monitoring advancement towards the attainment of sustainability targets.

“ I believe that it is crucial to establish clear and measurable sustainability goals that align with the company's values and mission. For example, setting sustainability goals helps to create a clear roadmap for the company to follow in order to achieve its sustainability objectives, having clear and measurable sustainability goals can help the company to track its progress and evaluate the effectiveness of its sustainability initiatives.” (Participant 1)

“...not only does it demonstrate our commitment to being socially and environmentally responsible, but it also enhances our brand image and reputation, which can lead to increased customer loyalty and employee engagement.” (Participant 3)

The senior leadership of the company also believes that incorporating imaginative and inventive ideas can enhance the production of the sustainable footwear and address the knowledge gap in the industry. However, there appears to be a significant discrepancy between the number of qualified and creative job seekers and the industry's demand for them. To mitigate this gap, adopting green recruitment and selection practices, as well as green rewards and compensation practices. The subsequent conversation focuses on the gap between the need for innovative solutions to overcome sustainable footwear issues and the current state of social relationships in the industry.

“In the coming years, there will be a high demand for sustainability-related expertise, and therefore it is crucial to hire professionals with such knowledge. However, some current employees lack the necessary skills to work in the sustainable footwear industry.” (Participant 1).

“We cannot conduct research and development using our clients' funds. Therefore, any new product must be completed before launching. We cannot entertain any alternative approaches in the middle of the process. Before finalizing a product, all new ideas are assessed and reviewed during the planning phase.” (Participant 2)

Ultimately, the types of non-monetary and monetary rewards provided by the company based on environmental achievements will vary based on the company's culture, values, and available resources. It is the responsibility of the top management to evaluate and determine

the most suitable and impactful rewards that are aligned with the company's sustainability objectives and cater to the needs of employees.

“Recognize employees who demonstrate exemplary environmental practices through internal communication channels such as newsletters, emails, or company-wide announcements - Non-Monetary Rewards“ (Participant 1)

“Can provide flexible work arrangements, such as remote work or flexible hours, as a reward for employees who demonstrate strong environmental practices - Non-Monetary Rewards“ (Participant 3)

“Provide bonuses or profit-sharing incentives to employees who achieve or exceed specific environmental targets. - Monetary Rewards“ (Participant 4)

“Offer additional paid time off as a reward for environmental achievements, allowing employees to take a break and recharge“ (Participant 1)

4.2.6 Employee Empowerment & Involvement

Including employees in the development of the environmental strategy can be a productive method for enhancing commitment, responsibility, and creativity, ultimately resulting in the prosperous establishment of environmentally sustainable practices within the company.

“ In my opinion, it is crucial to involve employees in the formulation of the environmental strategy for diverse perspectives“ (Participant 1).

According to the interview results, employee diversity can be characterized by both knowledge diversity and social diversity. Although there were divergent opinions among the interviewees, the senior management mostly concurred that diversity of knowledge is more crucial than diversity of social background in accomplishing sustainable footwear objectives. Nevertheless, the majority of the interviewees concurred that knowledge diversity is the primary factor in addressing sustainable footwear challenges. As a result, effective diversity management requires both knowledge diversity and social diversity, as illustrated by the following discussions emphasizing the significance of the sociological perspective.

“The ABC company recognizes the importance of having a diverse workforce, with a particular emphasis on knowledge diversification for sustainable footwear. They have implemented a special task leader (STL) category, which is highly valued and comes with additional benefits, to encourage and maintain knowledge diversification. While the speaker acknowledges the importance of both social and knowledge diversity, they believe that

knowledge diversity is the key factor in achieving sustainable footwear goals.“ (Participant 3).

It is important to note that footwear projects require a range of skills and diverse employee competencies and experiences to effectively address the social issues involved. Having a diverse set of skills helps to reduce external pressures and unexpected social disruptions that may arise during the project. However, it is important to recognize that different project levels require different skill sets, and expecting one person to fulfill all of these diverse needs can lead to demoralization within the workgroup.

‘At the design level, it is important to have creative people involved in all phases of a project, including production. However, creative individuals may not necessarily be practical problem-solvers, and therefore, it is important to have people on the team who possess this skillset. Additionally, having a flexible system in place can help ensure the smooth running of the project. It is not reasonable to expect one person to possess all of the necessary skills for a project's success.’ (Participant 2)

The ABC company offers multiple avenues for employees to engage in green suggestion schemes and joint consultations to address environmental issues. These avenues include various communication channels, such as internal platforms, team meetings, and suggestion boxes located in different areas of the workplace. The ABC company also fosters an environment that encourages employees to share their ideas and suggestions on environmentally sustainable practices and initiatives that can be implemented in the workplace. Furthermore, regular joint consultations are conducted to review the progress of ongoing environmental initiatives and identify potential areas for improvement. These consultations are attended by employees, management, and other stakeholders who collaborate to develop practical solutions to environmental challenges. To ensure effective participation in these initiatives, the company also provides training and development programs to help employees enhance their skills and knowledge.

“Our company always motivates its employees to share their suggestions and ideas for sustainable practices and initiatives that can be implemented within the workplace.“ (Participant 3)

4.2.7 Drivers, Barriers, Employee Empowerment & Involvement and Expected Outcome of GHRM

In recent years, there has been a noticeable change in the way the general public views on environmental issues. More and more people are becoming conscious of the challenges we face as a society and are pressuring companies to prioritize environmental responsibility. Consumers are now demanding products and services that are environmentally sustainable, even if it means paying more for them. Furthermore, there is a growing expectation from stakeholders including customers, shareholders, employees, and regulatory bodies, for companies to be responsible and accountable for their environmental impact. As a responsible member of society, it is crucial for companies to take action towards addressing environmental concerns and strive towards a sustainable future. Not only does this benefit the environment and society, but it can also give companies an edge in the market and lead to long-term financial gains.

“Public environmental awareness has risen significantly. People are increasingly concerned about human impact on the environment and demanding action from corporations, governments, and other entities.” (Participant 3)

“More and more businesses are realizing that sustainability is not only beneficial for the environment but also for their own operations. By taking measures to minimize their environmental impact, companies can reap benefits such as cost reductions, enhanced efficiency, and an improved reputation.” (Participant 4)

Recognizing the significance of implementing Green Human Resource initiatives in promoting sustainability and environmental responsibility within the ABC company. Therefore, adequate financial planning would facilitate the smooth execution of such initiatives by the company.

“We believe that implementing Green Human Resource initiatives can not only promote sustainability and environmental responsibility within our company but also provide numerous benefits, both in terms of cost savings and long-term financial success.” (Participant 2).

“Our company is dedicated to selecting sustainable options and investing in our company's future prosperity, and we view these initiatives as a crucial step in accomplishing that objective.” (Participant 1).

After interviewing the top management team of ABC company, we have formulated a strategy for incorporating Green human resource management practices, which involves the

following steps. Firstly, we will evaluate our existing HR policies to identify opportunities for integrating sustainable measures. This could involve several strategies, such as promoting remote work to reduce greenhouse gas emissions, providing training programs to educate our staff on environmental responsibility, launching recycling and waste reduction programs, and integrating sustainable practices into our employee well-being initiatives. Secondly, the management team will collaborate with our HR team and other departments to create a detailed plan for executing these measures. This will involve defining specific objectives and milestones, establishing a timeline for execution, and allocating resources appropriately. Thirdly, we will evaluate the potential cost efficiencies and future financial advantages of these measures, such as decreased energy expenses, increased employee engagement and retention, and improved reputation among stakeholders. Additionally, we will investigate financing opportunities for implementing these initiatives, such as seeking external funding or incentives from government programs, collaborating in partnerships or joint ventures, or using internal funding sources. Lastly, we will disseminate the significance of these measures to our staff and involve them in their sustainability undertakings. We will also foster a culture of environmental accountability within the organization, urging employees to adopt sustainable approaches in their regular tasks and identify innovative methods to decrease their ecological footprint.

“Implementing good Green HRM practices is critical to enhancing our competitive positioning“ (Participant 3)

The adoption of effective Green HRM practices plays a crucial role in elevating the company competitive advantage. By demonstrating their dedication to sustainability, trimming their operational expenses, and attracting and retaining highly skilled personnel, they can not only outpace their rivals but also make a positive contribution towards a greener future.

“Introducing Green HRM practices is beneficial in recruiting and retaining the best employees. Companies that are socially responsible and environmentally aware tend to have more engaged and productive employees. By implementing Green HRM practices, we can establish a positive work environment that is in line with our employees' values, which can increase our ability to attract and retain top talent.“ (Participant 1)

“May support us in drawing and retaining customers who prioritize sustainability“ (Participant 4)

According to the feedback received from all interviewees, all six perspectives play a significant role in tackling the challenges related to sustainable development at ABC

company. The interview and survey results reinforce the notion that the six perspectives are critical in fostering employee commitment and involvement in promoting sustainability at ABC company. As a strategic business partner, the HR department must adopt a comprehensive approach in addressing all six perspectives by incorporating them into their HR policies, identifying key drivers and barriers, and anticipating the expected outcomes of GHRM. To support the implementation of Green HRM practices, it is also essential to implement sustainable HRM practices. A revised GHRM model was developed based on both the survey and interview results. By utilizing the suggested GHRM model, ABC company can adopt a systematic and sustainable approach to human resources management and cultivate a workforce that is committed to sustainability. However, it is crucial for the HR department to focus on each perspective of the model by employing GHRM practices. The research emphasized that visionary leadership and HR involvement play significant roles in the successful implementation of GHRM. Chapter 5 provides a comprehensive discussion of the modified GHRM model.

5 DISCUSSION & MODEL DEVELOPMENT

This chapter aims to provide a condensed overview of the six perspectives of GHRM practices, along with their key drivers, obstacles, and expected outcome through the data collection presented in Chapters 3 and 4. It validates the GHRM model and proposes revisions.

5.1 Discussion

The research on GHRM is in its early stages, with more emphasis on theoretical research (Renwick et al., 2012). Nevertheless, some studies suggest a possible positive relationship between GHRM practices and the environmental performance of companies (Renwick et al., 2013).

5.1.1 GHRM Discussion of GHRM Practices

This study examined the extent to which the ABC company implements GHRM practices to promote environmental behaviour among its employees. The results suggest that ABC company employs GHRM practices to a moderate extent to promote environmentally-friendly behavior among its employees. Nevertheless, it appears that ABC company has not fully maximized the possible advantages of the GHRM practices.

The most effective method to enhance employee commitment and environmental awareness is "Green Employee Empowerment & Involvement," according to the analysis. ABC company believes that involving and empowering employees in green initiatives can foster their commitment and awareness towards the environment. This approach includes various forms of employee involvement, such as green teams and workshops, which have been emphasized by researchers. The importance of active employee engagement in green management has been underscored in the literature, and this approach was used extensively in this study. Employee empowerment has also been identified as a motivator for engagement in environmental pursuits. Green employee empowerment is effective because it allows employees to participate in problem-solving, decision-making, and designing their own schedules. They can also receive support and guidance from supervisors, provide suggestions for improvement, and communicate more easily through information sharing. HR managers should prioritize involving employees in environmental decision-making processes.

The second category is 'Green Organizational Culture,' which highlights the importance of top management involvement and support in environmental matters. The study found that top management effectively communicated the organization's green framework to motivate staff, consistent with previous research emphasizing their pivotal role in encouraging employees to participate in environmental initiatives. Top management's impact is significant due to their scope, visibility, and authority, which enables them to disseminate pro-environmental messages widely among employees. Providing feedback on their environmental performance, and supporting them through education and training.

The next group, the "Green Recruitment and Selection" category ranked lower in the survey, contradicting ABC's claim of environmental responsibility. Interviews showed that environmental factors were not considered unless the job required them, but questionnaires indicated otherwise. This could be because the respondents were mostly people managers involved in recruitment. Literature also has few examples of environmental criteria in recruitment, according to Jabbour (2011).

ABC Company's fourth implemented practice is "Green Training and Development," which seeks to educate and enhance employees' internal awareness. While considered one of the most important Green Human Resource Management practices by interviewees, the questionnaire results showed limited implementation. ABC company prioritizes hiring employees with existing environmental competencies instead of investing in formal training courses and leadership and management training on environmental issues. However, research suggests that educating employees on environmental policies and changes can increase their willingness to engage in pro-environmental behaviour. Thus, organizations should invest in formal education programs to encourage pro-environmental behaviour and awareness, despite potential costs.

In the survey results, the "Green Performance Management & Appraisal" group was ranked lower, with respondents expressing disagreement on individual green evaluations, documentation of outcomes, and the establishment of green targets, objectives, and accountabilities for staff. This is a common trend in companies with high levels of environmental management, according to Fernandez et al. (2003). The study investigated whether the implementation of Green Human Resource Management practices varied based on educational level, experience, and job position at ABC company. The results showed that educational level had a significant impact on certain HRM practices, particularly the implementation of green organizational culture. However, there were no statistically

significant differences observed in the degree of implementing GHRM practices between different seniority and job position groups at ABC company.

5.1.2 Discussion of Drivers, Barriers, and Benefits of GHRM

This section aims to explore the factors that either facilitate or impede the implementation of Green Human Resource Management (GHRM) practices to achieve the objectives of this research. The study also aims to investigate factors that may encourage organizations to adopt green HRM practices. Based on the survey results, the most significant motivator for ABC company to implement GHRM practices is their perceived contribution to society through their environmental actions.. This suggests that ABC company, which is actively engaged in environmentally responsible actions and making a positive contribution to society, is seen as influential factors in driving the adoption of green HR practices. Then, the survey results reveal that "Pressure from the community on organizations to care about the environment" was identified as a close second in terms of driving the implementation of green HR management. This implies that external pressures from the community, such as public expectations and demands for organizations to demonstrate environmental responsibility, play a significant role in shaping the ABC company's approach to green HR practices. Additionally, "Economic factors influencing business decisions" ranked third in the survey results. This suggests that ABC company considers the financial implications and potential economic benefits of implementing Green HRM practices when making their business decisions. This could include cost savings through energy conservation, waste reduction, or other green initiatives. Lastly, "Environment factors influencing business decisions" ranked fourth in the survey results. This indicates that organizations also take into account the impact of environmental factors, such as climate change, resource scarcity, and environmental regulations, when making decisions related to HRM practices.

The implementation of new initiatives is often hindered by various challenges. Therefore, an investigation was conducted to identify the variables that could impede the ABC company from adopting green initiatives in their HR practices. According to the questionnaire responses, the main obstacle to implementing GHRM programs was the cost, which was also confirmed in the interviews. Despite the existing literature highlighting the benefits of GHRM practices, ABC company may encounter challenges when allocating financial resources to implement environmental initiatives within their HRM practices, including costs associated with training, infrastructure, and other related expenses. Raising employee

awareness about the benefits of implementing GHRM practices is essential to ensure their successful adoption. This is supported by Hiba's (2016) study, which also identified cost as a major barrier to implementing green programs. In addition, the survey identified "employee resistance to environmental initiatives" as the second most significant barrier. This implies that some employees may resist or be hesitant to adopt or participate in environmental initiatives implemented by the organization's HRM practices, which could pose challenges in the implementation process. Followed by "Lack of management support for green initiatives" ranked third in the survey results. This suggests that the support and commitment of organizational management may be lacking or insufficient in driving the implementation of green HRM practices. Management support is crucial for creating a culture of environmental sustainability within the organization and ensuring that green initiatives are effectively integrated into HRM practices. This can lead to greater acceptance and interest in the new culture. The fourth identified barrier is the "Challenges of adopting green technologies." This indicates that organizations may face obstacles in adopting and implementing green technologies within their HRM practices, which could include issues related to technological infrastructure, compatibility, and complexity. Finally, "Failure to implement Green policies" was identified as a barrier in the survey results. This suggests that organizations may struggle with effectively implementing their green policies and initiatives within HRM practices, which could be due to various factors such as lack of clarity, accountability, or resources.

Renwick et al. (2013) point out that there are various advantages of implementing GHRM practices, including gaining a competitive edge in the market, enhancing the organization's reputation, fostering employee engagement, and reducing waste and environmental impact. From the viewpoint of ABC company respondents, the top anticipated positive outcome of GHRM adoption was "improved competitive positioning." This suggests that ABC company expects that incorporating green initiatives in their HRM practices will positively impact their competitive positioning in the market. This may be achieved by enhancing their reputation, attracting customers who prioritize sustainability, and gaining a competitive advantage over rivals. The second most significant expected outcome is the "promotion of social responsibility towards the environment." This indicates that organizations expect that implementing green HRM practices will foster a sense of social responsibility towards the environment, both internally within the organization and externally to stakeholders and the broader community. This could involve cultivating a culture of environmental sustainability,

promoting green practices among employees, and contributing to the overall social responsibility agenda. "Increased profitability and cost reduction" ranked third in the survey results. This implies that organizations anticipate that implementing green HRM practices will lead to financial benefits, such as cost reduction through energy efficiency, waste reduction, and other sustainability measures. Additionally, organizations may expect that green initiatives can contribute to increased profitability through improved efficiency, productivity, and resource optimization. The fourth expected outcome identified in the survey is "improved environmental performance of the organization." This suggests that organizations anticipate that implementing green HRM practices will lead to *improved environmental performance*, such as a reduced environmental footprint, *better compliance with environmental regulations*, and *enhanced environmental management practices*.

The objective of the research was to assess if the importance of drivers, barriers, and expected outcomes of GHRM practices differed depending on the position of the respondents and the footwear industry. Nonetheless, the results showed that respondents across different positions had similar opinions on the importance of drivers, barriers, and benefits of GHRM practices. Unfortunately, the "Green Reward and Compensation" group was identified as the least implemented practice. Interviews with participants showed that "Reward and Compensation" was viewed as a crucial factor in enhancing employee commitment and awareness towards environmental concerns. Fernandez et al. (2013) also note that implementing a reward system that works for all employees can be challenging due to individual differences in motivation. As a result, this poses a resource challenge for organizations to align rewards with individual motivation. Given the large number of employees in the ABC company, it is not unexpected that reward systems are not as frequently utilized compared to other approaches, such as raising awareness and involving managers.

5.1.3 Hypothesis Testing Discussion

To test the hypothesis that the adoption of GHRM practices may improve environmental performance, as proposed by Renwick et al. (2013). The statement refers to section 1.5, which presents listed hypotheses and Figure 2 depicting H1 to H6. These hypotheses propose direct relationships between six GHRM factors (Recruitment & Selection, Training and development, Performance Management & Appraisal, Green Reward & Compensation, Employee Empowerment & Involvement, Organizational Culture) and Environmental

Performance. Pearson's correlation analysis of hypotheses H1 to H6 revealed a significant and positive correlation between all GHRM practices and Environmental Performance (EP). Similarly, Jabbour and colleagues (2010) discovered the distinctive contributions of HRM to EM throughout various stages of its development, with advanced EM attributes being linked to various functional and competitive aspects of HRM. Jabbour et al. (2010) found that HRM has unique contributions to EM at different stages of its evolution, and that advanced EM characteristics are linked to different functional and competitive aspects of HRM. The weakest correlation was found between green training and development and Environmental Performance (EP), suggesting that training may be a less prioritized aspect of the ABC company. Jabbour (2013b) found a positive link between environmental training and environmental management maturity, while the current study found a weak correlation between green training and EP in ABC company, indicating less prioritization of training. According to the study's findings, HRM practices need to take a more proactive approach to promote environmental education and training by prioritizing sustainability issues and engaging employees actively. The analysis of the 6th hypothesis indicates that there is a statistically significant correlation among the 6 GHRM factors (Recruitment & Selection, Training and development, Performance Management & Appraisal, Green Reward & Compensation, Employee Empowerment & Involvement, Organizational Culture). Managers can take note of the strong positive correlations among the six GHRM factors, with Pearson correlation coefficients above $\rho=0.5$, indicating that prioritizing any of these practices can lead to positive effects on others and ultimately result in better environmental performance. The analysis revealed that all of the sub-hypotheses were supported, indicating that the successful implementation of GHRM practices can assist organizations in fostering a sense of dedication towards pro-environmental behavior, and in endorsing policies and initiatives related to environmental management. The study verifies the principal hypothesis that the implementation of GHRM practices has a favorable influence on the environmental performance of ABC company. In addition, 'an employee-centric' solution was provided to fulfil the key research objective

5.2 Conceptual Model Development

The results of the semi-structured interviews reveal that the top management team at ABC company is invested in monitoring their environmental performance (EP) and recognizes the significant role of human factors in environmental impact. All of them explicitly confirmed

familiarity with the concept of GHRM. Therefore, internal sources can be utilized to implement GHRM practices and guide the organization in aligning their goals of environmental management (EM) with employee engagement. The proposed guide has been shared with the people associated with the leadership group for the evaluation of its practicality and adaptability.

A conceptual model has been developed based on the literature review and research findings to identify potentially effective GHRM practices for environmentally conscious organizations. The new model serves as a guide for managers seeking to implement GHRM strategies to enhance environmental performance for ABC company. As depicted in Figure 17, the new conceptual model consists of six GHRM practices organized into four stages. The first stage is "Green Employee Empowerment & Involvement," followed by "Green Organizational Culture" in the second stage. The third stage includes "Green Recruitment & Selection" and "Green Training & Development." Lastly, the fourth stage encompasses "Green Performance Management & Appraisal" and "Reward and Compensation."

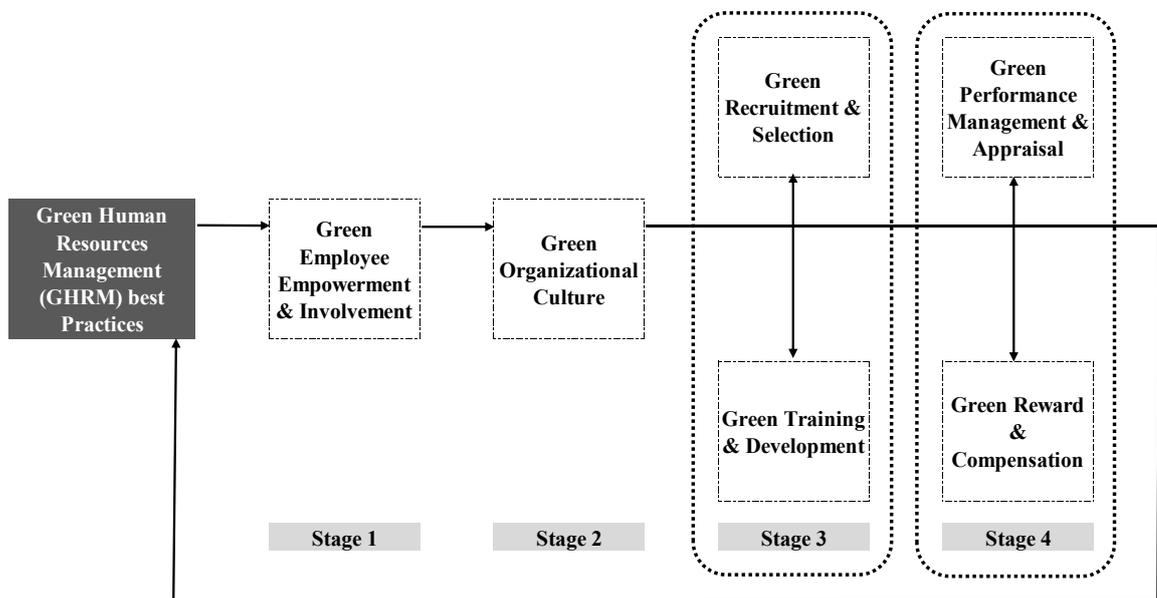


Figure 17 Conceptual Model for GHRM Best Practices

(Source: The Author)

The initial stage is to develop "Green Employee Empowerment & Involvement" practices. As we know, the success of environmental management in an organization relies on the commitment of top management and the active involvement of employees. Human Resource Management (HRM) can play a crucial role in encouraging employees to initiate and

participate in green initiatives. A participatory work environment that allows employees to freely express their ideas and opinions can foster employee independence and empowerment. Employee participation in decision-making processes can create a workplace environment where employees feel their opinions and actions have an impact, leading to greater acceptance of organizational objectives and targets. Encouraging employee participation can also lead to the emergence of environmentally-oriented entrepreneurs within the organization, expanding knowledge and expertise in green products. Involving employees in environmental management can lead to the development of valuable tacit knowledge for identifying pollution sources, managing emergencies, and finding preventive solutions. Empowerment, by sharing power with employees, can encourage independent thinking and problem-solving skills at all levels of the organization. Empowered employees are more likely to participate in environmental improvement practices and generate creative solutions using their expertise. Teamwork among employees with diverse skills and a shared commitment to the environment is crucial for effective environmental management systems. HR plays a vital role in fostering environmental practices through demonstrating the value of teamwork and promoting group-oriented approaches to environmental issues within organizations.

The second stage is on building a supportive organizational culture that fosters a positive and motivating environment. The goal is to encourage employees to become more aware of environmental issues and to be more committed to addressing them. To create a positive and supportive environment, ABC company can include environmental considerations in their visions and missions. Additionally, it involves securing top management support, interest, and commitment towards the environment, and encouraging top managers to serve as role models and adopt a participative decision-making style towards environmental performance (EP). Furthermore, managers can effectively communicate information and values of environmental management (EM) throughout the organization and demonstrate a strong commitment from the management. This will inspire employees to willingly participate in environmental initiatives.

The third stage integrates "Green Recruitment & Selection" with "Green Training and Development". In relation to 'Green Recruitment & Selection,' creating and sustaining a green work environment is crucial. Thus, the ABC company should focus on selecting and hiring employees who are supportive of environmental initiatives and demonstrate an

interest in environmental issues. One way to attract top-notch candidates is for the organization to take a proactive approach in developing an environmentally responsible reputation. Additionally, during the recruitment process, environmental concerns should be included in the job design phase, with job descriptions and specifications incorporating environmental behaviour and commitment criteria. Moreover, the organization should ensure that applicants selected for job vacancies possess sufficient awareness of environmental sustainability. It may also consider designing specialized job positions that exclusively focus on environmental management aspects within the organization. After selecting competent personnel and creating a supportive organizational culture, it is essential to improve the employees' abilities and credentials through ongoing environmental training and performance monitoring. For instance, in the area of 'Eco-Friendly Training and Development,' the Human Resource Management (HRM) team should offer orientation programs that highlight environmental problems, issues, and the corporation's eco-consciousness for new employees. When assessing the training requirements for current employees, the company should consider their environmental training necessities.

The last phase involves connecting "Green Performance Management & Appraisal" with "Green Reward and Compensation." Concerning "Green Performance Management & Appraisal," it is critical to regularly evaluate the employees' present performance, abilities, and knowledge to identify necessary training and solutions. Green targets, objectives, and duties can be established and included in performance evaluations and records. Regular feedback can also be provided to employees or teams to support the achievement of environmental goals and improvement of environmental performance (EP). Furthermore, environmental management objectives and targets can be incorporated into the organization's performance evaluation system. Motivating employees and increasing their interest in environmental issues is also important. To accomplish this, the organization can integrate a suggestion program into its rewards system, provide incentives based on environmental accomplishments such as time off, gifts, bonuses, cash, benefits, and promotions, and publicly recognize employees' green achievements through awards, events, and publicity.

These practices are interrelated and have a mutual influence on each other. ABC company, which seeks a competitive edge through Green Human Resource Management (GHRM) practices, must realize that it requires a persistent and continuous effort.

6 COST, TIME AND RISK ANALYSIS

6.1 Cost analysis

To ensure triumph in incorporating GHRM practices in ABC company, it is crucial to make sure that the implementation is economically feasible. In the other words, the benefit of the project should at least equal the cost investment. The net present value (NPV) of the project or policy is calculated, considering the time value of money by discounting future costs and benefits. If the NPV is positive, the benefits exceed the costs, making the action worthwhile, while a negative NPV indicates that the costs outweigh the benefits, making the action unprofitable. The cost-benefit analysis can be a useful tool in providing additional information to decision-makers within the ABC company. Commencing cost estimation with suppositions grounded on the forthcoming schemes of the new project is advantageous.

Table 19 Assuming an Initial Cost for Implementing Green HRM Practices for ABC Company

(Source: The Author)

Assumptions

The project will **cost \$100,000** to implement over the next year.

The expected benefits of the project are improved employee morale and productivity, reduced absenteeism, and reduced environmental impact.

The company has **2000 employees and generates \$1.5 million in annual revenue**.

The discount rate is **5 %**.

The project will have a **lifespan of 5 years**.

a) The expected benefits for this project are:

+ Improved employee morale and productivity

- Improved employee morale is expected to result in a 1.5 % increase in productivity.

- The average salary of an employee is \$4,000 per year.

⇒ The benefit of improved productivity is estimated to be \$60 per employee per year

⇒ Total benefit for 2000 employees over 5 years = \$600,000

+ Reduced environmental impact

- Implementing Green HR practices is expected to reduce the company's environmental impact by 10 %.
- Assuming the company's annual revenue in next five year is the same with average annual revenue within recent 5 years is \$1.5 million is proportional to its environmental impact, the benefit of the reduced environmental impact is estimated to be 150,000\$ per year

⇒ Total benefit for 5 years = \$750,000

The total benefits of this project over 5 years (2023-2028) = \$1,350,000

b) The expected Costs for this project are \$100,000

c) Net present value (NPV):

Calculate the discounted value of benefits and costs over the 5-year lifespan of the project using a discount rate of 5 %. The NPV of the project is the sum of the discounted benefits minus the discounted costs.

Table 20 Discounted Value & NPV

(Source: The Author)

	<i>Year 1</i>	<i>Year 2</i>	<i>Year 3</i>	<i>Year 4</i>	<i>Year 5</i>
Discounted benefits	\$ 257,143	\$ 244,898	\$ 233,236	\$ 222,130	\$ 211,552
Discounted costs	\$ 95,238	\$ 90,703	\$ 86,384	\$ 82,270	\$ 78,353
NPV	\$ 736,011				

Based on this analysis, implementing GHRM practices in the ABC company is a financially viable project with a positive NPV of \$736,011. The project is expected to generate significant benefits, including improved employee morale and productivity and reduced environmental impact.

6.2 Time analysis

When implementing GHRM practices in companies, there are several tasks that need to be completed, each with its own timeframe and dependencies on other tasks. Hence, it is crucial to have a well-defined plan that clearly identifies key tasks, their sequence, and their dependencies. ABC company acknowledges the importance of a timeline and will employ

the Critical Path Method (CPM) to identify essential and non-essential tasks and calculate the minimum duration required for the completion of the project. The table 21 provided below lists all activities along with their required predecessors, the actions and projected time duration for the project, which is calculated based on expertise, references, or input from external professionals.

Table 21 Key tasks and activities with predecessors for the project implementing GHRM for ABC company.

(Source: The Author)

Tasks	Description	Predecessor	Time
A	Launching the Green HRM practices company-wide		1 Days
B	Analyzing the current HRM practices for the ABC company	A	2 Weeks
C	Conducting a comprehensive audit of HR practices to identify areas where sustainability can be integrated	B	4 Weeks
D	Undertaking a green HR practices assessment for the ABC Company	C	1 Weeks
E	Developing a Green HRM practices action plan for the ABC company	D	2 Weeks
F	Reviewing and updating HR policies to align with sustainability goals	E	2 Weeks
G	Implementing sustainable recruitment and onboarding practices	F	3 Weeks
H	Instituting a recognition and rewards program for employees' sustainability contributions	F	1 Weeks
I	Designing and implementing employee participation programs	F	2 Weeks
J	Setting up systems to track and monitor the progress of implementing green HR practices.	G, H, I	2 Weeks

Tasks	Description	Predecessor	Time
K	Creating training materials: Developing training materials to educate HR department, employees, and managers about the importance of green HR practices	F, G, H, I	4 Weeks
L	Establishing metrics and reporting mechanisms to measure the impact of green HR practices	G, H, I	3 Weeks
M	Conducting sustainability training for HR staff	J, K, L	1 Weeks
N	Communicating sustainability initiatives to the entire company	M	1 Weeks
O	Providing employee training and support company-wide	N	1 Weeks
P	Evaluating effectiveness: Assessing the effectiveness of implemented green HR practices through data collection, analysis, and feedback from employees	O	2 Weeks
Q	Continuously improving sustainability practices	P	1 Days

Figure 18 illustrates the ideal solution determined by the PERT method for estimating the completion time of the project implementing GHRM practices for ABC company. It includes details such as the earliest start, earliest finish, latest start, and latest finish times for all activities, as well as the time slack for each activity.

Activity	Activity time	Early Start	Early Finish	Late Start	Late Finish	Slack
Project	163					
A	1	0	1	0	1	0
B	14	1	15	1	15	0
C	28	15	43	15	43	0
D	7	43	50	43	50	0
E	14	50	64	50	64	0
F	14	64	78	64	78	0
G	21	78	99	78	99	0
H	7	78	85	92	99	14
I	14	78	92	85	99	7
J	14	99	113	113	127	14
K	28	99	127	99	127	0
L	21	99	120	106	127	7
M	7	127	134	127	134	0
N	7	134	141	134	141	0
O	7	141	148	141	148	0
P	14	148	162	148	162	0
Q	1	162	163	162	163	0

Figure 18 The Result for the Project “Implementing GRHM Practices“ Management (PERT/CPM) Results (in Days)

(Source: QM for Window V5 system)

Afterward, by referring to Figure 19, you will be able to view the precedence diagram, which reveals that the critical path of this project is: A – B – C – D – E – F – H – K – M – N – O – P – Q, the total duration of the critical path is 163 days (~23,3 weeks). This results were solved by soft wear QM for window V5

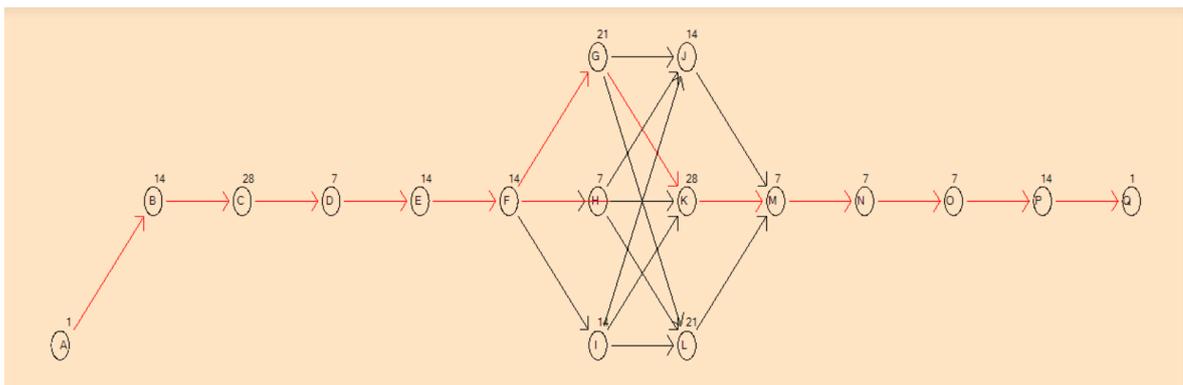


Figure 19 Precedence Graph of the Project

(Source: QM for Window V5 system)

As we know, time budgeting can be approached through various models and techniques, and the Gantt chart is one of them. The Gantt chart is a type of bar chart that provides a comprehensive overview of the tasks that need to be completed, their projected timeframes, and their deadlines. In the context of this project, a Gantt chart (as depicted in Figure 20) is

used as an effective means of allocating time resources, based on the results obtained from PERT/CPM.

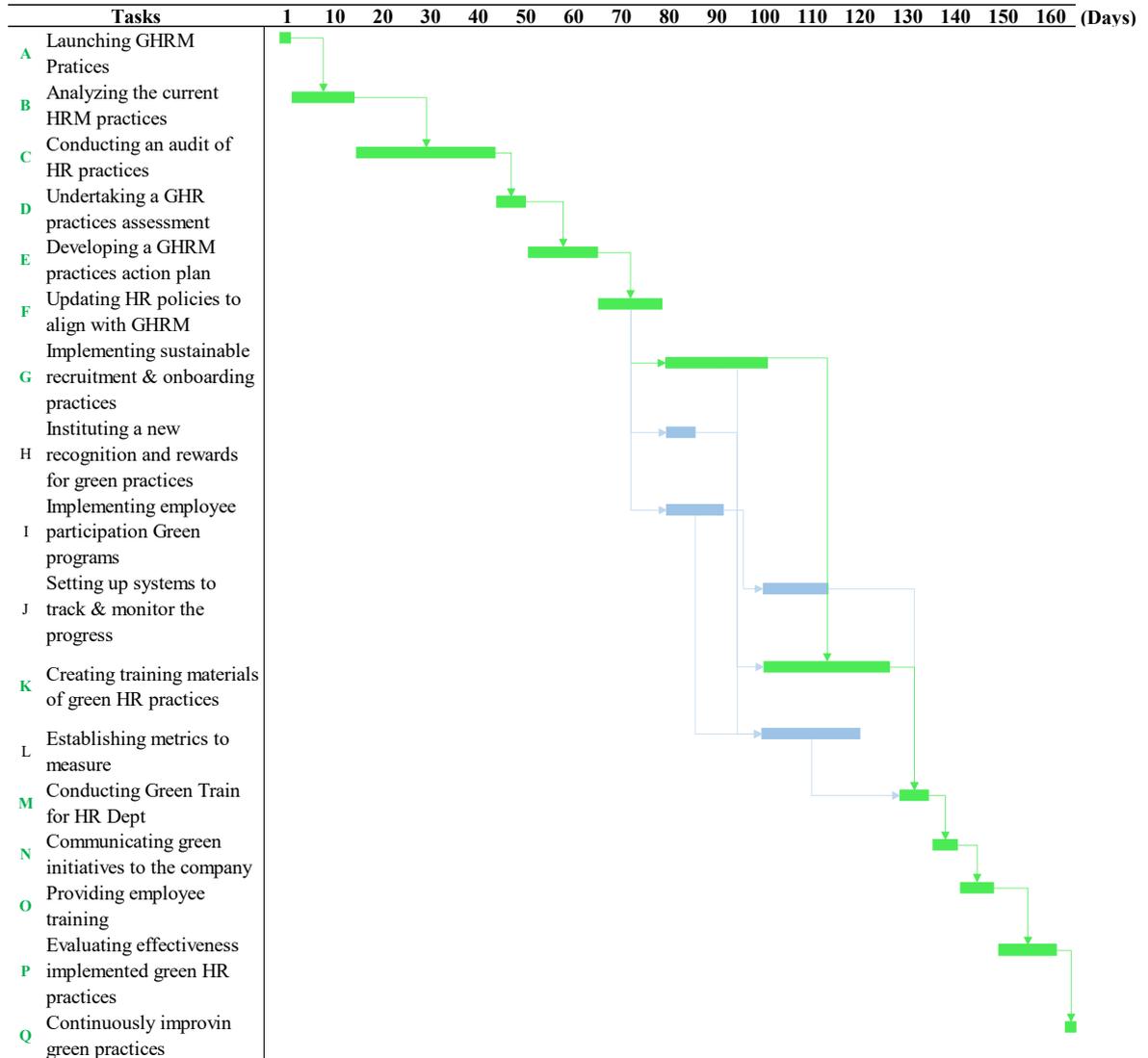


Figure 20 The Schedule for the Project "Implementing of GHRM Practices for ABC Company" in Days

(Source: The Author)

6.3 Risk Analysis

Conducting a thorough risk analysis is crucial to prepare for potential risks, as they can have severe consequences for individuals or organizations. It involves identifying, assessing, and prioritizing potential risks, and developing a risk management plan to mitigate them. By

proactively anticipating and managing risks, organizations can minimize negative impacts and increase the likelihood of success. The risks related to the project can be:

a) Cost implications

Short description: Cost implications refer to the potential financial impact of implementing green HR practices in terms of upfront costs, ongoing expenses, and budget allocation of the ABC company.

Impact: The likelihood of incurring costs related to implementing green HR practices is considered high, as it may require investments in infrastructure, technology, training, and other resources to adopt environmentally sustainable practices. Additionally, the impact of cost implications can be significant, as it may affect the company's budget and financial resources. Upfront costs for implementing green HR practices, such as installing energy-efficient equipment, developing sustainability training programs, or obtaining certifications, can be substantial. Ongoing expenses, such as maintaining green initiatives or engaging in sustainability reporting, may also increase operational costs. Additionally, budget allocation for green HR practices may compete with other organizational priorities, potentially resulting in resource constraints and financial impacts.

Mitigation: By implementing robust planning and budgeting, exploring cost-saving measures, conducting long-term cost-benefit analysis, and establishing monitoring and reporting mechanisms, the risk of cost implications associated with implementing green HR practices in the ABC company can be effectively mitigated, ensuring a more financially sustainable approach to environmental sustainability initiatives.

b) Talent Acquisition and Retention Challenges

Short description: Talent acquisition and retention challenges refer to the difficulties or obstacles that may arise in attracting, recruiting, and retaining qualified employees who are aligned with the ABC company's green HR practices and sustainability goals.

Impact: The likelihood of talent acquisition and retention challenges can be considered high, as implementing green HR practices may require specific skills and knowledge related to sustainability, environmental management, and social responsibility. Finding and retaining employees who possess these skills and align with the company's sustainability goals may be challenging in the competitive job market. And the impact of talent acquisition and retention challenges can be significant, as it could potentially impede the company's capacity

to appeal and retain suitable personnel. Unfilled positions due to lack of qualified candidates or high employee turnover can result in increased recruitment costs, productivity losses, delays in implementing green HR initiatives, and potential impact on overall business performance and sustainability goals.

Mitigation: By implementing talent acquisition strategies, providing a competitive salary and benefits package and offering possibilities for progression and professional advancement, and fostering employee engagement and communication, the risk of talent acquisition and retention challenges associated with implementing green HR practices in the ABC footwear company can be effectively mitigated, ensuring a workforce that corresponds with the company's sustainable objectives and has the potential to facilitate the effective execution of green HR projects.

c) Resistance to change

Short description: refers to the reluctance, hesitation, or pushback from employees or stakeholders towards adopting and implementing new green HR practices and sustainability initiatives in the ABC footwear company. It may stem from various reasons, such as fear of the unknown, perceived loss of job security, lack of understanding or awareness about the benefits of green HR practices, or resistance to change in established work routines and processes.

Impact: The likelihood of resistance to change can vary depending on the organizational culture, history of change management, and level of employee engagement. However, it can be considered moderate to high, as implementing new green HR practices may require changes in work processes, roles, responsibilities, and mindset, which can be met with resistance from employees who are not accustomed to such changes. And the impact of resistance to change can also vary, but it can be moderate to high, as it may result in delays in implementing green HR initiatives, reduced employee morale and engagement, increased resistance from employees towards sustainability-related initiatives, and potential conflicts or disruptions in the workplace. This can impede the successful implementation of green HR practices, hinder the achievement of sustainability goals, and affect the overall performance and reputation of the ABC company.

Mitigation: By adopting a structured change management approach, providing education and training, ensuring leadership support, and fostering employee engagement, the risk of resistance to change associated with implementing green HR practices in the ABC company

can be effectively mitigated, enabling a smoother transition towards sustainable HR practices and maximizing the potential benefits for the company and its employees.

d) Compliance and legal risks

Short description: refer to the potential violations of laws, regulations, and policies related to environmental sustainability, labor practices, and other applicable regulations when implementing green HR practices in the ABC footwear company. This may include non-compliance with environmental regulations, labor laws, health and safety regulations, or other legal requirements associated with green HR practices.

Impact: The likelihood of compliance and legal risks can vary depending on the specific regulatory landscape, industry standards, and geographical location of the ABC company. However, it can be considered moderate to high, as there are various regulations and laws related to environmental sustainability, labor practices, and other areas that may apply to the implementation of green HR practices. Non-compliance can result in legal penalties, fines, reputational damage, and other negative consequences. Additionally, the impact of compliance and legal risks can also vary, but it can be moderate to high, as violations of laws, regulations, and policies can result in financial penalties, legal disputes, litigation costs, reputational damage, and potential harm to the environment and society. Such risks can have significant financial, operational, and reputational implications for the ABC company, affecting its bottom line, brand image, and long-term sustainability.

Mitigation: By conducting compliance reviews, ABC company providing training and awareness, maintaining proper documentation and record-keeping, conducting regular audits, and seeking legal counsel, the risk of compliance and legal risks associated with implementing green HR practices in the company can be effectively mitigated, ensuring the company's adherence to legal requirements and minimizing potential negative impacts on the company's operations, reputation, and sustainability goals.

Table 22 The Calculation of Scores for Risks Related to the Project Implementing GHRM Practices.

(Source: The Author)

No	Risk	Impact	Probabilit	Risk Score
R1	Cost implications	5	4	20
R2	Talent Acquisition & Retention Challenges	4	4	16
R3	Resistance to change	4	2	8
R4	Legal and Compliance Risks	3	2	4

The obtained risk scores were used to populate a risk matrix, as shown in Figure 21, to illustrate their acceptability. This matrix provides a visual representation of the actual impact of risks. Risks that obtain scores lower than 5 are grouped under the category of low-risk, whereas those obtaining a score ranging between 5-10 are categorized as medium-risk. Any risks that obtain a risk score greater than 12 are classified as high-risk. A risk management plan can benefit significantly from the use of the matrix as a valuable tool.

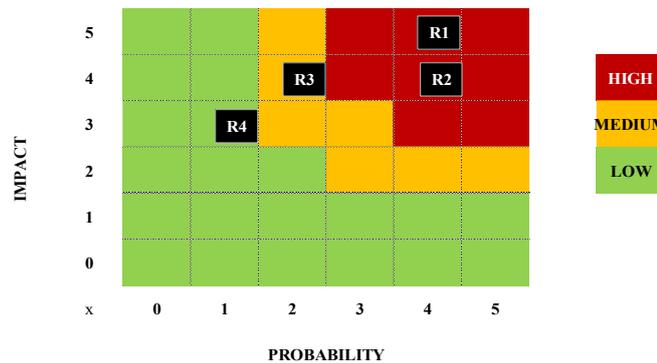


Figure 21 Risk Matrix

(Source: The Author)

By utilizing a risk matrix tool, we have identified the significant risks related to the implementation of eco-friendly human resources management practices in ABC company, and assessed their likelihood (Probability), impact. Mitigation strategies such as robust planning and budgeting, effective change management, compliance monitoring, employee engagement and education, and talent acquisition and retention strategies can be implemented to mitigate these risks and ensure successful implementation of green HR practices. Regular monitoring and review of the risks and mitigation efforts should be conducted to address any changes in the business environment and ensure ongoing effectiveness of the mitigation measures.

CONCLUSION & RECOMMENDATIONS

This chapter provides a summary of the conclusions derived from the thesis results, a discussion on the contribution of the thesis, and any constraints that were encountered during the research process. Additionally, recommendations are provided and suggestions for future studies are included.

a) Conclusions

The fundamental aim of this study is to evaluate the execution of the most effective green HRM practices in ABC company, specifically within the footwear sector. This has been achieved by firstly investigating the extent to which GHRM practices are being utilized in Vietnamese footwear companies. Additionally, the research endeavors to identify the most efficient GHRM practices that can improve environmental performance by examining the connections between GHRM practices and environmental performance (EP). The secondary goal of this study is to improve employees' sustainable capabilities, which could potentially address the majority of employee-centric concern. The study also aimed to pinpoint the factors that could impact the execution of GHRM practices, whether by offering essential catalysts or impediments to their adoption. Additionally, the study aimed to explore the expected outcome of GHRM practices from the perspective of the company under investigation. By addressing these key issues, the research aims to provide a comprehensive understanding of the factors influencing GHRM implementation and the expected benefits for companies operating in the footwear industry.

To conclude, the outcomes of this study suggest that ABC company utilizes GHRM practices at a moderate level to stimulate environmentally-friendly conduct among its personnel. The examination indicates that the most favored technique for augmenting employee dedication and consciousness towards the environment is "Green Employee Empowerment & Involvement", followed by "Green Organizational Culture", "Green Recruitment & Selection", "Green Training & Development", and "Green Performance Management & Appraisal". On the other hand, the least utilized practice was found to be "Green Reward & Compensation". These results shed light on the current state of GHRM practices in the ABC company under study and provide valuable insights into the effectiveness of different GHRM practices in promoting pro-environmental behaviour among employees. According to the research findings, it is a positive correlation between the six GHRM practices and environmental performance. More precisely, the study

identified "Green Recruitment and Selection" as the most impactful practice, whereas "Green Training and Development" exhibited the weakest correlation. The outcomes of this investigation provide evidence that there is a promising link between the adoption of GHRM practices and the environmental performance of ABC company. This implies that the selection and implementation of GHRM practices should be done with care to improve environmental performance within the footwear industry. This study utilized a thorough review of literature and Vietnam's contextual factors to propose four drivers, five barriers, and four expected outcomes of GHRM practices. The results identified three key findings:

Firstly, the primary driver identified in this research was "Companies' environmental actions and their contribution to society," which was followed closely by "Pressure from the community on organizations to care about the environment." The third driver was "Economic factors influencing business decisions," while "Environment factors influencing business decisions" ranked last among the drivers analyzed.

The second major challenge in adopting GHRM practices was pinpointed as the "expenses associated with introducing environmental programs," with "employee opposition to environmental efforts" following closely behind, "Lack of management support for green initiatives", "Challenges of adopting green technologies". Finally, "Failure to implement Green policies".

Thirdly, it has been determined that the most expected outcome from the perspective of ABC company in Vietnam was "Improved competitive positioning". Closely followed by "Promotion of social responsibility towards the environment". Then "Increased profitability and cost reduction" followed by "Improved environmental performance of the organization".

b) Research contribution

The significance of this study lies in its examination and discussion of the adoption of GHRM practices in a developing nation, which adds to the existing body of literature on this subject. The findings of this study provide valuable insights to ABC company, helping them identify their strengths and weaknesses in terms of GHRM practices, and ultimately enhancing their environmental performance. This study is a recent addition to the expanding literature that explores the link between GHRM practices and environmental performance, particularly in the footwear industry. It achieves this by testing a conceptual model in a footwear company. In addition, the study presents a theoretical framework for optimal GHRM strategies, providing valuable guidance on the adoption of efficient GHRM practices and assisting

companies in enhancing their environmental sustainability through human resources management. The research has a theoretical contribution by pinpointing the key obstacles, motivators, and advantages of GHRM in the setting of a developing nation. As a whole, this study enhances comprehension of GHRM approaches and their impact on environmental sustainability, specifically within developing countries.

c) Recommendations

Research shows that effective HRM practices can foster pro-environmental behavior and support environmental management efforts, leading to improved environmental performance for ABC company. This study provides recommendations for enhancing environmental performance in the footwear industry in Vietnam. Empowering employees and involving them in the decision-making process can foster greater commitment and dedication to a new organizational culture.

- The execution of programs focused on environmental training and development can be utilized to augment employees' understanding and awareness of environmental concerns.
- Securing the backing of senior management for GHRM is paramount, and this can be achieved by effectively communicating the benefits of GHRM practices. It is recommended that top managers have a comprehensive understanding of the advantages of GHRM and actively participate in its implementation, rather than opposing it.
- It is suggested that a theoretical framework for optimal GHRM strategies be implemented across diverse industries and nations, irrespective of their circumstances, to ensure a consistent HR commitment to ecological sustainability.

d) Limitations

As with any research, this study is not without limitations. The primary limitations identified in this study include the lack of familiarity among experts with the concept of GHRM, the absence of a green employee empowerment, green culture, limited cooperation, and time constraints. Furthermore, the inability of other developing countries in the research represents an additional limitation. It is important to note that this study was conducted exclusively in Vietnam, a developing country, and focused solely on a specific footwear company.

Therefore, it is essential to duplicate this research in other emerging nations to enable comparisons and identify similarities.

e) Future research

Further research is needed to explore the relationship between GHRM practices and environmental performance in the context of limited empirical research on HR factors in environmental management literature. Future studies should focus on improving measurement scales by incorporating feedback from experts, modifying items, and testing them in diverse samples. The research intends to assess the implementation level of GHRM practices in footwear companies, and other measures such as sophistication, coverage, and perceived quality could also be used to evaluate their effectiveness. It is essential to highlight that improper implementation of HRM practices can lead to more issues than refraining from implementing them altogether. The current research creates prospects for exploring the connection between GHRM and green business practices beyond the footwear sector and verifying the correlation between HRM, employee performance, and environmental management innovation efforts across various industries using the proposed GHRM model. The results of this research provide a snapshot of the current implementation status of GHRM practices from managers' perspective. However, it's important to acknowledge that the effects of HRM practices on performance may take years to manifest. Consequently, assessing HRM and performance concurrently may have certain drawbacks. To address this concern in forthcoming research, it is suggested to adopt a case study approach or utilize two separate questionnaires with a time interval between them to track any changes that may occur over time

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LIST OF FIGURES

FIGURE 1 PRIMARY AIM OF THE THESIS.....	13
FIGURE 2 CONCEPTUAL FRAMEWORK	34
FIGURE 3 WORLD FOOTWEAR PRODUCTION	36
FIGURE 4 WORLD FOOTWEAR CONSUMPTION	37
FIGURE 5 REVENUE SHARE WORLDWIDE IN 2021	38
FIGURE 6 REVENUE SHARE TOP 5 COUNTRIES IN EU IN 2021	38
FIGURE 7 RESEARCH METHODOLOGY FLOW CHART	42
FIGURE 8 ORGANIZATION CHART OF ABC COMPANY.....	52
FIGURE 9 NESTED CHOICE CASCADES.....	55
FIGURE 10 GENDER DISTRIBUTION.....	58
FIGURE 11 COMPANY LOCATION	59
FIGURE 12 POSITION OF RESPONDENTS	59
FIGURE 13 LEVEL OF EDUCATION OF RESPONDENTS	60
FIGURE 14 EMPLOYMENT SENIORITY OF RESPONDENTS.....	61
FIGURE 15 ENVIRONMENTAL MANAGEMENT AWARENESS IN ABC COMPANY	62
FIGURE 16 HRM INVOLVEMENT IN EM	62
FIGURE 17 CONCEPTUAL MODEL FOR GHRM BEST PRACTICES	89
FIGURE 18 THE RESULT FOR THE PROJECT “IMPLEMENTING GRHM PRACTICES“ MANAGEMENT (PERT/CPM) RESULTS (IN DAYS).....	96
FIGURE 19 PRECEDENCE GRAPH OF THE PROJECT.....	96
FIGURE 20 THE SCHEDULE FOR THE PROJECT "IMPLEMENTING OF GHRM PRACTICES FOR ABC COMPANY" IN DAYS	97

LIST OF TABLES

TABLE 1 SUMMARY OF RESEARCH METHODOLOGY 15

TABLE 2 DEVELOPMENT OF GRHM 21

TABLE 3 THE LIKERT SCALE 43

TABLE 4 SURVEY INVITATIONS VS. RESPONSES 44

TABLE 5 CATEGORIES OF DEMOGRAPHIC INFORMATION ABOUT
PARTICIPANTS IN THE ONLINE SURVEY 44

TABLE 6 DEMOGRAPHIC DATA OF INTERVIEWEES. 47

TABLE 7 RESPONSE RATE 56

TABLE 8 RELIABILITY COEFFICIENTS 57

TABLE 9 APPLICATION DEGREE FOR BEST GHRM PRACTICES 63

TABLE 10 DRIVERS OF GHRM..... 64

TABLE 11 BARRIERS OF GHRM 65

TABLE 12 EXPECTED OUTCOME OF GHRM..... 66

TABLE 13 ENVIROMENTAL PERFORMANCE 66

TABLE 14 CORRELATION COEFFICIENT BETWEEN GHRM PRACTICES AND
ENVIRONMENTAL MANAGEMENT 67

TABLE 15 CORRELATION COEFFICIENT AMONG GHRM PRACTICES 68

TABLE 16 THE ANOVA TEST FOR GHRM PRACTICES IN ABC
COMPANY(ACCORDING TO SENIORITY, JOB POSITION, AND HR
DEPARTMENT INVOLVE IN GRHM). 70

TABLE 17 THE ANOVA TEST FOR “DRIVERS”, “BARRIERS” & “EXPECTED
OUTCOME” OF GHRM (ACCORDING TO SENIORITY & JOB POSITION) 71

TABLE 18 SUMMARIZED ANOVA TEST FOR ENVIROMENTAL PERFORMANCE
(ACCORDING TO INDUSTRIAL SECTOR) 71

TABLE 19 ASSUMING AN INITIAL COST FOR IMPLEMENTING GREEN HRM
PRACTICES FOR ABC COMPANY 92

TABLE 20 DISCOUNTED VALUE & NPV 93

TABLE 21 KEY TASKS AND ACTIVITIES WITH PREDECESSORS FOR THE
PROJECT IMPLEMENTING GHRM FOR ABC COMPANY. 94

TABLE 22 THE CALCULATION OF SCORES FOR RISKS RELATED TO THE
PROJECT IMPLEMENTING GHRM PRACTICES..... 100

LIST OF ABBREVIATIONS

HRM	Human Resources Management
EM	Environmental Management
GHRM	Green Human Resources Management
EP	Environmental Performance
EMS	Environmental Management System
OECD	Organization for Economic Co-operation and Development
ISO	International Organization for Standardization
ANOVA	Analysis of Variance
PMS	Performance Management System
EMIS	Environmental Management Information Systems

APPENDICES

Appendix P I: INTERVIEW GUIDELINES

Appendix P II: SURVEY GUIDELINES

APPENDIX P I: INSTRUCTION FOR THE SEMI-INTERVIEW

1. Objective: Confirming the GHRM framework, where the assessment of performance was conducted via the survey
2. Interviewee: Senior Executive Group
3. Quantity of interviews: 3 – 5
4. Duration: Approximately 30 to 45 minutes per session
5. Format of interview: Conducted via MS Teams or Zoom
6. Method of recording: Online Call

Questionnaire for Interview

No	Question
1	Do you think that sustainability policies help organizations achieve their sustainability objectives? - Why?
2	Do you think that sustainability constitutes a necessary business strategy particularly in footwear industry? - Why?
3	Do you believe that HR leadership is a significant factor in enabling the adoption of sustainable construction practices? - Why?
4	What are your expected outcomes of HR intervention in mitigating challenges associated with sustainable construction, related to the footwear industry?
Green Recruitment & Selection	
1	Do you believe green branding could attract new sustainable talents?- Why?
2	Which ways can the attraction and retention of talented individuals help promote sustainable footwear practices? - Why?
Green Training & Development	
1	Do you think providing environmental training to organizational members is important? Why
2	Do you think providing a green induction for new employees is an effective way to increase environmental awareness within the organization? - Why?
Green Performance Management & Appraisal	
1	In what way does the organization integrate its environmental management objectives and targets into its system for evaluating performance?

No	Question
2	What are the responsibilities of managers in attaining environmentally-friendly results that are considered in staff evaluations?
Green Reward & Compensation	
1	What steps could the company take to connect suggestion programs to its incentive structure, such as by providing rewards for inventive approaches or accomplishments related to the environment?
2	What kinds of incentives, both monetary and non-monetary, does the company provide for accomplishments related to the environment?
Green Employee Empowerment & Involvement	
1	Is it necessary to engage our staff members in developing our environmental strategy, and if so, what are the reasons behind it?
2	In what ways does the company offer avenues for its employees to contribute to eco-friendly proposal initiatives and collaborative discussions aimed at resolving environmental concerns?
Green Organizational Culture	
1	How do you feel about the notion that fostering an innovative culture can inspire staff members to adopt sustainable practices within a footwear company, and what are the reasons for your viewpoint?
2	In what ways does the eco-friendly image of a company assist in reducing the obstacles encountered in the production of sustainable footwear?
Purpose: To evaluate the proposed GHRM model	
1	What is your opinion on whether the suggested model can aid in mitigating the difficulties related to sustainable footwear, and what are the reasons for your stance?
2	Do you think the suggested model has the potential to enhance the pro-environmental actions of employees? - Why?
3	Do you believe that the six perspectives in the model have an equal influence in fostering pro-environmental behaviours among employees?
4	Is it possible for the HR department to improve strategic alignment by utilizing the GHRM concept?
5	Do you have any recommendations or ideas?

APPENDIX P II: INSTRUCTION FOR THE ONLINE SURVEY

Email Communication

Subject: Invitation to participate in a survey for Diploma Thesis

Dear Respondent,

I hope this email finds you well. My name is Thuan, and My name is Thuan, and I am currently pursuing my Diploma Thesis at Tomas Bata University located in Zlin, Czech Republic. I am currently undertaking a study on *“Implementing Green Human Resource Management Practices. A Case Study of the Footwear Industry”* and I am requesting your valuable participation in a survey.

The research aims to evaluate the implementation of Green Human Resource Management (GHRM) practices in Vietnamese ABC footwear companies through a survey questionnaire that is divided into two sections. The initial section collects general information about the organization, the participant, and the existing environmental management strategies implemented. The second section assesses GHRM practices, current environmental performance, factors driving and impeding implementation, and anticipated benefits. Your opinion and experiences are crucial to the study, and your voluntary participation in the survey, which should take around 10-15 minutes to complete, would be greatly appreciated.

If you wish to take part in the survey, kindly access the following [*link*](#) which will direct you to the survey page where you can fill out the questionnaire at your convenience. Please keep in mind that the submission deadline is **17th Mar 2023**

Thank you for participating in this survey. Your responses will be kept confidential and will only be used for academic research purposes. We appreciate your time and effort in completing the questionnaire.

Sincerely,

Thuan Nguyen Danh (Mr.)

Email: thuannguyendanh0501@gmail.com

Online Survey

Note: This online survey includes 8 demographic questions (General Information) and 52 research questions (GHRM Practices). Participation in this survey is voluntary.

Part I: General information

Please indicate your response by placing an "X" next to the answer that best suits you for the following questions.

1. Gender
2. Working location
3. Job position:
4. Your education degree background
5. How long have you been employed at this organization?
6. Does your company integrate environmental management into its business operations:
7. Does your organization have an established formal environmental management system (EMS), such as ISO 14001?
8. Do you believe that HR Management plays a direct role in implementing Green programs?

Part II: Green Human Resource Management (GHRM) Practices in ABC company:

Phase I: The purpose of this survey is to evaluate the implementation of Green Human Resource Management practices in Vietnamese ABC footwear companies. Kindly specify the degree to which your company employs the following approaches to encourage environmentally-conscious conduct among its employees.

Green Human Resource practices		Level				
		1	2	3	4	5
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Green Recruitment & selection						
1	Are there job positions specifically created for managing environmental aspects of the organization?					

2	The job postings include criteria related to environmental conduct and dedication.					
3	The selection of candidates for job vacancies is based on their level of knowledge and awareness of environmental sustainability					
4	Choosing candidates who have a satisfactory understanding of environmental sustainability to occupy job positions.					
Green Training & development						
1	When identifying training needs, take into account the environmental requirements					
2	Giving priority to environmental training is more important than any other type of training within the company.					
3	Adhere to induction programs that emphasize matters and worries pertaining to the environment.					
4	Imparting environmental education to the members of an organization with the aim of augmenting their consciousness and sensitivity towards environmental matters					
5	All training materials are available online to reduce expenses and decrease the utilization of paper.					
Green Performance management & appraisal						
1	The organization incorporates ecological management targets and objectives into its system for assessing performance.					
2	The personnel are cognizant of their individual targets, duties, and aims related to environmental sustainability					

3	The process of evaluation and appraisal encompasses an evaluation of environmental contributions, conduct, and objectives, which are mirrored in performance metrics and documented.					
4	Periodic feedback is provided to staff or groups to support them in attaining environmental objectives or improving their ecological performance.					
5	The responsibilities of managers in achieving environmentally sustainable outcomes are incorporated in performance evaluations.					
Green Reward and compensation						
1	Achievements in environmental performance are acknowledged publicly through means such as awards, dinners, and publicity.					
2	The organization offers both monetary and non-monetary incentives to employees as a form of recognition for their environmental achievements. These incentives may include sabbaticals, leaves, gifts, bonuses, cash, premiums, and promotions.					
3	The system for rewarding employees is connected to suggestion schemes by providing incentives for innovative environmental initiatives and accomplishments.					
Employee empowerment and participation						
1	Senior executives utilize a team-based approach to effectively oversee and raise awareness about the company's environmental concerns. This approach may involve the use of green champions, task forces, green teams, etc.					
2	Personnel participate in the formulation of the environmental strategy.					

3	Staff members are provided with opportunities to take part in green suggestion programs and collaborative consultations aimed at addressing environmental issues.					
4	Green whistleblowing and helplines are introduced.					
5	The organization conducts workshops or forums for staff to enhance their environmental behaviour and share their tacit knowledge.					
Green Organizational culture						
1	Senior management guarantees that information and principles associated with Environmental Management are effectively conveyed and comprehended by all levels of the organization					
2	The top management establishes a system of punishments and penalties for non-compliance with environmental practices.					
3	The top management actively encourages and supports environmental practices.					
4	The budgets of teams and departments account for their environmental impact.					
5	The budgets of teams and departments account for their environmental impact.					

Phase II: Assess the ecological achievements of ABC Footwear Company in Vietnam by gauging the degree of dedication to environmental sustainability that has facilitated the company's accomplishments for each aspect. Kindly utilize a rating scale of 1 to 5 for every item

Environmental performance		Level				
		1	2	3	4	5
How much progress has your company made in terms of environmental performance since committing to environmental sustainability?		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Enhanced quality of products					

2	Reduction of toxic chemical emissions into air and water					
3	Reductions in electricity consumption					
4	Sustainable Production Practices					
5	Greater use of sustainable fuels and renewable energy sources					

Phase III: Can you provide your insights and experiences to determine the primary motivators, potential benefits, and obstacles of implementing GHRM practices at ABC Footwear in Vietnam? Kindly rate each factor on a scale of 1 to 5 and consider drivers, barriers, and positive outcomes.

Drivers of Green HRM practices for ABC company		Level				
How much do you concur that the drivers listed below motivate your company to implement environmentally-friendly Human Resource practices?		1	2	3	4	5
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Economic factors influencing business decisions					
2	Companies environmental actions and their contribution to society					
3	Pressure from the community on organizations to care about the environment					
4	Environment factors influencing business decisions					
Barriers of Green HRM practices for ABC company		Level				
In your opinion, to what degree do you concur that the following obstacles hinder the implementation of environmentally-friendly Human Resource practices in your company?		1	2	3	4	5
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Challenges of adopting green technologies					
2	Failure to implement Green policies					

3	Lack of management support for green initiatives					
4	Employee resistance to environmental initiatives					
5	Cost of implementing program					
Positive outcome of Green HRM practices for ABC company		Level				
In your perspective, how much do you believe that your organization will benefit from the following positive outcomes as a result of implementing environmentally-friendly Human Resource practices?		1	2	3	4	5
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Promotion of social responsibility towards the environment					
2	Increased profitability and cost reduction					
3	Improved environmental performance of the organization					
4	Promote social responsibility toward environment					

Thank You