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The impact of Green Human Resource Management (GHRM) on environmental performance of F&B industries in the North of Vietnam

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Abstract: The study explores the impact of Green Human Resource Management (GHRM) on the environmental performance of F&B enterprises by applying AMO theory, RBV resource theory with the main purpose of analyzing the influence. of the application of green human resource management through 5 contents:Green Recruitment & Selection; GTD-Green Training & Development; GPA-Green Performance Management & Appraisal; GCR-Green Compensation & Reward Management; GEE-Green Employee Empowerment and environmental corporate social responsibility. Data is collected from 365 businesses surveyed at F&B businesses operating in the North of Vietnam. The partial least squares structural model analysis method (PLS-SEM) was used by the research team to test the appropriateness of the model and the research hypotheses. Research has proven that the application of GHRM has a positive impact on green empowerment of employees and corporate social responsibility, thereby improving the environmental performance of enterprises.

Background: Environmental issues put a lot of pressure on businesses to self-regulate their environmental needs. Therefore, GHRM policies must be implemented to address environmental challenges and sustainable development. Because there are no studies looking at the environmental management practices of F&B companies and empirical studies linking GHRM with the environmental performance of businesses, we choose this study to examine the impact of green human resource management on the environmental performance of F&B firms in the North.

Materials and Methods: In this study, 365 F&B businesses were studied by type, size, and location of the business by non-probability sampling method to ensure objectivity and diversity for the study's sample. In addition, we use qualitative research by conducting interviews with two experts in the field of Environment and two human resource managers in Vietnam to check the suitability of each scale.

Results: The mean time of onset of sensory and motor block, 2 segment regression and duration of motor block was comparable and statistically not significant between the two groups. The duration of postoperative analgesia was significantly prolonged with Buprenorphine compared to Nalbuphine with Bupivacaine ($p<0.05$).

Conclusion: The application of green human resource management has a positive impact on social responsibility for the environment and environmental results of enterprises and organizations, and at the same time benefits the company and the environment as well as the whole society.

Key Word: Green Human Resource Management (GHRM); Organization's Environmental Performance (OEP); Green Employee Empowerment; Environmental Management System, Corporate Social Responsibility.

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I. Introduction

Environmental issues are becoming a global concern, creating barriers in society and trade (Jovaneet et al., 2008). This has put a lot of pressure on businesses to self-regulate their environmental needs. Businesses are paying close attention to their environmental responsibility in the face of environmental pollution and climate change (Willerding et al., 2016). As a result, new policies to address environmental challenges and sustainable development have been implemented. GHRM is an environmental policy and strategy that adheres to a company's conservation initiative (Ren et al., 2018). It is a set of rules and procedures that incentivize company employees to act as environmentally friendly and cost-effectively as possible (Tang et al., 2018). Most of the

previous GHRM studies have looked at the environmental management practices of hotel companies (Hsiao et al., 2014); however, there is no research related to F&B company. In addition, although there are many studies related to employees' attitudes or perceptions in improving environmental performance (Bohdanowicz, 2005); There is still a lack of empirical studies linking GHRM to environmental performance of enterprises, which will be a new bright spot in this article. The Ability-Motivation-Opportunity (AMO) theory and the RBV resource theory are used to identify key elements in GHRM that can be developed and have an impact on environmental performance. Therefore, through this article, we want to study whether GHRM affects the environmental performance of F&B firms in the North of Vietnam by providing empirical data to solve this problem.

II. Material And Methods

2.1. Materials

AMO theory (Appelbaum et al., 2000) indicates that HRM activities help improve employee skills, work motivation and opportunities, leading to employee engagement in the company's work, and promote the success of the organization (Marin-Garcia & Tomas, 2016). Pham et al (2019) examined the link between green training, green employee engagement, green management and corporate citizenship behavior in the hotel sector, based on the AMO model. Several studies have analyzed GHRM applications from the perspective of AMO theory and showed positive effects on employee behavior, which in turn affects the company's environmental performance (Shen et al., 2006). 2018; Yu et al, 2020; Pinzone et al, 2016).

Furthermore, the RBV resource theory (Penrose, 1959) states that internal resources are one of the sources of competitive advantage for firms (Penrose, 1959). This view was followed by Wernerfelt (1984) and later by Dierickx and Cool (1989), Barney (1991) and Wemerfelt (1995). The essence of RBV is to find an answer to the question of why some firms have a competitive advantage over peers in the same industry on the basis of analyzing the internal resources of the business (Wernerfelt, 1984). ; Barney, 1986). Barney (1991) argues that firms should primarily focus on the firm's internal resources, such as skills and competencies, as these resources can be harnessed to create a competitive advantage over dominant.

2.2. Methods

a) Sample size determination and data collection

The overall study about F&B businesses operating in the north of Vietnam, the research team designed the sample using a non-probability sampling method to ensure objectivity and diversity for the sample. Using the official questionnaire, the research team built and designed a survey on Google Form, then sent it to F&B enterprises operating in the North of Vietnam through online tools such as email, social networks (Facebook, Zalo, Linkedin, ...). The survey took place from October 2022 to January 2023. After aggregating and removing invalid questionnaires due to the same answer, the research team obtained 365 valid observations. The data presented in Table 1 shows that the majority of enterprises participating in the survey are private enterprises (accounting for 41.36%) and foreign-invested enterprises (accounting for 56.18%). The sample focuses on small and medium enterprises, enterprises with 10 to 200 employees account for 53.97% and enterprises with 200 to 300 employees account for 12.60%, while enterprises with a size of over 300 labor accounts for 22.75%. Regarding the location of the business, the 6 provinces and cities in the North of Vietnam with the most F&B businesses participating in the survey include: Hanoi, Quang Ninh, Hung Yen, Hai Phong, Bac Ninh and Hai Duong. In which, the number of enterprises from Hanoi accounts for the largest proportion of 49.32%.

Table 1: Enterprise surveys indicators data

Sample	Frequency	Proportion	Accumulative rate
Type of enterprise			
State – owned enterprise.	9	2.46	2.46
Private enterprise	151	41.36	43.82
Foreign Invested Enterprise (FDI)	208	56.18	100.00
Enterpeise size			
Under 10 employees	39	10.68	10.68
10-200 employees	197	53.97	64.65
200-300 employees	46	12.60	77.25
Above 300 employees	83	22.75	100.00
Location			
Hai Duong	20	5.48	5.48
Bac Ninh	26	7.12	12.6
Hai Phong	30	8.22	20.82
Hung Yen	35	9.58	30.40
Quang Ninh	37	10.14	40.56
Ha Noi	180	49.32	89.86
Others	37	10.14	100.00

Source: The author team

b) Questionnaires and scales

In this study, all scales used were built and developed on the basis of previous studies related to the same topic. The research team has translated the scale from English to Vietnamese from previous studies, and adjusted the structure and usage of words to suit the Vietnamese style. The scale used to measure aspects in the factors (measurement of observed variables) is a 5-point Likert scale with 1 being "strongly disagree" and 5 being "strongly agree".Specifically, the factor scale "Green recruitment" (GRS) includes 4 observed variables and is inherited from Tang et al., 2018, Longoni et al. 2018. Factor scale "Green training and development". " (GTD) consists of 4 observed variables and is inherited from Pham et al., 2019; AgyabengMensah et al., 2020; Jabbour et al., 2010. The factor scale "Green Performance Assessment and Management" (GPA) consists of four observed variables and is inherited from Tang et al., 2018; Longoni et al., 2018; Pham et al., 2019. The factor scale "Green reward" (GCR) includes 3 observed variables inherited from Jabbour et al., 2010; Longoni et al., 2018. The factor scale "Green Employee Discipline Management" (GDM) consisting of 4 observed variables is inherited from A. Anton Arulrajah et al. (2015). The factor scale "Environmental social responsibility" (ECSR) consists of 3 observed variables inherited from Úbeda-García, M., Claver-Cortés, E., Marco-Lajara, B., & Zaragoza-Sáez, P. (2021). The factor scale "Green Employee Empowerment" (GEE) includes 4 observed variables inherited from Sanober Tariq et al (2014), Kanwar Pravir Singh and Dr Krishna Nath Pandey. The factor scale "Environmental performance performance" (OEP) includes 3 observed variables inherited from Zhu & Sarkis (2004), Úbeda-García, M., Claver-Cortés, E., Marco-Lajara, B ., & Zaragoza-Sáez, P. (2021).

c) Data analysis

Partial least squares linear structural model analysis method (PLS-SEM) was used by the research team to evaluate the model and clarify research hypotheses from survey data sources. . According to Henseler & Chin (2010), when applying PLS-SEM, the research model is evaluated through two steps: evaluation of outcome measurement model (external model) and structural model (internal model). After collecting data, the authors screen, encrypt and process data through SmartPLS 4 software. First of all, the research team evaluates the result measurement model by conducting system tests. Cronbach's Alpha number and composite reliability value to evaluate the internal consistency reliability of the scales, and at the same time evaluate the convergent value and discriminant value of the scale. After confirming the appropriateness and quality of the scale as well as removing inappropriate variables, the research team evaluated the structural model and tested the research hypotheses. The method of increasing the random sample size Bootstrapping to N= 5000 observations is used to test the original research hypotheses. Then, evaluate the collinearity, analyze the coefficient of determination and the predictive relevance of the research model.

III. Result

Descriptive Analysis

The descriptive statistics of the observed variables (including mean, standard deviation, minimum value, and maximum value) are presented in the table below:

Table 1: Descriptive statistics

Factors	Items	Mean	Standard deviation	Minimun-Maximum
Green Recruitment & Selection	GRS1	2,90	0,919	1-5
	GRS2	2,73	0,870	1-5
	GRS3	2,90	0,911	1-5
	GRS4	2,83	0,878	1-5
Green Training and Development	GTD1	3,39	1,288	1-5
	GTD2	3,23	1,089	1-5
	GTD3	3,46	1,123	1-5
	GTD4	3,38	1,005	1-5
Green Performance Management and Appraisal	GPA1	3,87	0,886	1-5
	GPA2	3,76	0,789	1-5
	GPA3	3,72	0,835	1-5
	GPA4	3,90	0,826	2-5
Green Compensation and Reward Management	GCR1	3,35	0,771	1-5
	GCR2	3,41	0,876	1-5
	GCR3	3,11	0,722	1-5
Green Discipline Management	GDM1	3,99	1,181	1-5
	GDM2	3,76	1,139	1-5
	GDM3	3,70	1,171	1-5
	GDM4	3,79	1,147	1-5
Environmental Corporate Social Responsibility	ECSR1	3,76	0,848	1-5
	ECSR2	3,79	0,893	1-5
	ECSR3	3,71	0,973	1-5
Green Employee Empowerment	GEE1	3,33	0,898	1-5
	GEE2	3,20	0,959	1-5
	GEE3	3,26	1,033	1-5
	GEE4	3,16	0,849	1-5
Organization's Environmental Performance	OEP1	3,33	0,973	1-5
	OEP2	3,20	0,957	1-5
	OEP3	3,26	0,968	1-5

According to the descriptive statistics table, the mean score for the observed variables were not too high, ranging from 2.73 to 3.99. This result indicates that the implementation of green human resource management in the surveyed businesses in the Northern Vietnam still faces limitations. In addition, the score for the factor "Organization's environmental performance" only ranged from 3.20 to 3.33, indicating that the surveyed businesses have not paid much attention to implementing measures to protect the environment and promote green growth.

Assessment of the Measurement Model

Internal consistency reliability and convergent validity

To assess the internal consistency reliability of the scale, Cronbach's alpha and composite reliability (CR) values are commonly used. According to Hair et al. (2009), to ensure reliability, the scale should achieve a Cronbach's alpha of 0.7 or higher. Similarly, Hulland (1999) recommends a composite reliability of at least 0.7. As shown in Table 2, the Cronbach's alpha values for all scales exceeded the minimum requirement of 0.7, and the composite reliability values for all constructs were higher than the standard of 0.7. Therefore, it can be concluded that the scales achieved high internal consistency reliability.

To evaluate convergent validity, the values of the outer loadings and average variance extracted (AVE) are used. Chin (1998) suggests that the outer loading values should be above 0.6. Regarding AVE, Fornell and Larcker (1981) suggest that an AVE greater than 0.5 confirms the safety, reliability, and convergence of the scale. As shown in Table 2, all constructs had outer loading values above 0.6, ranging from 0.683 to 0.891. Although the AVE for GHRM was only 0.419, which is below the recommended threshold, Fornell and Larcker (1981) suggest that if the composite reliability is greater than 0.6, a lower AVE can still satisfy the convergence criterion. Therefore, it can be concluded that all constructs met the requirement for convergent validity.

Table 2: Outer loading, CR, AVE and Cronbach Alpha

Constructs	Items	Outer Loading	Cronbach's Alpha	Composite reliability (CR)	Average variance extracted (AVE)
GRS	GRS1	0,745	0,776	0,836	0,752
	GRS2	0,788			
	GRS3	0,820			
	GRS4	0,740			
GTD	GTD1	0,683	0,779	0,786	0,605
	GTD2	0,807			
	GTD3	0,849			
	GTD4	0,761			
GPA	GPA1	0,801	0,813	0,815	0,642
	GPA2	0,836			
	GPA3	0,846			
	GPA4	0,804			
GCR	GCR1	0,854	0,712	0,731	0,634
	GCR2	0,800			
	GCR3	0,729			
GDM	GDM1	0,779	0,762	0,763	0,584
	GDM2	0,775			
	GDM3	0,770			
	GDM4	0,730			
ECSR	ECSR1	0,896	0,833	0,836	0,752
	ECSR2	0,897			

	ECSR3	0,805			
GHRM			0,895	0,906	0,419
GEE	GEE1	0,807	0,793	0,795	0,616
	GEE2	0,783			
	GEE3	0,767			
	GEE4	0,783			
OEP	OEP1	0,864	0,846	0,907	0,765
	OEP2	0,869			
	OEP3	0,891			

Discriminant validity

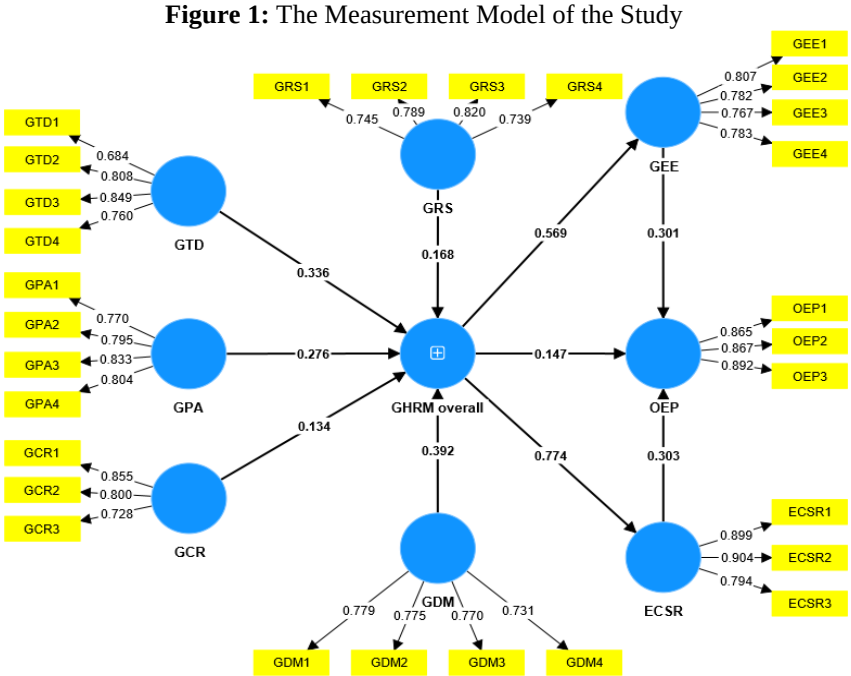
An effective approach for evaluating discriminant validity proposed by Henseler et al. (2015) is to assess the heterotrait-monotrait (HTMT) ratio of correlations. According to Henseler et al. (2015), an HTMT value greater than 0.9 indicates poor discriminant validity between two concepts. Table 3 shows that all HTMT values were less than 0.9, indicating satisfactory discriminant validity among the measurement constructs.

Table 3: The Fornell-Larcker criterion

	ECSR	GEE	GHRM	OEP
ECSR				
GEE	0,632			
GHRM	0,829	0,648		
OEP	0,678	0,658	0,604	

Based on the results presented in Tables 3 and 4, all measurement indicators in the model met the requirements. All observed variables are retained for structural analysis and testing research hypotheses. The measurement model results are presented in Figure 1 below.

Figure 1: The Measurement Model of the Study



Assessment of the Structural Model

Multi-collinearity Test

According to Hair et al. (2016), a variance inflation factor (VIF) greater than 5 indicates a serious multicollinearity issue in the model. The values in Table 5 show that all VIF values were smaller than 5, indicating that the model does not violate the assumption of multicollinearity.

Table 4: VIF

	ECSR	GCR	GDM	GEE	GHRM	GPA	GRS	GTD	OEP
ECSR									2,448
GCR					1,732				
GDM					2,51				
GEE									1,512
GHRM	1,000			1,000					2,761
GPA					1,233				
GRS					1,149				
GTD					2,102				
OEP									

R-square and Q square

Table 5 shows that the R^2 values for GEE, ECSR, and OEP were 0.324, 0.599, and 0.418, respectively, indicating that the independent variables explain 32.4%, 59.9%, and 41.8% of the variance in the variables of employee empowerment, social and environmental responsibility, and environmental performance outcome, respectively. Based on Chin's (1998) suggestion that strong, moderate, and weak effects are represented by R^2 values of 0.67, 0.33, and 0.19, respectively, it can be concluded that the effect of R^2 in this model is moderate. According to Latan and Nooman (2017), if Q^2 is greater than 0, the model has the ability to predict the relationship, whereas if $Q^2$is less than 0, the model is determined to have no ability to predict the relationship. The results from Table 6 show that all Q^2 values wegreater than 0, indicating that the structural model is capable of predicting the relationship.

Table 5: R^2 and Q^2

Constructs	**R^2**	**Q^2**
GEE	0,324	0,269
ECSR	0,599	0,342
OEP	0,418	0,228

Hypotheses Tests

The estimated bootstrap results of the relationships between research concepts are presented in detail in Table 6.

Table 6: Hypothesis test

Hypothesis	Path	β	Standard Deviation	T-test	P value	Decision
H1	GHRM → OEP	0,147	0,074	1,985	0,047	Supported
H2	GHRM → GEE	0,569	0,039	14,601	0,000	Supported
H3	GHRM → ECSR	0,774	0,021	36,985	0,000	Supported

H4	GEE → OEP	0,340	0,054	6,266	0,000	Supported
H5	ECSR → OEP	0,303	0,070	4,316	0,000	Supported

The results of the hypothesis testing presented in Table 6 show that all hypotheses H1, H2, H3, H4, and H5 in the research model are accepted with a statistically significant level of 5%. Specifically, GHRM practices has a positive impact on the organization's environmental performance (H1: β = 0.147, p-value <0.05), green employee empowerment (H2: β = 0.569, p-value <0.05), and environmental corporate social responsibility (H3: β = 0.774, p-value <0.05). Table 6 also shows that green employee empowerment has a positive impact on the organization's environmental performance (H4: β = 0.340, p-value <0.05). The hypothesis that environmental corporate social responsibility has a positive relationship with organization's environmental performance is also accepted (H5: β = 0.303, p-value <0.05).

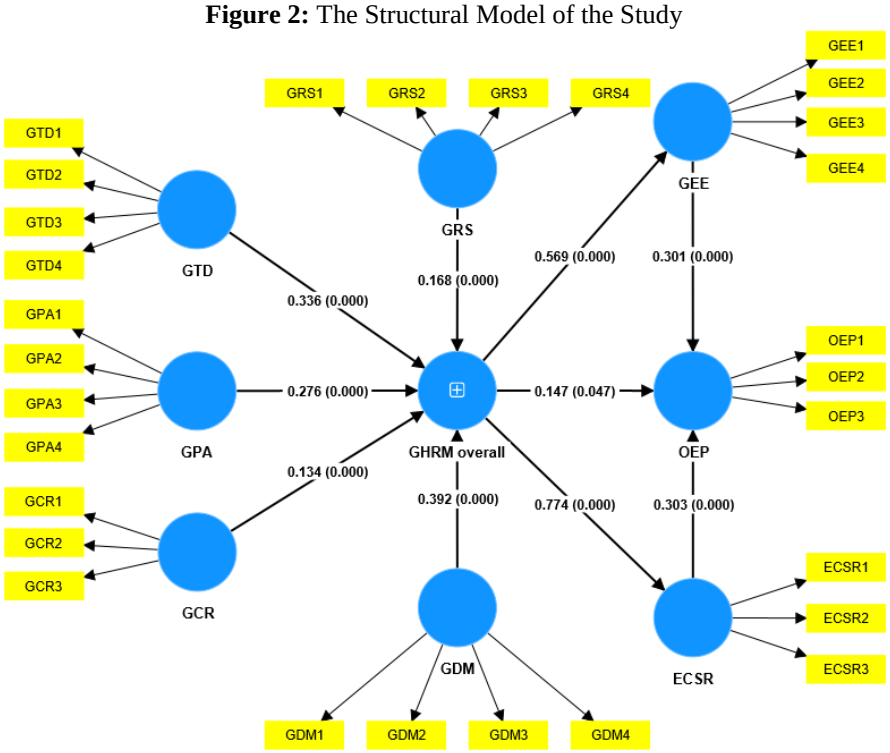
Considering the results of the mediation testing, Table 7 shows that green employee empowerment plays a partial mediating role in the relationship between GHRM practices and the organization's environmental performance (H6: β = 0.171, p-value <0.05). In addition, the results also indicate that environmental corporate social responsibility t plays a partial mediating role in the relationship between the GHRM practices and the organization's environmental performance (H7: β = 0.235, p-value <0.05).

Table 7: Hypothesis test

Hypothesis	Path	Direct effects	Indirect effects	T-test	P value	Decision
H6	GHRM →GEE → OEP	0,147	0,171	5,209	0,000	Supported
H7	GHRM → ECSR → OEP	0,147	0,235	4,190	0,000	Supported

The structural model after hypothesis testing is presented in Figure 2 below.

Figure 2: The Structural Model of the Study



IV. Discussion

Although the study completed the research objectives, there are still some limitations, as follows:

Firstly, our group learned about the impact of Green Human Resource Management on the environmental performance of enterprises in the Northern area. However, after further research in other publications and studies, our group discovered that the factors that explain Green Human Resource Management are not limited to those exploits and mentions but also include a number of other factors. Therefore, further research needs better quantitative analysis to fully explain the impact of Green Human Resource Management on the environmental performance of F&B enterprises.

Secondly, the research was conducted only in the North area; primary data are not available because few organizations are practicing Green Human Resource Management due to a lack of information, so the number of surveys is still minimal (365 surveys). The research results will be more general if the number of units participating in the survey is increased. Therefore, the next study needs to expand the scope of enterprises across the country with a large number of investigations to clearly see the impact of Green Human Resource Management on the environmental performance of F&B enterprises objectively and comprehensively.

Thirdly, the survey results have yet to reach the maximum objectivity because there are still a number of enterprises that the authors cannot schedule a face-to-face meeting to survey. Therefore, the person who is representative of the survey may have subjective opinions affected by environmental factors. Further research must overcome this limitation to achieve the most objective results. From the above limitations, the research team hopes the topic will be expanded and researched more deeply, with more specificity and accuracy, in the coming time.

* Implications:

Promote green human resource management solutions in businesses. The average score of the observed variables relates to the elements of Green Recruiting, Green Training, and Development, Performance Management, and Evaluation, according to the statistical table 4.4, presenting the observed variables researched by our team. Green, remuneration and reward management, and employee discipline management are not too high priorities (2.73 - 3.99). This demonstrates that the adoption of green human resource management in businesses is still restricted.

In fact, the use of green human resource management in businesses has been limited to a few areas, such as tourism and hotels. Companies have used environmental factors in job advertising to affect employee impressions. During the interview, candidates may be given environmental questions to assess their degree of environmental knowledge, awareness, concerns, and dedication. Businesses are also progressively strengthening their employees' credentials and abilities, and some firms have recognized and highlighted attitudes, skills, and knowledge for employees regarding environmental concerns. Green human resources, in particular, have been included in the forms of rewards for employees who are devoted to completing ecologically friendly behaviors and establishing a green working environment. As a result, in order to promote the use of green human resource management in businesses, the recruitment department should prioritize recruiting individuals with knowledge and skills in green action, as well as developing knowledge and skill training programs. green skills for employees, providing opportunities for them to use their environmental knowledge in their job. The training assists in providing employees with the skills and information required to achieve green management goals, as well as increasing employee awareness of green management and green values in the organization.

Enhance enterprise environmental performance The score of environmental performance criteria of firms is rather low, ranging from 3.20 to 3.33, indicating that examined enterprises have not given too much attention to the adoption of protective measures. The fundamental issue is that firms themselves are not adequately informed and completely aware of the interaction between their production and economic operations with the environment. Suggestions for businesses and the authority: First of all, increase firms' financial capability so that they may expand their operations without negatively impacting the environment while also having accessible investment funds for environmental protection efforts. In addition, raise corporate awareness: Businesses must promote awareness of environmental protection in general, and environmental protection in the commercial sector in particular, as one of the company's practices. Moreover, perfect the enterprise's environmental management system. It is very important to have a strategy to train human resources with environmental knowledge to apply environmental laws and manage treatment facilities, as well as to assess and verify the degree of environmental standards assurance. of goods and waste... Lastly, build an atmosphere of a tight connection between them and customers, where individuals and businesses can trade so that buyers may finalize deals and mutual assistance can be created to keep up with market developments.

V. Conclusion

The application of GHRM positively impacts an organization's environmental performance. Green employee empowerment and corporate social responsibility activities as partial mediators in the relationship between GHRM application and corporate environmental performance.

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