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Impact of green human resource management on employees' green behavior in hotels

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Abstract
The purpose of this study is to examine the influence of green human resource management (GHRM) on employees' green behavior (EGB) in hotels in Vietnam. To fulfill social responsibility towards the environment, many organizations have been paying more attention to GHRM, thereby forming EGB. Especially in today's situation where global warming is increasing, "green" practices should be adopted by organizations, starting from the core of organizations—their human resources. The success of an organization's initiative to sustain environmental sustainability largely depends on promoting green behavior among employees. The study used a mixed method, incorporating qualitative feedback from previous studies, experts, and quantitative data from 556 employees working in hotels in Vietnam. Filtering was performed on the data to remove outliers and demonstrate statistical, confirmatory factor analysis, and structural equation modeling. The results show that GHRM activities such as green recruitment, green training and development, green job performance management and appraisal, and providing green compensation strongly influence EGB. Additionally, the study also indicates that EGB varies based on work experience and the type of hotel where they are employed. Hotels operating in the tourism industry have been paying more attention to GHRM, thereby forming EGB. In the tourism industry, hotels must ensure environmental protection goals more than ever. Developers and managers can utilize more development tactics to enhance GHRM and EGB.

Keywords: Green human resource management (GHRM), Green behavior, Employees' green behavior (EGB), Hotels, Vietnam

1. Introduction

In recent years, many studies have indicated that the primary cause of environmental issues is attributed to negative human behavior [1], [2]. Some businesses have initiated environmentally friendly initiatives by focusing on changing employee behavior. They value employees who exhibit environmentally friendly behaviors. Employee environmentally friendly behavior, also known as green employee behavior, is based on conscious efforts and concern in managing energy consumption, reducing waste, recycling materials, and similar activities that can eliminate environmental hazards [3], [4].

Furthermore, the preservation of natural habitats has become a significant concern in recent decades. Most industries and organizations are required to adhere to environmentally friendly practices. Manufacturing companies are also striving to minimize waste and dispose of waste responsibly in their production processes. For businesses, environmental management is closely linked to human resources in some organizations, known as GHRM. GHRM is associated with environmental management, promoting green behavior in recruitment, selection, and employee training; motivating and encouraging employees by evaluating and rewarding them for their green behavior; and fostering an environment for employees' green innovation [5].

Tourism is one of Vietnam's vital economic sectors, requiring not only safety and allure but also environmental friendliness. The development strategy for Vietnam's tourism until 2020, with a vision towards 2030, emphasizes the direction of "developing green tourism, associating tourism activities with the preservation and promotion of resource values and environmental protection" [6]. Business entities in the tourism industry, such as restaurants and hotels, must prioritize these aspects for sustainable development. To address this issue, hotels and companies operating in the tourism sector should adopt GHRM. It serves as an effective tool to inspire the spirit and responsibility of employees, concurrently serving as a key to a business's success. Meanwhile, the green behavior of employees brings positive impacts on the environment, aligning with the goal of sustainable development - a common objective for tourism businesses worldwide. However, there is currently a scarcity of research on the impact of GHRM on the green behavior of employees in businesses within the tourism sector.

The topic of human resource management has been of interest to many researchers; for example, [7] examines the role of GHRM practices in corporate performance and environmental strategy. The study's findings guide hotel management to focus more on GHRM practices, as these have massive contributions to promoting corporate performance and environmental strategy. The key success factors of an enterprise's innovation activities, which lead to an increase in its innovation potential, and how they relate to human resource management, as well as the basic principles of human resource management based on sustainable development, which promote the greater innovation potential of an economic entity [8].

This research aims to investigate how GHRM affects the green behavior of employees in Vietnamese hotels. Therefore, we developed the following research questions:

RQ1: How does GHRM influence EGB in hotels in Vietnam?
RQ2: How do EGB vary based on their work experience and the type of hotel where they are employed?

In addition, we also build the following hypothesis:

H1: Green recruitment has a positive impact on employees' green behavior (EGB).
H2: Green training and development have a positive impact on the green behavior of employees.
H3: Green job performance management and appraisal have a positive impact on EGB.
H4: Green compensation has a positive impact on EGB.

2. Theoretical framework

2.1. Green human resource management (GHRM)

GHRM is a relatively recent trend in human resource management in many countries worldwide. There are various perspectives on this term. GHRM is defined as aspects of human resource management associated with environmental objectives [9]. In alignment with this view, [10] defines GHRM as the integration of environmental management into human resource management. GHRM involves human resource policies contributing to the protection of natural resources [11]. Researchers [12] also view GHRM as the use of human resource management policies to promote sustainable resource utilization in business organizations, ultimately fostering environmental sustainability in careers. The author has outlined the HR process based on available GHRM literature, emphasizing the role of HR processes in translating green HR policies into practice. The HR process highlighted in the study includes green recruitment, green training and development, green job

performance management and appraisal, and green compensation. According to the author, introducing the corporate environmental culture to new employees is crucial for them to understand and approach the business seriously. Therefore, sustainability issues must be integrated into the recruitment process. Subsequently, recruited employees at all levels within the organization are directed towards green initiatives through training, development, and performance evaluation programs, which are reflected in environmental performance standards: waste management, waste reduction, and communication regarding environmental policy concerns. Furthermore, GHRM is the use of human resource management policies to encourage sustainable resource utilization in business enterprises and promote environmental protection careers, further enhancing employee morale and satisfaction [13].

From a different perspective, considering GHRM requires that building a human resource management plan not only focuses on economic benefits but also extends to ecological areas, thereby creating added value for stakeholders [14]. GHRM reflects the degree of "greening" of human resource management practices [15], as its implementation necessitates individual stages of human resource management to be modified and adjusted to become environmentally friendly [16], [14]. The primary focus of these activities is to develop an ecological work environment and instill a sense of environmental responsibility in the workforce [17], [18].

GHRM represents various aspects aimed at developing environmentally conscious employees, making them better understand the significance and importance of activities related to environmental protection [19]. It involves utilizing every employee to support sustainable activities and enhancing employees' awareness and commitment to sustainability, while studying the automotive industry in India, [20] identified GHRM activities, including green recruitment, green training and development, green job performance management and appraisal, and green compensation. Corporate social responsibility, particularly environmental management, has become a global social standard [21]. The authors examined how Chinese businesses, including both domestic companies and foreign organizations operating in China, use human resource management to implement environmental management. Simultaneously, the study investigated green recruitment, green training and development, green job performance management and appraisal, and green compensation in Chinese enterprises. Researchers [22] discuss the content of GHRM including activities such as green job design and analysis, green recruitment, green training and development, green job performance management, green compensation and discipline, and green labor management.

Previous studies have suggested that green recruitment, green training and development, green job performance management and appraisal, and green compensation are components of GHRM aimed at enhancing employees' environmentally friendly behavior and assisting organizations in operating sustainably [23], [24]. Researchers [25] argued that GHRM activities should include an environmental vision, training, assessing workers' environmental performance, and providing reward programs. With some positive outcomes of GHRM, it can be understood that GHRM in tourism encompasses various aspects of human resource management related to environmental protection.

2.2. Employees' green behavior (EGB)

EGB can be broadly understood as the activities they undertake to conserve natural resources and the ecological environment, simultaneously aiming to reduce environmental degradation and improve environmental quality [26]. Given the significant value of EGB, scholars have begun to explore management measures that organizations can employ to encourage employees to adopt green practices. Current academic research on the green behavior of company employees has focused on individual characteristics [27], leadership traits [28], and organizational environment [29].

Green behavior defined as actions and behaviors that employees can extend related to and contribute to environmental protection or may diminish the sustainability of the environment, is an increasingly important concept in organizational behavior (OB) research [30]. They define green behavior to include any behavior that impedes environmental impact, preserves resources, contributes to sustainable work, influences others to behave

sustainably, or personally engages in sustainable actions. It encompasses a set of meaningful employee behaviors contributing to (or diminishing) the overall organizational goal of promoting environmental sustainability [31].

EGB is defined as “willingness to engage in environmental activities” [32]. Some such activities have been identified in the overview of previous studies, such as turning off lights when not present in the office, printing double-sided on paper, avoiding the use of disposable cups, assisting organizations in implementing green strategies, using bicycles for commuting, reducing waste, and generating new initiatives to protect the planet from environmental degradation. The environmentally friendly behavior of workers essentially contributes to promoting environmental activities [33]. Employee engagement in addressing environmental issues and participating in environmentally friendly behavior is considered an effective strategy to become an environmentally responsible organization and enhance the effectiveness of environmental activities [34].

In terms of the content of green behavior, it can be performed in-role, meaning as part of the employee's core job duties [35], or extra-role, meaning as an organizational citizen [36]. According to this perspective, [20] differentiates green behavior into two types: voluntary green behavior and task green behavior. Task behavior is environmentally oriented behavior constrained by regulations within the organization or described in a specific job description, while voluntary green behavior is behavior related to individual awareness and ideas beyond the organization's expectations. Green-related behavior as a regulation is widely recognized and formally rewarded, thus forming a habit for employees in the workplace [26]. Another approach is that green behavior can be direct, meaning employees take actions to benefit or harm the environment themselves, or indirect, meaning employees encourage others in the workplace to engage in green activities [38]. According to the authors, indirect behaviors may not only be directed toward peers but also toward customers, managers, and other members of the organization. Researchers [37] argue that the green behavior of workers is expressed through awareness and responsibility to protect the environment and preserve the environment for future generations. At the same time, the authors also identified that the green behavior of employees is associated with the encouragement and encouragement of others to carry out environmental responsibilities. This is also the approach in this study.

2.3. Impact of GHRM on EGB

According to social exchange theory, if employees perceive benefits from their organizations, they feel obligated to reciprocate [19]. Awareness of GHRM practices and their effectiveness can proactively engage employees in the environmental activities and plans of the business [39]. The role of GHRM in influencing employees' factors has been demonstrated in several studies. The underlying mechanisms of this process are identified through green training, green evaluation, green recruitment, and green rewards, enhancing awareness and providing knowledge and skills for employees to engage in environmentally friendly behaviors [5]. To explain the long-term benefits that GHRM brings to an organization, [40] argues that through training, orientation, and promoting employees towards strategic environmental goals, hotels can elevate service quality standards. This is particularly relevant in today's business context, where social responsibility and business ethics are highly valued by customers. Based on this alignment, customers will highly appreciate and choose to use services provided by environmentally responsible businesses, even willing to pay more for these types of services. Similarly, [41] emphasizes the role of GHRM in creating positive organizational images, increasing values, and making employees feel supported in environmental benefit activities. This not only enhances the environmental performance of the business but also contributes to boosting work performance. Results [42] in an experimental study demonstrated the potential of GHRM to promote environmental attitudes. Likewise, [40] and [19] have shown the positive impact of GHRM on hotel employees' environmentally friendly behaviors.

Recent studies have identified a positive relationship between GHRM and green behavior. For example, Chaudhary's research found that GHRM directly influences EGB [20]. Research [43] discovered that GHRM strongly impacts EGB through the work environment. Specifically, through green recruitment, green training and development, green job performance management and appraisal, and green compensation, employees

exhibit green behaviors such as not using plastic bags, using public transportation, using energy-saving light bulbs, turning off lights when leaving a room, and more [43]. This reduces carbon emissions during work processes, saving fuel during operations, and benefiting both businesses and the environment in terms of sustainability. Previous studies have indicated that green recruitment examines employees' behaviors toward the environment, while green training is associated with raising employees' environmental awareness [4], [24]. Therefore, Ones and Dilchert assert that for employees to exhibit voluntary green behaviors, GHRM practices must be profound and comprehensive [30]. To achieve voluntary green behaviors, it must be based on green awareness, meaning employees' awareness of the organization's orientation towards environmental sustainability. Awareness of a green work environment leads to voluntary green behaviors. To accomplish this, green training and green recruitment are considered key factors for creating positive changes for employees [30]. Improving environmental efficiency depends on implementing various activities such as training, teamwork, evaluating environmental goals, non-financial rewards, and organizational culture [44]. In summary, green behavior is the result of GHRM in the green strategy set by each business.

2.4. Research hypothesis

2.4.1. Green recruitment and EGB

Green recruitment involves integrating environmental policies and strategies with the company's recruitment policies [16]. Integration can be demonstrated through widespread disclosure and transparency of the organization's past and present environmental performance, building and developing a green employer brand, including environmental criteria in recruitment criteria, and using remote interview techniques, electronic applications instead of paper resumes, etc. According to [45], green human resource recruitment is an innovative idea through which companies leverage their environmental perspective, using it as a crucial strategy for recruitment. It is the process of recruiting individuals with knowledge, skills, approaches, and behaviors that align with environmental management systems in an organization. It focuses on paperless recruitment processes to minimize environmental impact [43]. Therefore, employees recruited through this process will understand the company's candidate recruitment strategy and exhibit positive behaviors in minimizing environmental harm. Thus, Hypothesis H1 is established.

H1: Green recruitment has a positive impact on EGB

2.4.2. Green training and development and EGB

Green training and development involve a system of activities aimed at enhancing employees' learning of environmental protection skills and awareness of environmental issues [38]. The practice of green training and development can involve reducing paper documentation through electronic materials, organizing environmental awareness training courses, improving skills to minimize errors (which cause resource waste), considering environmental factors in determining training needs, training methods, and more. Training can enhance employees' awareness, knowledge, and skills in environmental activities [43]. Green training should provide programs for all members of the organization, not just those related to environmental departments. Green training can increase employees' awareness of environmental activities in the workplace. Therefore, the authors establish the hypothesis:

H2: Green training and development have a positive impact on the green behavior of employees.

2.4.3. Green job performance management and appraisal and EGB

Green job performance management and appraisal encompass a system evaluating the outcomes of employees' work in environmental management. This focuses on specific aspects of managing green job performance, such as providing feedback and measuring balance sheet figures [46], [47]. Some argue that these methods of measuring green job performance are ineffective, as different organizations with diverse structures and resources will employ varying evaluation standards [48]. Organizations need to establish a systematic approach to manage green job performance. Therefore, applying a common standard for managing green job performance

is a priority for certain types of organizations. The management assessment of green job performance generates green activity indices to establish a set of green criteria for all members during the assessment, including topics such as environmental incidents, environmental responsibility, carbon emission reduction, and communication of environmental concerns and policies. Hence, Hypothesis H3 is formulated.

H3: Green job performance management and appraisal have a positive impact on EGB.

2.4.4. Green compensation and EGB

Green compensation constitutes a system of financial and non-financial compensation aimed at attracting, retaining, and motivating employees to contribute to environmental goals [23]. There is an argument that employees may feel more motivated by non-financial compensation through recognition and praise, such as acknowledgment and green commendations, in addition to financial compensation [44], [9]. Compensation may be a more potent measure to align employees' job performance outcomes with business goals than other human resource management practices in the HRM system. However, overall, most researchers acknowledge that combining both monetary and non-monetary rewards is more effective in motivating employees [44], [5]. Non-financial rewards should be provided alongside financial compensation in the form of green commuting benefits, green tax incentives, and green recognition. These green perks lead to a sense of pride among colleagues and encourage more effective environmentally friendly behaviors [23]. Therefore, the author group establishes Hypothesis H4.

H4: Green compensation has a positive impact on EGB.

3. Research method

3.1. Research model

Based on the literature review, the research model on the impact of GHRM on EGB in hotels in Vietnam is inherited and developed from [43], as illustrated in Figure 1.

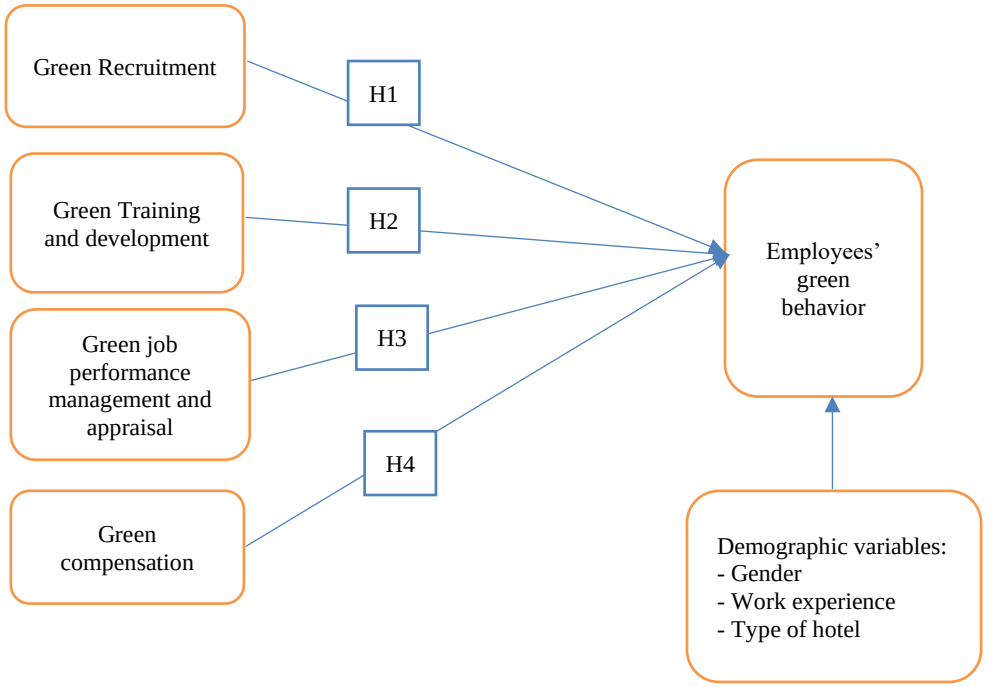

Figure 1. Research model

The research model consists of 4 independent variables (green recruitment, green training and development, green job performance management and appraisal, green compensation) and 1 dependent variable (EGB). Based on the research model, the research hypotheses are formulated.

3.2. Scales and questionnaires

We used qualitative research methods through techniques such as synthesizing results of previous studies, interviewing experts, and comparing and analyzing to build and complete the survey form. The research focuses on primary data gathered through surveys conducted among employees in hotels rated three stars and above in Vietnam. The GHRM practices are measured as follows: the green recruitment scale, the green training and development scale are adopted and adapted from [43]; the green job performance management and appraisal scale is adjusted from [46] combined with [47]; and the green compensation scale is derived from [23]. In total, there are 21 items to measure GHRM practices (green recruitment [5 items], green training and development [5 items], green job performance management and appraisal [6 items], and green compensation [5 items]). Green behavior scale questions are extracted from the study conducted by [37]. The respondents express their opinions on a 5-point Likert scale (ranging from strongly disagree to strongly agree) (Table 1).

Table 1. Scales and scale origins

Code	Observation Variable	Scale Origin
Green Recruitment (GR)		Adapted and adjusted based on [43]
GR1	Hotel uses green employer brand to attract candidates.	
GR2	When hotels advertise recruitment, one of the requirements that candidates must meet is environmental knowledge.	
GR3	During the recruitment process, many questions related to the environment are raised.	
GR4	The hotel encourages candidates who are green consumers.	
GR5	The hotel gives priority to candidates who have experience practicing environmental protection.	
Green training and development (GP)		Adapted and adjusted based on [43]
GT1	Employees are fully trained on environmental issues.	
GT2	Hotel determines the knowledge, skills, and attitudes of employees on issues related to environmental protection.	
GT3	Employees have the opportunity to use environmental training courses.	
GT4	Hotels have a complete review of employee performance after environmental training.	
GT5	Hotels choose environmentally friendly training methods.	
Green job performance management and appraisal (GM)		Adapted and adjusted scale of [46], [47]
GM1	Employees understand the environmental goals and responsibilities they must fulfill	
GM2	Hotel provides regular feedback to employees on progress in implementing, improving, and achieving their environmental protection goals.	
GM3	Achieving environmental goals (energy saving, waste reduction, recycling...) is a criterion of the evaluation system.	
GM4	The role of managers in achieving environmental results is a criterion of the evaluation system.	
GM5	Hotel sends employee evaluation results via email instead of using paper.	
GM6	The hotel encourages employees to make suggestions for environmental improvements.	
Green compensation (GC)		Adapted and adjusted scale of [23]
GC1	Hotels offer green incentives instead of providing prepaid cards to purchase green products.	
GC2	The hotel has financial incentives for employees to buy green products (bicycles, and cars that cause less pollution...).	
GC3	The hotel offers rewards to employees with environmental initiatives.	

Code	Observation Variable	Scale Origin
GC4	Employees' contributions to environmental improvement are publicly recognized by the hotel.	
GC5	Variable rewards based on environmental performance.	
EGB		Adapted and adjusted scale of [37]
EGB1	I carry out my professional duties in a way that has a positive impact on the environment.	
EGB2	I feel responsible for the environment.	
EGB3	I feel responsible to protect the environment for future generations.	
EGB4	I strive to engage, educate, and inspire people to reduce their environmental impact.	
EGB5	I try to practice behaviors that minimize environmental harm at work.	
EGB6	I always try to come up with initiatives to protect the environment.	

3.3. Research data

According to [49], the expected minimum sample size is five times the total number of observed variables. The proposed research model has 27 observed variables, thus requiring a minimum survey of 105 employees. To ensure reliability in testing the adequacy of the SEM model, a sample size ranging from 100 to 200 is recommended [50]. The sample for this study was selected using a convenient non-probability sampling method. The survey targeted employees working in hotels in Vietnam. To ensure representativeness and achieve the desired sample size, the authors conducted surveys both in person and online. The total number of collected surveys was 570, and after validation by eliminating survey responses that are incomplete or that provide the same answer across all scales, 556 surveys were deemed valid and used (achieving a 97.5% response rate).

Table 2. Research sample size

Characteristics		Quantity	Percentage
Gender	Male	319	57.4
	Female	237	42.6
Work experience	Less than 1 year	200	36.0
	From 1 year to less than 3 years	219	39.4
	From 3 years to less than 5 years	106	19.1
	From 5 years and above	31	5.6
Type of hotel	Below 3 – star hotel	67	12.1
	3 - star hotel	240	43.2
	4 - star hotel	116	20.9
	5 - star hotel and above	113	23.9

When processing the collected data, the authors utilized the specialized software SPSS Amos 20.0. The formal quantitative research techniques employed by the authors are as follows: Employing Cronbach's alpha coefficient to assess reliability across a broader sample range; conducting exploratory factor analysis (EFA) to examine the values of measurement scales; performing confirmatory factor analysis (CFA) to confirm the factor structure; analyzing the structural equation model (SEM) for linear structure modeling; and conducting ANOVA tests.

4. Research results

4.1. Results of the measurement scale reliable test

For the variables in the research model (Figure 1), the authors conducted a reliability test using Cronbach's alpha coefficient to assess the measurement scale's reliability. The analysis results indicate that the Cronbach's alpha

coefficients for the variables "Green Recruitment", "Green Training and Development", "Green Job Performance Management and Appraisal", "Green compensation", and "EGB" in the model are all higher than "0.7". The Corrected Item – Total Correlation coefficients are greater than 0.3, as recommended by [51]. Therefore, all component variables in the research model demonstrate high reliability, and no observed variables are excluded. The 27 observed variables will continue to be used for analysis in the subsequent steps.

To examine the relationships between variables across different groups (factors) and identify variables loading onto multiple factors or variables deviating from the initial factors, the observed variables were subjected to exploratory factor analysis (EFA). The crucial values and tests considered during the EFA process include factor loadings >= 0.5, cumulative variance extracted >= 50%, Kaiser-Meyer-Olkin (KMO) coefficient >= 0.5, and statistically significant Bartlett's Test (i.e., Sig < 0.05) [52]. The EFA analysis revealed that for the observed variables GT1, the factor loading was < 0.5. Additionally, variable GM6 loaded onto all three factors (component 3, component 4, and component 5) with loadings less than 0.5. Variable EGB4 loaded onto two factors (component 1 and component 2) with loadings of 0.413 and 0.518, respectively. The authors employed a one-at-a-time removal method for poorly loading variables in a single EFA iteration. From the initial 27 observed variables in the first EFA analysis, GT1, GM6, and EGB4 were excluded, resulting in 24 remaining observed variables for the second EFA analysis. In this second analysis, the KMO coefficient was 0.909 (> 0.5), and Bartlett's test was statistically significant (Sig = 0.000 < 0.05), indicating the suitability of the factor analysis.

A total of 5 factors were extracted based on the criterion of eigenvalues greater than 1. Therefore, these 5 factors effectively summarize the information from the 24 observed variables included in the EFA. The cumulative variance extracted by these 5 factors was 64.263%, exceeding the recommended threshold of 50%. Thus, these 5 factors extracted successfully account for 64.263% of the variation in the data of the 24 observed variables included in the EFA.

Table 3. Rotated component matrix[a]

	1	2	3	4	5
GC5	.756				
GC1	.742				
GC4	.741				
GC2	.722				
GC3	.713				
GR2		.786			
GR4		.741			
GR3		.740			
GR5		.736			
GR1		.713			
GM4			.777		
GM3			.776		
GM5			.776		
GM1			.758		
GM2			.647		
GT3				.796	
GT5				.756	
GT4				.731	
GT2				.601	
EGB3					.842
EGB1					.811
EGB2					.744

	1	2	3	4	5
EGB5					.642
EGB6					.632

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 6 iterations.

The results of the rotation matrix indicate that the 24 observed variables have been successfully grouped into 5 factors. All observed variables exhibit factor loadings greater than 0.5, and there are no remaining undesirable variables. This demonstrates the convergence and distinctiveness of the 24 observed variables into the identified 5 factors.

4.2. Confirmatory factor analysis (CFA) results

Based on the EFA results mentioned above, the authors proceeded to conduct a confirmatory factor analysis (CFA). The outcomes revealed TLI, GFI, and CFI coefficients of 0.949, 0.937, and 0.956, respectively, all surpassing the 0.9 threshold. Additionally, the CMIN/df value was 2.425 (<3), and RMSEA was 0.051 (<0.08). These results indicate that the model's fit is satisfactory [49].

The results from the unstandardized regression table show that the P-values for all regression coefficients in the model are less than 0.05. The standardized coefficient estimates are all greater than 0.6, indicating that the observed variables measuring the research concepts are statistically significant. Furthermore, the composite reliability (CR) values for each variable are above 0.5, and the variance extracted for each variable exceeds 50%. This suggests that the measurement scales exhibit good overall reliability. The average variance extracted (AVE) values are > 0.5, the maximum shared squared variance (MSV) < AVE, and the square root of AVE > the correlations between the two concepts. Consequently, the observed variables in the research model demonstrate high convergent and discriminant validity [49].

Table 4. Composite reliability and average variance extracted from factors

Code	Factor	CR	AVE
GR	Green recruitment	0.816	0.584
GP	Green training and development	0.755	0.611
GM	Green job performance management and appraisal	0.802	0.607
GC	Green compensation	0.813	0.598

The test for the phenomenon of multicollinearity among independent variables also indicates that the correlation coefficients between the component values of the concepts are all less than 0.9. This means that the concepts presented do not exhibit multicollinearity, and the statistically significant relationships between the factors and concepts are independent.

4.3. Results of hypothesis testing using SEM structural model

After conducting confirmatory factor analysis to assess the model fit, the researchers incorporated all observed and latent variables tested above into the structural equation model to analyze the linear structural model and test the research hypotheses. The study results are depicted in Figure 2.

The results of the linear structural model analysis show that the values Cmin/df = 3.006 < 5, GFI = 0.899 > 0.8, TLI = 0.913, CFI = 0.924 > 0.9, and RMSEA = 0.060 < 0.08. Therefore, the data is considered acceptable and fits the market well [49].

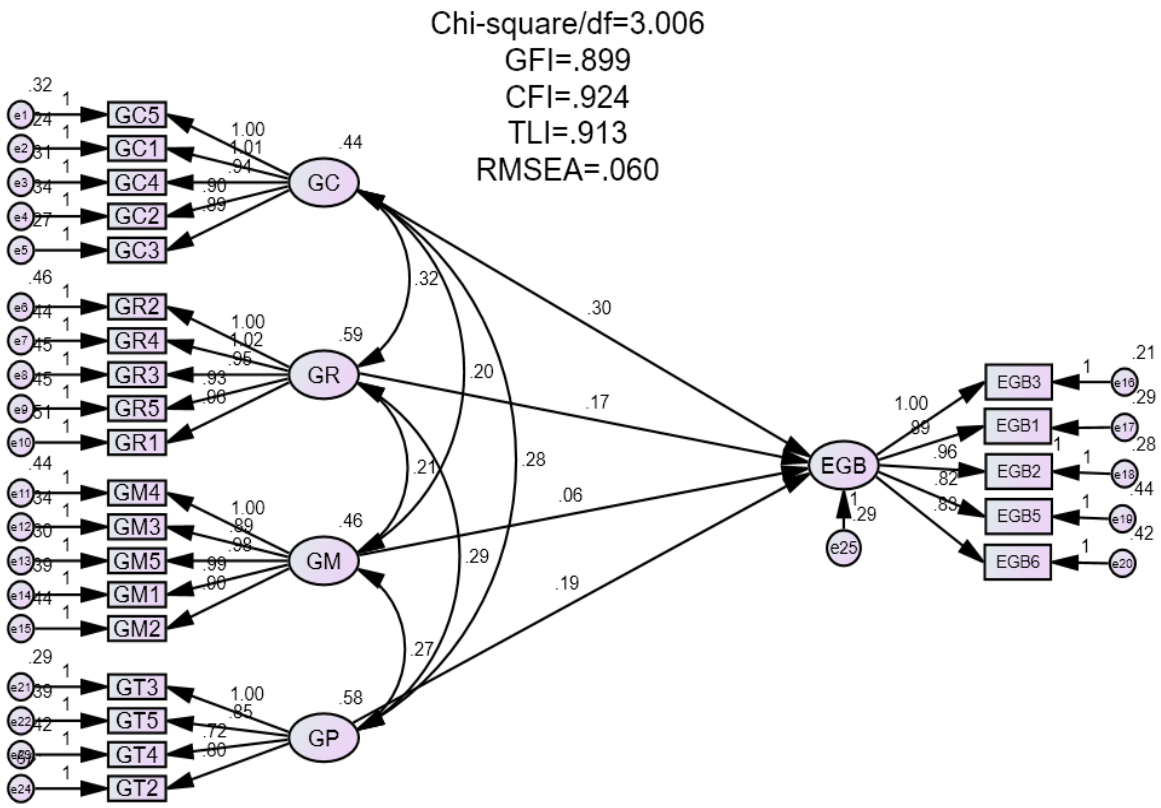

Figure 2. SEM structural model

In addition, the results of the unstandardized regression weight table below also show the impact of factors on the dependent variable. The P-value for all estimates is less than 0.5. The estimates are all positive. Therefore, these relationships are significant. Thus, there are four variables influencing the green behavior of employees, including green human resource recruitment, green human resource training and development, green job performance management and evaluation, and green employee benefits. The initial hypotheses are accepted.

Table 5. Unstandardized regression weight

			Estimate	S.E.	C.R.	P	Label
EGB	<---	GC	.305	.066	4.587	***	
EGB	<---	GR	.173	.053	3.277	.001	
EGB	<---	GM	.057	.053	1.070	.003	
EGB	<---	GP	.194	.055	3.552	***	

To assess the impact of independent variables on the dependent variable, the authors utilized standardized regression coefficients. The results of the standardized regression coefficients for the variables GC, GP, GR, and GM in decreasing order are 0.291, 0.214, 0.192, and 0.056, respectively. Therefore, green rewards have the strongest impact, followed by green training and development. Green recruitment has the third-highest impact, while green management and evaluation of green job performance have the least impact. On the other hand, the R^2 value is 0.686, meaning that the independent variables collectively account for 68.8% of the variance in the dependent variable (EGB).

4.4. One-way ANOVA Test

To analyze the differences in EGB based on the characteristics of the research subjects, the authors conducted an ANOVA test. ANOVA analysis using SPSS yielded the following results:

Table 6. Results of the one-way ANOVA test

Demographic variables	Sig. Levene	Sig. Anova
Gender	0.000	0.422
Work experience	0.000	0.020
Type of hotel	0.177	0.000

Looking at the results in the table above, it can be seen that the Sig of Levene's test for the variables “Gender” and “Work experience” are both less than 0.05; continue to perform the Welch test for these cases. The result of the Welch test shows that for the variable "Gender," sig = 0.422 > 0.05. This indicates no significant difference in the green behavior of employees based on gender. As for the variable “Work experience”, sig = 0.020 < 0.05, demonstrating a significant difference in EGB based on work experience.

Regarding the type of hotel, Levene's test statistics have sig = 0.177 > 0.05; in the ANOVA analysis, sig = 0.000 < 0.05. Therefore, there is a difference in the green behavior of employees based on the type of hotel.

5. Discussion

5.1. Theoretical implications

In the face of increasingly serious environmental issues, enhancing the green behavior of employees has become a topic of concern for all sectors of society. Research on GHRM is of significant importance for managers to promote environmentally friendly behaviors among the workforces. Practical activities in GHRM need to be integrated into the organization's long-term strategy to achieve sustainable development. If organizations aim to encourage environmental behaviors at the individual level, they can benefit from implementing GHRM practices. More and more researchers suggest that organizations should adopt GHRM practices to effectively implement and succeed in the organization's green policies [53], [54], [47], [40], [43]. Regarding the process, the research has been carried out in full steps, from research overview, questionnaire construction, survey, and then data processing using the SPSS tool. In particular, the study uses an SEM structural model to evaluate the impact level of each variable.

Through a survey of 556 employees working at hotels in Vietnam, this study once again provides evidence that GHRM has a positive impact on the green behavior of employees. The study also shows the level of impact of 4 basic activities of GHRM, in which green compensation has the strongest impact on EGB. At the same time, the research also strengthens the theoretical framework on the influence of demographic variables on EGB, including work experience and hotel type.

5.2. Practical implications

Based on research results, hotels should integrate green behavior and commitment into the practical implementation of human resource management for their employees.

Firstly, green compensation has the most significant impact on EGB. This is also supported by many previous studies [44], [5], [23]. By associating environmental responsibility with the benefits that employees gain, employees will actively and positively engage in practical behaviors to contribute to environmental protection. Financial and non-financial compensation for employees with good environmental performance will motivate other employees to participate in green behaviors. Hotels have adjusted salaries and bonuses to ensure that employees can feel secure about their income. In addition, they have organized internal training courses to improve employees' knowledge and multitasking skills, create a dynamic working environment, and encourage employees to work proactively and make decisions by giving them trust and power. Hotels have also increased the application of digital transformation technology in their business to support employees in the work process and enhance the customer experience. Additionally, hotels should provide opportunities to participate in green

incentive programs and general consultations to address environmental issues, which can prove effective in enhancing EGB.

Furthermore, green training and development have a positive impact on EGB in hotels in Vietnam. This conclusion is consistent with many prior studies [46], [47]. Theoretically, green training and development increase employees' understanding, knowledge, and awareness, leading to more environmentally friendly behaviors during their work. Therefore, hotels should provide environmental training for each employee to enhance their interest and commitment to environmental protection, promoting employees' green attitudes and behaviors. Hotels should conduct a training needs analysis to identify employees' green training requirements.

Another crucial aspect to consider for promoting EGB is green recruitment. Consistent with previous research [16], [43], this study indicates that employees recruited with a green focus from the beginning exhibit a high sense of environmental responsibility. The screening and interview processes, emphasizing environmental aspects, assist hotels in selecting candidates with knowledge and experience in environmental protection. Therefore, during recruitment, hotels should incorporate environmental concerns into job descriptions and job design, presenting recruitment messages that highlight environmental criteria. In interviews, candidates can be asked questions related to the environment to assess their knowledge, awareness, concerns, and commitment to environmental issues.

Besides, firms in the hotel industry prioritize developing and recruiting the next generation of human resources, which are graduates of the Hotel and Restaurant Management major. By linking with universities, creating conditions for students in internships, and recruiting them to become official employees after the internship, students in this major have a solid foundation and are well-trained in professional knowledge. However, recruiting, managing, and encouraging Gen Z to work according to corporate culture, commit, and stick with the business is also a challenge that businesses need to overcome today.

Lastly, green job performance management and appraisal also positively impact EGB in hotels in Vietnam. This study contributes to demonstrating that when hotels consider environmental protection as a crucial criterion in employees' job performance, setting goals related to environmental protection, employees become more conscious and responsible for the environment [46], [47]. This implies that employees must be aware of their green goals, targets, and specific responsibilities. By aligning the hotel's environmental management goals and targets with the objectives of the performance evaluation system, providing regular feedback to employees to achieve environmental goals or improve their environmental performance and including environmental performance as a criterion in job performance evaluations, organizations can enhance their performance evaluation systems.

In addition to the aforementioned conclusions, the study also demonstrates that EGB is not influenced by gender but is significantly affected by individual characteristics such as work experience and the type of hotel they work for. In practice, employees with more work experience tend to have a deeper understanding of environmental protection issues. In the tourism industry, which includes food and accommodation services, accumulated experience enables employees to draw lessons for themselves and propose environmental protection initiatives. Moreover, in upscale hotels, particularly 4 to 5-star establishments, EGB is more pronounced. Larger hotels often meet higher standards in terms of infrastructure, equipment, and service quality. For employees in these hotels, strict green standards are usually established, and employees are required to adhere to them.

5.3. Limitation and future research

Overall, the research is valuable not only in theory but also in practice. The research results have suggested management solutions to promote green behavior among employees, thereby helping hotels fulfill their social responsibility towards the environment. However, due to many difficulties in space and time, the research would be better if the following limitations were overcome. The research only focuses on the target group of employees, not exploiting the group of workers who are middle-level managers such as restaurant managers,

room managers, etc. Therefore, the topic has not been evaluated or compared between target groups according to job position. Besides, the research has only focused on 4 basic activities of GHRM (green recruitment, green training and development, green job performance management and appraisal, and green compensation). Meanwhile, GHRM has many other untapped activities, such as green labor relations, green job analysis, and green design. Besides, results may be subject to potential biases in the sample or the generalizability of the findings. Therefore, this study does not cover all the activities of GHRM. Although these are limitations, they will be suggestive directions for further research by the author and other researchers on this topic.

6. Conclusion

The human resources department always plays an extremely important role in managing employees from the time they enter to the time they leave the business. GHRM can develop the willingness, inspiration, and commitment of employees to contribute their efforts and ideas to greening the organization.

Although there have been many studies on the impact of IRR on green behavior, in the field of tourism in Vietnam, it still has a lot of value. Overall, the statistical evidence from this study shows that hotels should prioritize the application of GHRM over other environmental management measures and apply them appropriately. This not only helps strengthen employees' attachment to the organization but also encourages environmentally friendly behaviors, leading to many good results in the environmental work of these organizations.

Declaration of competing interest

The authors declare that they have no known financial or non-financial competing interests in any material discussed in this paper.

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Author contribution

The contribution of Nguyen Thi Hong was the conception and design of the whole study team leader; the contribution of Le Trung Hieu is conceptualization, methodology and corresponding author. Dang Thi Huong is software and formal analysis, and Tran Thi Minh Phuong is investigation and data curation. All authors wrote the original draft, reviewed, edited, and approved the final version of the manuscript.

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