

# Green Human Resource Management in Cosmos Technology Limited Liability Company

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## Abstract

*Green human resource management (GHRM) increasingly plays an important role in enterprises' sustainable development strategies. This topic has been initially studied in Vietnam, but not many enterprises have applied it. The purpose of this article is to clarify the content of green human resource management and green human resource management practices at COSMOS Technology Limited Liability Company in the following aspects: Green job design and analysis; green recruitment; green training and development; green performance management; green compensation and discipline; green labor management. Thereby, helping to orient enterprises in the application process, and at the same time suggesting further research on green human resource management in Vietnam.*

**Keywords:** *Green Human Resource Management, Sustainable Development, COSMOS Technology Limited Liability Company, GHRM.*

## Introduction

In an era marked by rapid industrialization, climate change, and an increasing awareness of environmental sustainability, businesses around the globe are compelled to reshape their operational frameworks. One of the critical fields gaining prominence within this transformative landscape is Green Human Resource Management (GHRM). GHRM emphasizes the integration of environmental management practices into the human resources function of organizations. GHRM encompasses various practices designed to promote sustainability within an organization's workforce. GHRM enables organizations to align their human resource strategies with broader corporate sustainability goals. By fostering an understanding of the link between employee behavior and environmental impact, organizations can better formulate policies that augment their sustainability initiatives. This alignment not only enhances performance but also boosts the overall corporate reputation, instilling trust and loyalty among stakeholders.

COSMOS Technology Co., Ltd. was established in May 2005, operating in the field of precision mechanical processing. Since its establishment, the Company's leaders have actively learned Japanese management styles and methods such as 5S, and TPS, and applied them to the management of the enterprise. With the continuous evaluation and support from Japanese customers, from experts from Japanese organizations such as JICA, JETRO, etc., the company is committed to always improving to create a clean, neat, and safe production environment for employees, bringing productivity and quality in production activities. With the philosophy: "Creating solid values is the key to successful business", "Continuously increasing value for customers, the community, employees, and the company, dedicating talent and enthusiasm to sustainable and long-term development while providing products that ensure quality and are friendly to the environment and people", COSMOS has become the leading supplier in the field of supporting mechanical industry in Vietnam. The article studies the status of green human resource management in COSMOS, thereby pointing out the advantages and disadvantages of green human resource management of the company, thereby proposing some management suggestions to improve the company's management efficiency in the coming time.

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## *Overview of Green Human Resource Management*

### *Green Human Resource Management*

Green Human Resource Management (GHRM) is an emerging concept that aligns HRM practices with environmental sustainability goals (Dimitrov, 2021; Peerzadah et al., 2018). It encompasses various practices such as green recruitment, training, performance management, and reward systems to enhance positive environmental outcomes (Dimitrov, 2021). GHRM can be approached from two perspectives: environmentally oriented, which applies traditional HRM practices to environmental management, and environmentally integrated, which incorporates environmental values into all workplace activities (Arzamasova & Esaulova, 2020). The growing concern for the global environment has necessitated businesses to adopt environmental strategies, shifting focus from conventional financial structures to exploring green economic facets (Peerzadah et al., 2018). GHRM aims to inspire, empower, and raise environmental awareness among employees, promoting sustainable practices and increasing commitment to sustainability issues (Gayathri & Karthikeyan, 2013). This innovative approach is considered crucial for the successful implementation of green management initiatives in forward-thinking businesses worldwide.

### *Green Recruitment and Selection (GRS)*

It means paper-free recruitment with minimum environmental impact (Berber and Aleksić, 2016). HRM team designs the recruitment process so that it requires less cost, time, and energy in hiring candidates. It involves paperless processes, online applications, and virtual interviews to reduce carbon emissions (Priyanka Saini & K. Shukla, 2016; Irfan Mumtaz K.S et al., 2020). This approach not only cuts recruitment costs but also promotes sustainable business practices (Priyanka Saini & K. Shukla, 2016). Green recruitment seeks candidates with knowledge and skills in environmental management systems (Lawrence Abiwu & Nunoo, 2021) and aims to create awareness about environmental issues (Irfan Mumtaz K.S et al., 2020). Organizations are increasingly adopting green recruitment practices to support ecological sustainability and social responsibility (Sujata Das & Madhusmita Dash, 2023). A green employer firm can build a brand image and can attract more candidates. The following are some of the GRS practices:

Include environmental criteria in the recruitment notice

Reflect the organization's environmental policy and strategy in the recruitment policy.

Include environmental protection-related tasks in the job description

Prioritize candidates with environmental awareness, capacity, and experience

Interview via telephone or video conferencing.

### *Green Training and Development (GTD)*

The training program which is planned and implemented to make employees aware of their responsibilities towards the protection and conservation of the environment is known as a green HR training and development program. It enhances environmental awareness and employee commitment towards the environment (Fapohunda Tinuke Moradeke et al., 2021). It also enhances the employee's green skills, knowledge, and attitude. Employees should appreciate the green policies and practices of the organization after joining (Mehta and Chugan, 2015). Green training has a positive impact on firm performance (Obaid & Alias, 2015), and it plays a significant role in driving organizational sustainability and growth. By implementing green training, organizations can create a win-win situation for both management and employees while addressing environmental challenges and promoting conservation in the workplace (Fapohunda Tinuke Moradeke et al., 2021). The following are some of the GTD practices often found in the organizations:

Integrate professional training content with environmental protection

Design training programs to enhance green knowledge and behavioral skills for employees

Analyze and identify green training and environmental training needs of employees to make them more concerned about the environment.

Implement training and education programs on environmental protection and green workspaces.

Diversify training forms and appropriate and flexible training methods to save resources, costs, and energy

Provide opportunities for everyone to be trained in environmental management aspects.

#### *Green Performance Management (GPM)*

These processes involve setting environmental goals and targets for the employees and measuring their performance according to the set goals. This focuses on integrating environmental considerations into employee performance evaluation and improvement processes. Green goals and targets should be specified in the job description and should be linked with the performance evaluation system (Mehta and Chugan, 2015). It involves measuring and enhancing employees' green performance of jobs, which encompasses environmental responsibility, knowledge of environmental policies, and contribution to environmental goals (Arulrajah et al., 2016; Hadi et al., 2023). These practices not only promote environmentalism but also enhance employees' commitment to the organization's green objectives and overall mission. By aligning green tasks with company values, GPM enriches employees' behavioral and technical competencies, reinforcing the strategic performance of firms (Chakraborty & Biswas, 2020).

The following are some of the green GPM practices often found in the organizations:

Include environmental indicators in performance evaluations

Managers are responsible for employees' green performance

Introduce green performance evaluation criteria to all employees

#### *Green Compensation and Benefits (GCB)*

The green reward system (monetary and non-monetary rewards) is designed to motivate employees who achieve their environmental goals and who have come up with innovations to protect the environment with minimal use of resources. It includes financial and non-financial reward systems to attract, retain, and motivate employees to contribute to environmental goals (Jabour et al., 2013; Mandip 2012). According to Deshwal (2015), the compensation system should be adjusted to reward the green achievements and skills that employees have. Combining financial and non-financial rewards will be more effective in motivating employee behavior (Jabbour et al., 2008; Renwick et al., 2013), encouraging employees to maintain green behavior in the enterprise (Khurshid and Darzi, 2016). Recognition-based awards for the candidates who have extraordinarily attained the green goals. This will increase employee's productivity, and loyalty, and improve satisfaction and motivation for work (Berber and Aleksić, 2016). Green rewards can be seen as effective tools for promoting pro-environmental behaviors among employees (Fapohunda, 2021; Ari et al., 2020). Studies have shown that green pay/reward techniques can positively impact corporate non-financial performance, particularly in terms of operational efficiency and innovation (Eniola & Oshi, 2023). In addition, Wehrmeyer (1996) argued that green discipline management is a prerequisite in environmental management, to promote green behavior of employees, organizations need green discipline to achieve environmental management goals and strategies. The following are some of the green GCB practices often found in the organizations:

Reward employees with good work results according to green criteria, with initiatives and environmental protection behaviors.

Implement well the welfare, safety, and health policy, and create a green, friendly, economical, and flexible working environment.

Encourage environmentally friendly activities and behaviors.

Reward initiatives and improvements in work according to green criteria.

Develop and apply a disciplinary system for employees who do not complete work according to green criteria or violate green codes of conduct.

### *Green Employee Relations (GER)*

For better productivity, one of the most important things to be maintained is employee-employer relations or relations among co-workers. Employees should be made responsible for making decisions in the environmental management system. Employee participation will result in better green management. It is the responsibility of HR managers to form a working environment where employees are free to come up with their ideas. Green Employee Relations (GER) focuses on environmentally friendly practices in the workplace. Implementation of GER practices, such as green training and employee involvement, can support environmental performance in organizations (Ni Putu Itha Mas Putri Dewi et al., 2023). Additionally, impression management and social norms play a role in motivating GER, as employees concerned with their reputation are more likely to engage in green behaviors that improve their image (Araujo, 2014). The following are some of the green GER practices often found in the organizations:

Orient employees to the vision and goals of environmental protection

Establish a clear set of rules and regulations that impose/adjust employees to care about environmental protection.

Encourage employees to participate and propose environmentally friendly initiatives.

Create an environment for learning, exchanging, and building relationships of trust and cooperation in carrying out environmental tasks.

## **Research Methodology**

Primary data is collected through structured questionnaires by conducting surveys among 350 employees in COSMOS company with the objective of knowing the respondents' opinions about the current state of affairs. A simple Random Sampling method is used for the collection of data from the employees of COSMOS. There were 335 responses completely filled and the remaining 15 responses were not taken for analysis due to incomplete responses. The data collected is interpreted and analyzed using SPSS22. A simple descriptive statistic is used to generate the means and a relevant scale is defined and is used for interpreting the data.

### *Demographic Characteristics of the Respondents*

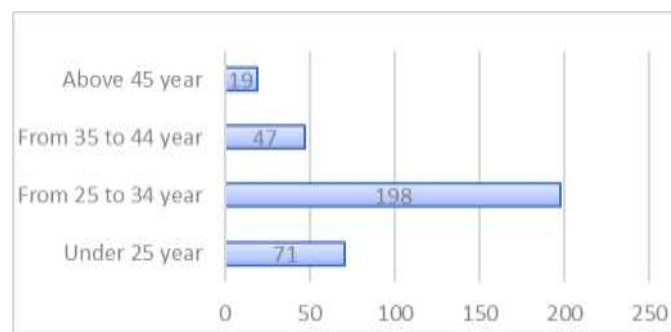
Table 1: Gender distribution of the respondents of COSMOS, shows that the majority of the participants are male which consists of 81.5 % of total participants and the remaining 18.5% are female. This is a suitable rate because COSMOS is a company operating in the field of precision mechanical processing.

**Table 1.** Gender Distribution of the Respondents

	Quantity (Person)	Percentage (%)
Male	273	81.5
Female	62	18.5
<b>Total</b>	<b>335</b>	<b>100</b>

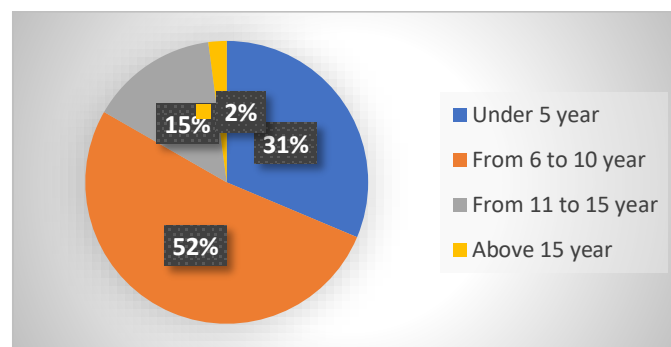
Source: Result of Survey, 2024

The Chart 1 represents the age distribution of COSMOS. It is found that the majority of the respondents belong to the age group 25 to 44 years with 73.1%, 5.7% of the respondents belong to the age group above 45 years, and 21.2% belong to the age group under 25 years. This is a huge advantage for the enterprise when its workforce is at the most productive age.

**Chart 1.** Age Distribution of the Respondents

Source: Result of Survey, 2024

From the data displayed in Chart 2, it is found that 31.0% of the participants have worked for less than 5 years, 15.0% of participants have worked from 11 to 15 years, and 2.0% of respondents have work experience of more than 15 years and 52% have work experience between 6 to 10 years.

**Chart 2.** Participant's Work Experience

Source: Result of Survey, 2024

**Table 2.** Shows That the Majority of the Respondents

Education Qualification	Quantity (Person)	Percentage (%)
High school	204	60.9
College	80	23.9
University	46	13.7

Master and Doctor	5	1.5
<b>Total</b>	<b>335</b>	<b>100</b>

Source: Result of Survey, 2024

### *Descriptive Analysis*

Cronbach Alpha is a statistic to measure the reliability. It is an indicator to represent the internal consistency among the items of the research instruments. Checking the reliability of the designed Questionnaire and thus Cronbach's alpha method is used to test the consistency of the questionnaire. The following Table 4 shows the Cronbach's alpha statistics applied to the data collected giving the result of Cronbach's alpha > 0.7 for 22 items and thus the questionnaire can be useful for the research.

**Table 3.** Cronbach's Alpha for All Scale

Scale	No. of Items	Cronbach's Alpha	Internal Consistency
Green Recruitment and Selection	5	0.813	Good
Green Training and Development	5	0.880	Good
Green Performance Appraisal Management	3	0.915	Good
Green Pay and Reward Management	5	0.812	Good
Green Employee Relations	4	0.825	Good

Source: Survey, N = 335 Respondents

The operational scale defined in above Table 3 is used to categorize the means of the data collected into three usage levels: high, low, and moderate. Items that secure a mean score of 4 and above will be considered as high usage. Items securing a mean score of 3 and above but less than 4 are considered moderate. And finally, items scoring a mean score of less than 3 are categorized in the low usage category. To assess GHRM practices in COSMOS, respondents were asked to rate potential practices on a five-point scale: 1. Very bad, 2. Bad, 3. Normal, 4. Good, 5. Very good, according to the degree of agreement about how their enterprise implements GHRM. The means of each practice is used for analysis.

**Table 4.** Aware of Respondents About Green Recruitment and Selection

Code	Green Recruitment and Selection	Mean
GRS1	Include environmental criteria in the recruitment notice	3.29
GRS2	Reflect on the organization's environmental policy and strategy regarding recruitment policy.	3.87
GRS3	Include environmental protection-related tasks in the job description	3.29
GRS4	Prioritize candidates with environmental awareness, capacity, and experience	2.86
GRS5	Interview via telephone or video conferencing.	2.97
	<b>Total</b>	<b>3.25</b>

Source: Result of Survey, 2024

Table 4 summarizes the descriptive analysis of items under green recruitment and selection. Among the items, GRS2 (Reflect the organization's environmental policy and strategy in the recruitment policy) receives the highest mean score of 3.87. The telephonic interview and video conferencing (GRS5) score of

2.97. The other items like recruitment messages including environmental awareness (GRS1) and commitment criteria scored 3.29, and environment-related tasks (GRS3) scored of 3.29. Candidates having green awareness and knowledge get priority in recruitment (GRS4), score of 2.86. Based on the above discussion, the average mean score of 3.25 indicates that the Green Recruitment and Selection in COSMOS is moderate. All these are applied to a moderate extent.

**Table 5.** Aware of respondents about Green Training and Development

Code	Green Training and Development	Mean
<b>GTD1</b>	Integrate professional training content with environmental protection	2.95
<b>GTD2</b>	Design training programs to enhance green knowledge and behavioral skills for employees	2.79
<b>GTD3</b>	Analyze and identify green training and environmental training needs of employees to make them more concerned about the environment.	2.82
<b>GTD4</b>	Implement training and education programs on environmental protection and green workspaces	2.85
<b>GTD5</b>	Provide opportunities for everyone to be trained in environmental management aspects.	2.79
	<b>Total</b>	<b>2.84</b>

Source: Result of Survey, 2024

The above Table 5, depicts the descriptive analysis of items under Green Training and Development. Among the items, GTD1 (Integrate professional training content with environmental protection) received the highest mean score of 2.95. GTD2 (Design training programs to enhance green knowledge and behavioral skills for employees) and GTD5 (Providing opportunities for everyone to be trained in environmental management aspects) get the lowest score of 2.79. Based on the above interpretation the total implementation of Green Training and Development in COSMOS is low as the average mean score is 2.84.

**Table 6.** Aware of Respondents About Green Performance Appraisal Management

Code	Green Performance Appraisal Management	Mean
<b>GPM1</b>	Include environmental indicators in performance evaluations	2.92
<b>GPM2</b>	Managers are responsible for employees' green performance	2.74
<b>GPM3</b>	Introduce green performance evaluation criteria to all employees	2.98
	<b>Total</b>	<b>2.88</b>

Source: Result of Survey, 2024

The above Table 6, summarizes the extent of items listed under Green Performance Appraisal Management. Items like Include environmental indicators in performance evaluations (GPM1) and Introduce green performance evaluation criteria to all employees (GPM3) scored of 2.92 and 2.98 respectively, indicating a low scale. Based on the above analysis the total implementation of Green Performance appraisal management in COSMOS has a low mean score of 2.88

**Table 7.** Aware of Respondents About Green Pay and Reward Management

Code	Green Pay and Reward Management	Mean
GCB1	Reward employees with good work results according to green criteria, with initiatives and environmental protection behaviors	2.38
GCB2	Implement well the welfare, safety, and health policy, and create a green, friendly, economical, and flexible working environment	2.29
GCB3	Encourage environmentally friendly activities and behaviors	2.44
GCB4	Reward initiatives and improvements in work according to green criteria.	2.59
GCB5	Develop and apply a disciplinary system for employees who do not complete work according to green criteria or violate green codes of conduct	2.44
	<b>Total</b>	<b>2.43</b>

Source: Result of Survey, 2024

Above Table 7 represents the items under Green Pay and Reward Management. All get the quite low mean score from 2.29 to 2.59. Based on the above analysis the total implementation of Green Pay and Reward Management in COSMOS is low having an average score of 2.43 which represents a low extent.

**Table 8.** Aware of Respondents About Green Employee Relations

Code	Green Employee Participation And Empowerment	Mean
GER1	Orient employees to the vision and goals of environmental protection	3.19
GER2	Establish a clear set of rules and regulations that impose/adjust employees to care about environmental protection.	2.83
GER3	Encourage employees to participate and propose environmentally friendly initiatives	2.90
GER4	Create an environment for learning, exchanging, and building relationships of trust and cooperation in carrying out environmental tasks	2.93
	<b>Total</b>	<b>2.96</b>

Source: Result of Survey, 2024

Above Table 8 outlines the items under Green Employee Relations. Items like Encourage employees to participate and propose environmentally friendly initiatives (GER3) and create an environment for learning, exchanging, and building relationships of trust and cooperation in carrying out environmental tasks (GER4) of equal mean scores of 2.90 and 2.93. Most of these items fall to a low extent. The overall mean score for Green Employee Relations in COSMOS is 2.96, which is a low extent.

#### *Summary of the Findings from the Data Collected*

The enterprise applies both offline and online modes for submitting applications. Their online application processing system is not so advanced and is not used frequently. Therefore the candidates have to submit it offline mainly also. The enterprise does not usually provide for telephonic interviews or video



conferencing while interviewing candidates. The recruitment notice includes any environmental awareness and criteria for selection and the organization's environmental policy and strategy are reflected in the recruitment policy, but still, there is not much emphasis on recruiting candidates who have green awareness and knowledge. Moreover, many job positions are also not designed to demand knowledge at environmental management, so environmental awareness is not taken as a selection criterion.

Even though COSMOS has integrated professional training content with environmental protection and designed training programs to enhance green knowledge and behavioral skills for employees, but not given as much importance as it is supposed to be. In fact, environmental issues are rarely discussed in induction programs or in other training programs. In addition, COSMOS does not conduct any green training needs analysis to understand the requirements of the employees towards environmental training, so still does not provide opportunities for employees to attend training programs about the environmental.

It can be seen that employees are aware of the enterprise's environmental goals and responsibilities. COSMOS introduced green performance evaluation criteria to all employees and included environmental indicators in performance evaluations. However, setting green goals and assigning responsibilities to employees for performing green activities but to a moderate extent. COSMOS has no penalties or dis-benefits for not meeting green goals and responsibilities.

COSMOS does not have any relevant policies for providing tax incentives, recognition-based rewards, team excellence awards, or monetary and non-monetary rewards to employees for environmental performance. And also there are no policies for negatively reinforcing employees for their underperformance in environmental goals or apply a disciplinary system for employees who do not complete work according to green criteria or violate green codes of conduct.

COSMOS has oriented employees to the vision and goals of environmental protection and established rules and regulations that adjust employees to care about environmental protection but to moderate concern. So, COSMOS does not give an environment for learning, exchanging, and cooperation in carrying out environmental tasks or offer workshops on environmental practices for employees to share experiences with participants

## Conclusions

COSMOS has been a trusted partner of leading companies in the fields of manufacturing cars, motorbikes, household products, and supporting industries such as Honda Vietnam, Panasonic Vietnam, Goshi Thang Long Viet Nam, Nissin Brake Vietnam... However, we see green HRM implementation in COSMOS is low, which can affect their sustainable strategy. Therefore, COSMOS should be responsible enough to protect the environment and spread awareness among employees regarding environmental practices. The leaders should realize the importance of green HRM and implement it to a large extent. One of the issues observed is the awareness of leaders about the green policies that are expressed in their policy, and strategy. However, it's just on paper, not yet in reality. The policies exist but employees seem not aware of it. This indicates that there is a lack of interest from the top management. Hence, They should take the initiative to motivate workers to follow green practices at workplaces as well as at home.

### *Declaration of Competing Interest*

The author declares that I have no known financial or non-financial competing interest in any material discussed in this paper.

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