

Green human resource management in the era of digitalization: Hospitality sector

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ABSTRACT

In the precipice of the digital age, organizations are navigating through a transformation that is not only technological but also ecological. In light of the increasing emphasis on sustainability within the business sector, Green Human Resource Management (Green HRM) has surfaced as a crucial approach that incorporates environmental stewardship into fundamental human resource operations. The convergence of digitalization and Green HRM signifies an unprecedented paradigm shift, presenting a chance to reconceptualize the function of human resources in promoting environmentally conscious business strategies. This study investigates the incorporation of Green HRM into the digital age in the hospitality sector with 252 respondents including staffs and managers, examining how digital platforms and tools can facilitate the implementation of environmentally sustainable human resource practices.

Keywords: *The convergence of Green HRM and digitalization, Green Human Resource Management, hospitality industry*

1. INTRODUCTION

Over the last ten-years, the world has witnessed the growth of green HRM research in the hospitality and tourism context as many hotels have started implementing innovative green resource management strategies to enhance environmental sustainability and optimize performance at the individual, team, and organizational levels [1 - 3].

The rapid advancement of climate change and the exhaustion of natural resources has necessitated a reevaluation of corporate practices, with a specific focus on the role of HR in driving change. The successful application of green HRM practices is closely connected to strategic HR competencies, such as strategic positioning and driving change [4]. Furthermore, empirical evidence demonstrates that the environmental culture within an organization strongly influences its implementation of green resource management. This, in turn, leads to positive results at both the organizational and individual levels, such as improved environmental performance and increased job satisfaction [5].

This study affirms that the digital era offers a conducive environment for the robust development of green resource management. Utilizing digital tools can enhance eco-friendly

methods, encompassing environmentally conscious recruitment and selection procedures, performance management, and green training. This study aims to explore the possible synergy between green resource management and digital technology to thoroughly understand how digitalization might be utilized to foster sustainable and practical work environments. Sustainable human resource practices. Human resource management aims to optimize staff productivity to fulfill the organization's strategic objectives, particularly within the "Green Economy." Additionally, it is responsible for providing assistance in environmental management initiatives and promoting corporate social responsibility [1]. strengthening the connection between human resource management and environmental management. [5]. Green resource management is increasingly attracting researchers and plays an important role in research on greening in organizations [6 - 7] and green behavior of individual employees [8] or green behavior at the group level [2]. This research contributes to the sustainability of businesses and provides valuable insights into how digitalization can enhance green HR agendas in the management resources of hotel businesses.

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2. LITERATURE REVIEW

Green HRM within an organization encompasses the process of hiring and retaining employees who possess knowledge, awareness, and values related to sustainability. It also involves providing training to enhance employees' skills and competencies in involving area [9]. Additionally,

green performance assessment is conducted to evaluate employees' work behavior and performance in relation to sustainability goals. In parallel, rewards are then given to incentivize the successful achievement of the organization's green objectives [10]. Table 1 shows overall view of previous studies about green HRM.

Table 1. Overall view of green HRM

No	Author	Title	Year	Keywords	Data
1	Sabrina El Baroudi; Wenjing Cai; Svetlana N. Khapova; Yang Jiang [2]	Green human resource management and team performance in hotels: The role of green team behaviors	2023	Green teams, green work, Performance HRM research	63 teams in 4 hotels in China
2	Forrence H. Chen; Yao-Te Tsai; Willy Andreas Oen [11]	Configurations of green human resource management practices on supply chain integration	2022	Green human resource management, supply chain integration, environmental performance	76 production supervisors and managers in Indonesian footwear companies
3	Zerihun Kinde Alemu [12]	The Effect of Green Human Resource Management Practices on Pro- environmental Behavior in Manufacturing Industry	2022	Green Human Resource Management; Pro-environmental Behavior; Manufacturing Industry	351 employees of large scale manufacturing companies
4	M. Úbeda-García; M. Bartolome; Patrocinio C. Zaragoza-Sáez; M.Encarnacion; Esther P. Pareja [1]	Green ambidexterity and environmental performance: The role of green human resources	2022	Environmental performance, green ambidexterity, green high performance work system, hotel industry	120 Spanish hotels of 3, 4 and 5 stars that belong to a hotel chain
5	Azadeh Shafaei; Mehran Nejati; Yusliza Mohd Yusoff [5]	Green human resource management: A two-study investigation of antecedents and outcomes.	2020	Green HRM, Job satisfaction, Environmental performance, Organisational environmental culture	206 hotels from Malaysia, 508 employees
6	Jing Y. Yong; M. Yusoff Yusliza; T. Ramayah; Charbel J. C. Jabbour; S. Sehnem; V. Mani [13]	Pathways towards sustainability in manufacturing organizations: Empirical evidence on the role of green human resource management	2020	Green human resource management, Malaysia manufacturing firms, sustainability sustainable human resource	661 large manufacturing firms
7	Richa Chaudhary [7]	Green human resource management and job pursuit intention: Examining the underlying processes	2019	Environmental policy, green human resource management, job pursuit intentions, organizational attractiveness and prestige	200 students

No	Author	Title	Year	Keywords	Data
8	Chao-Hung Wang [14]	How organizational green culture influences green performance and competitive advantage	2019	Green culture, environmentalism, green innovation	327 manufacturing firms
9	Kelvin Mwitwa; Stella Malangalila Kinemo [15]	The Role of Green Recruitment and Selection on Performance of Processing Industries in Tanzania: A Case of Tanzania Tobacco Processors Limited (TTPL)	2018	Tanzania, Green HRM job candidate, green selection	72 permanent employees
10	Yusliza Mohd Yusoff; Mehran Nejadi; Daisy M. H. Kee; Azlan Amran [3]	Linking Green Human Resource Management Practices to Environmental Performance in Hotel Industry	2018	Malaysia green training, Green HRM practices	206 hotels
11	Adnan M. Rawashdeh [9]	The impact of green human resource management on organizational environmental performance in Jordanian health service organizations	2018	Green HRM practices Green recruitment and selection Green training and developing Green rewards	87 hospitals
12	Mingfeng Tang, Grace Walsh, Daniel Lerner, Markus A. Fitzta, and Qiaohua Li [6]	Green Innovation, Managerial Concern and Firm Performance: An Empirical Study	2018	green production innovation; green process innovation; managerial concern; firm performance	188 manufacturing firm

3. RESEARCH MODEL AND HYPOTHESIS DEVELOPMENT

Building upon previous studies by Ojo et al. (2020) [16] and Chen et al. (2022) [11], the author has

adopted their research models to create an empirical framework tailored to the context of the hotel industry in Ho Chi Minh City, Vietnam.

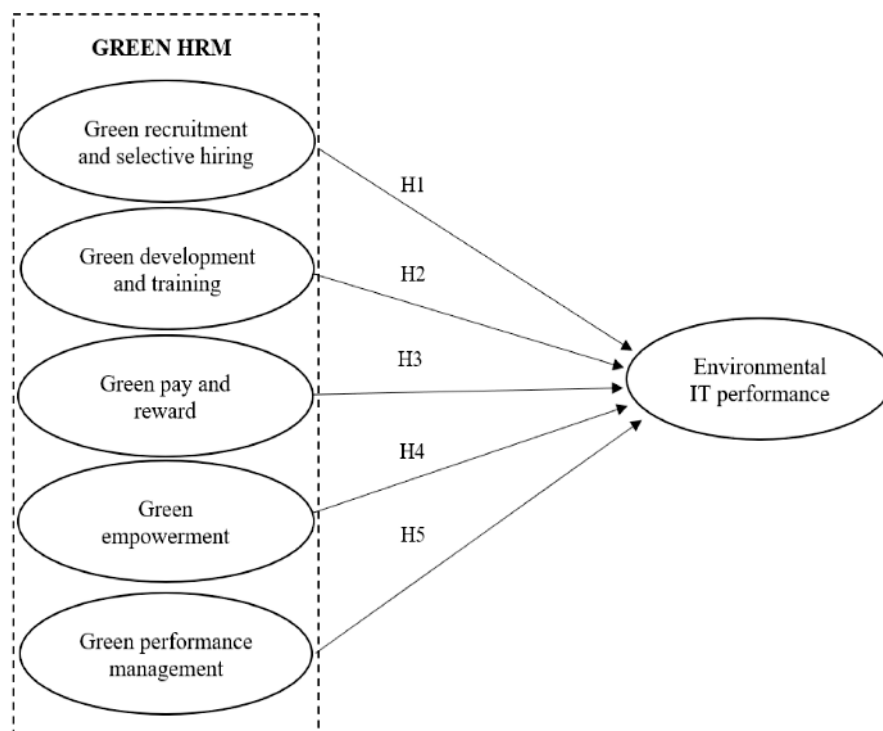


Figure 1. Research Model

Green HRM practices

Green recruitment and selective hiring (GRS)

Hrs face a significant issue in the modern era of attracting and selecting top-tier employees [13]. Companies fiercely compete for top-tier employees, particularly in global corporations such as the hospitality industry. In recent times, recruitment activities have enabled recruiters to provide a significantly greater amount of information compared to the previous era when newspapers were the sole medium for accessing job openings. In that period, individuals were deficient in the necessary knowledge to select companies that most closely aligned with their ideals. The concealed information in the procedure compelled candidates to rely solely on environmental aesthetics and company reputation as indicators [11].

Conversely, organizations are likely to attract potential candidates who possess knowledge and expertise in environmental sustainability. Candidates should be chosen for the selection process based on their dedication and awareness of environmental concerns [17]. Furthermore, the environmentally conscious mindset and aligned principles of applicants could assist companies in attaining their ecological goals. Consequently, organizations can enhance their competitive advantage by effectively attracting highly skilled individuals [13]. Moreover, introducing new employees to the company's culture is pivotal for them to grasp the business ethos and approach their roles with a sense of dedication. Therefore, integrating sustainability considerations into the recruitment process becomes essential [18]. Following this, all employees across different organizational tiers will engage in specialized training, development, and assessment programs centered around environmental sustainability. Thus, the hypothesis is suggested:

H1. 'Green recruitment and selective hiring' are positively related to environmental IT performance

Green development and training (GDT)

Training and development for all staffs ought to integrate social and environmental concerns across all organizational levels [19], ranging from practical health to service fields to make them informed decisions regarding environmental practices [16]. Actually, incorporating green orientation programs into the training and development process is essential for newly hired personnel. All employees should be educated about the company's green procedures and

policies, which involve the company's vision/mission statement, the benefits directed towards sustainability [18], and the activities implemented throughout the organization [10].

The components of green training need to include three key elements: enhanced consciousness, efficient knowledge administration, and fostering a climate conducive to environmentally friendly behavior [19]. From the light of previous studies, the hypothesis is proposed:

H2. 'Green development and training' are positively related to environmental IT performance

Green pay and reward (GPR)

A well-designed compensation system could enhance organizational and environmental performance by incentivizing employees' environmentally friendly behavior [20]. To effectively encourage pro-environmental behavior, the reward system must be directly tied to the results of green efforts. The participation in environmental efforts can be incentivized through both financial means (such as bonuses, profit shares, and cash) and non-financial means (such as recognition, leave credits, and awards) [10]. The organization should acknowledge and appreciate employees' involvement in environmentally friendly projects at all hierarchical levels. In addition to recognizing individuals' efforts in improving an organization's environmental performance, prizes can also be given to line managers who actively promote and support their subordinates in adopting environmentally friendly initiatives [10], [16]. Monetary incentives are commonly used to encourage top managers to participate in green activities and improve environmental performance. Additional effective strategies for incentivizing employees' involvement in environmentally sustainable practices include establishing a connection between engagement and career progression and utilizing rewards to encourage behaviors that promote the environment, such as recycling and trash management [2], [16]. Thus,

H3. 'Green pay and reward' are positively related to environmental IT performance

Green empowerment (GEX)

Running management without employee involvement renders it ineffective, highlighting the crucial need to understand employees' beliefs and perspectives. This approach often leads to heightened loyalty among employees. Employee empowerment as granting employees both the

ability and responsibility to actively identify and address issues within their work environments, and encouraging them to share their environmental goals, they feel that they have autonomy in carrying out environmental activities [5]. Within an organization, employees lacking empowerment show less inclination to invest in self-improvement or contribute to the organization's advancement [11].

H4. 'Green empowerment' is positively related to environmental IT performance

Green performance management (GPM)

GPM is a crucial factor in attaining environmental performance. This type of human resources practice involves evaluating employees' job performance using green-related criteria and includes a separate component for discussing progress in environmental initiatives during performance feedback discussions [17]. The performance management of employees incorporates ecological factors to foster a culture of environmental performance inside the firm [3]. Thus, the evaluation of an employee's performance will be combined with the environmental performance, which impacts the allocation of incentive awards and flexible employee remuneration [21]. Furthermore, green performance management encompasses areas such as implementing environmental obligations, occurrence of environmental incidents, and understanding environmental policies and concerns. Moreover, integrating environmental indicators into performance management is an essential procedure in GHRM such as the manager allows employees to obtain prompt feedback on their environmental conduct [16]. These aspects are crucial in evaluating environmental performance and necessitate directors to assume responsibility [10]. So, the hypothesis is:

H5. 'Green performance management' is positively related to environmental IT performance.

Environmental Information Technology Performance (EP)

Environmental Information Technology Performance is a significant predictor of organizational environmental performance. Pollution prevention, trash reduction, and recycling activity are substantial indicators for assessing environmental performance [11]. In addition, employees can improve the organization's environmental performance by implementing suitable environmental activities as needed [16], [20]. Such behaviors include sharing

environmental sustainability information with coworkers, recommending strategies to protect the environment, and volunteering for environmental projects. Recycling, minimal energy use, and ecologically friendly workplace behavior are examples of these efforts. Ojo et al evaluated an environmental firm by reducing the energy consumption, transforming into paperless in procedures, or disposing of trash in an environmentally friendly manner.

4. METHODOLOGY

Measurement: we surveyed employees and management levels working in lodges at Vietnam. The questionnaire's questions were taken from previously conducted studies. According to the literature, a five-point Likert scale ranging from "strongly disagree" to "strongly agree" was used to evaluate each of the variables. The scale of the previous study applied Green HRM practices (Green HRM) with Recruitment and selective hiring (GRS), Development and training (GDT), Pay and reward (GPR), Empowerment (GEX), Performance management (GPM) (Chen et al., 2022; Ojo et al., 2020); the dependent variable: Environmental IT performance (EP) (Ojo et al., 2020).

Data Collection: To gather data, 350 respondents (both staffs and managers) were asked to fill out questionnaires. Information was gathered from August 2023 to November 2023 using direct interview. The total number of valid responses was 252.

Data Analysis: Assumptions for multivariate analysis were plausible, and the sample size warranted using SPSS 28.0 for data analysis. The sample's demographic information is shown in Table 1. Then, we hired to explore factor analysis (EFA) to develop a measuring framework.

5. RESULTS AND DISCUSSIONS

5.1. Results

Profile respondents: According to the data analysis, 14.6% of respondents are HRM managers, 21% are F&B and FOM managers, and 64.4% are employees.

Reliability: Table 2 displays the results indicating that the coefficients assessing the scale value fulfill the criteria. Specifically, all Cronbach's Alpha coefficients exceed 0.7, and the total correlation coefficients (Corrected Item - Total Correlation) for observed variables within the scale are above 0.3 (Hair et al., 2018). Consequently, the measurement scales demonstrate reliability.

Table 2. Cronbach's Alpha results

Scales	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
GHRM				
GRS, $\alpha = 0.893$				
GRS1	10.47	7.509	0.751	0.867
GRS2	10.48	7.342	0.776	0.858
GRS3	10.49	7.263	0.786	0.854
GRS4	10.50	7.470	0.743	0.870
GDT, $\alpha = 0.857$				
GDT1	14.41	11.972	0.675	0.827
GDT2	14.38	11.638	0.695	0.822
GDT3	14.43	11.345	0.648	0.835
GDT4	14.40	11.587	0.655	0.832
GDT5	14.42	11.743	0.695	0.822
GPR, $\alpha = 0.819$				
GPR1	7.51	2.976	0.665	0.759
GPR2	7.45	3.030	0.660	0.764
GPR3	7.45	2.886	0.693	0.731
GEX, $\alpha = 0.843$				
GE1	14.78	8.413	0.667	0.806
GE2	14.76	8.742	0.672	0.805
GE3	14.80	8.545	0.643	0.813
GE4	14.77	8.799	0.624	0.818
GE5	14.85	8.917	0.641	0.814
GPM, $\alpha = 0.867$				
GPM1	15.07	9.397	0.700	0.837
GPM2	15.03	9.350	0.667	0.845
GPM3	14.94	9.510	0.689	0.840
GPM4	15.01	9.438	0.679	0.842
GPM5	15.00	9.458	0.715	0.833
EP, $\alpha = 0.907$				
EP1	15.33	11.753	0.741	0.892
EP2	15.27	11.945	0.771	0.885
EP3	15.30	11.901	0.754	0.889
EP4	15.36	11.545	0.782	0.883
EP5	15.34	11.826	0.781	0.883

With a KMO of 0.839 and Bartlett's test yielding a significance of 0.000, these results meet the necessary criteria. This validates the suitability of

employing factor analysis to cluster variables together, affirming that the data is well-suited for this analytical approach.

Table 3. KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Bartlett's Test of Sphericity	Sampling Adequacy.	0.839
	Approx. Chi-Square	2543.332
	df	231
	Sig.	0.000

Following of step Cronbach's Alpha to check the reliability, the eligible scales were subjected to exploratory factor analysis (EFA). Utilizing the Principal Axis Factoring method and Varimax rotation, the EFA outcomes revealed the extraction

of 5 factors with an Eigenvalue surpassing 1.739, collectively representing a total extracted variance of 67.73% (exceeding the threshold of 50%). Consequently, these 5 factors account for 67.73% of the variability observed in the dataset.

Table 4. Rotated Component Matrix^a

	Component				
	1	2	3	4	5
GPM1	0.799				
GPM2	0.790				
GPM3	0.801				
GPM4	0.783				
GPM5	0.791				
GDT1		0.798			
GDT2		0.804			
GDT3		0.775			
GDT4		0.767			
GDT5		0.805			
GE1			0.791		
GE2			0.810		
GE3			0.768		
GE4			0.744		
GE5			0.773		
GRS1				0.848	
GRS2				0.862	
GRS3				0.875	
GRS4				0.838	
GPR1					0.835
GPR2					0.799
GPR3					0.857
Eigenvalue	5.211	2.915	2.767	2.269	1.739
Extracted variance (%)	23.684	13.251	12.577	10.314	7.905

The rotated matrix outcomes demonstrate a categorization of the 22 observed variables across 5 factors (see Table 4). All these variables exhibit Factor Loading coefficients surpassing 0.5,

indicating a strong association with their respective factors. Notably, there are no remaining variables displaying poor associations within the analysis.

Evaluate the model fit

Table 5. Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.753 ^a	0.567	0.558	0.564384	2.006

The adjusted R-squared value, at 0.558, signifies that the independent variables considered in the regression analysis collectively influence 55.8 % of the variability found in the dependent variable.

Additionally, Table 5 presents the Durbin-Watson (DW) value, which stands at 2.006 (within the range of 1.5 to 2.5), this result indicates no violation of the assumption concerning first-order serial autocorrelation (Yahua Qiao, 2011).

Table 6. Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	-1.074	0.281		-3.824	<0.001		
GRS	0.161	0.042	0.169	3.804	<0.001	0.893	1.120
GDT	0.311	0.044	0.307	7.006	<0.001	0.917	1.090
GPR	0.292	0.047	0.284	6.282	<0.001	0.863	1.159
GEX	0.275	0.051	0.234	5.368	<0.001	0.929	1.076
GPM	0.297	0.050	0.265	5.887	<0.001	0.872	1.146

From the regression coefficients, we can build two standardized and unstandardized regression equations in the following order:

$$Y = 0.169*GRS + 0.307*GDT + 0.284*GPR + 0.234*GEX + 0.265*GPM + \epsilon$$

$$Y = -1.074 + 0.161*GRS + 0.311*GDT + 0.292*GPR + 0.275*GEX + 0.297*GPM + \epsilon$$

The obtained results (Table 6) indicate several key findings:

There is no evidence of multicollinearity as the independent variables' Variance Inflation Factors (VIF) remain below 2, ranging from 1.076 to 1.159. In addition, tolerance coefficients, all exceeding 0.5 (with the smallest at 0.863), further affirm the absence of multicollinearity. Besides, the significance values (Sig) being under 0.05 signify that both the independent variables and the dependent variables satisfy the required conditions for a two-sided test.

From Table 6, the research outcomes support the positive influence of variables H1, H2, H3, H4, H5 on the motivation behind environmental IT performance.

5.2. Discussions

The study highlighted the significance of several Green HRM practices on Environmental IT Performance. In particular, Development and Training exhibited a stronger impact with a beta coefficient of 0.311, indicating a more pronounced effect on motivating environmental IT performance within hotel industry settings. Additionally, the Green HRM practice of Pay and Reward (GPR) displayed a notable beta coefficient of 0.292, emphasizing its substantial role in driving motivation toward enhanced environmental IT performance. Empowerment (GEX) also exhibited a meaningful influence, as evidenced by its beta coefficient of 0.275. Moreover, Performance

Management (GPM) emerged as a significant factor, displaying a beta coefficient of 0.297, thus underlining its substantial impact on motivating environmental IT performance within the hotel industry. Furthermore, Recruitment and Selective Hiring (GRS) demonstrated a positive influence with a beta coefficient of 0.161, suggesting its role in fostering environmental IT performance.

Overall, the findings from this study affirm the substantial relevance and impact of various Green HRM practices in stimulating motivation toward achieving enhanced Environmental IT Performance within the specific context of the hotel industry in Ho Chi Minh City, Vietnam. These results not only align with prior research by Chen et al. (2022) and Ojo et al. (2020) but also provide valuable insights into the nuanced dynamics of Green HRM practices and their motivational influence in driving environmental performance within this industry context.

Some strategies should be implemented to take advantage of green HR practices:

Focusing on paperless operations: Digital documentations, Electronic communication, Online Recruitment and Onboarding, E-learning and Training Modules, Tablet Menus and Ordering Systems, Cloud-Based Collaboration, Digital Signage and Displays, Employee Engagement through Apps.

Water Conservation: Installing low-flow faucets, showerheads, and toilets to reduce water usage, implementing a system for rainwater harvesting and greywater recycling, educating staff and guests about water conservation practices.

Waste Reduction and Recycling: establishing comprehensive recycling programs throughout the establishment, minimizing single-use plastics by offering alternatives and encouraging reusable items, compost organic waste from the kitchen

and food scraps to reduce landfill contributions.

Energy Efficiency: investing in energy-efficient appliances and lighting systems, implementing smart energy management systems to monitor and optimize energy usage, integrating renewable energy sources like solar panels or wind turbines if feasible.

6. CONCLUSIONS

HRM plays a pivotal role in nurturing employees' enthusiasm, inspiration, and dedication to actively contribute their skills and innovative ideas towards making the organization more environmentally sustainable. Consequently, HRM should take the lead in cultivating a strong eco-conscious mindset among both new recruits and existing staff. By

fostering green awareness, HRM empowers employees to actively engage in initiatives that aim to minimize the factors leading to environmental harm. This involves promoting the adoption of green movements, programs, and practices within the organization, with a core focus on conserving resources for the benefit of future generations. In essence, HRM's involvement in instilling a sense of environmental responsibility among employees not only enhances the organization's sustainability efforts but also fosters a collective commitment towards reducing the environmental footprint. This approach not only benefits the immediate ecosystem but also lays a foundation for a more environmentally conscious future.

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Quản lý nguồn nhân lực xanh trong thời kỳ chuyển đổi số: Lĩnh vực Khách sạn

Nguyễn Lâm Ngọc Vi và Lê Văn Cúp

TÓM TẮT

Trong thời kỳ bùng nổ số, các doanh nghiệp đã và đang điều chỉnh hoạt động kinh doanh của họ để thích nghi với sự thay đổi không chỉ về công nghệ mà còn về môi trường sinh thái. Đối mặt với biến đổi khí hậu toàn cầu, sự cạn kiệt tài nguyên tự nhiên và thách thức về sự bền vững trong kinh doanh, Quản lý nguồn nhân lực xanh (Green HRM) đã trở thành một phương pháp quan trọng, tập trung vào việc kết hợp thân thiện với môi trường trong các hoạt động tuyển dụng, đào tạo, khen thưởng, giao quyền và quản lý hiệu suất của nhân lực. Sự kết hợp giữa Quản lý nguồn nhân lực xanh và số hóa đại diện cho một sự thay đổi mới, mở ra khả năng tái khám phá vai trò của nhân sự trong việc thúc đẩy các chiến lược doanh nghiệp có trách nhiệm với môi trường. Nghiên cứu này phân tích việc tích hợp Green HRM vào thời đại số trong ngành khách sạn với sự tham gia của 252 người bao gồm nhân viên và quản lý các cấp đang làm việc trong lĩnh vực này, để khám phá cách mà các hoạt động nhân sự có thể áp dụng số hoá với hướng tiếp cận thân thiện với môi trường.

Từ khóa: Quản lý nguồn nhân lực xanh, Chuyển đổi số, Quản trị nhân sự xanh ngành khách sạn

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