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Factors Affecting Ghrm in Agricultural Companies in Vietnam

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***Abstract* - Green human resource management (GHRM) represents the next stage in an eco-friendly atmosphere. Under the increasing competitive pressures across various industries following the economic downturn caused by the COVID-19 pandemic, environmental factors have become more critical and are increasingly integrated into business operations. The objective of this study is to identify and analyze the factors affecting GHRM in agricultural companies in Vietnam, based on the foundational AMO framework. The dataset was collected online by the research team via Google Drive. The survey was conducted from January 2025 to May 2025. A total of 250 online responses were collected through drive-based forms from managers and employees currently working in agricultural companies. Using a quantitative research approach, the study applied a multiple regression model with SPSS 24 software. The findings indicate that employees' green competencies, green motivation, job opportunities, job empowerment, and job satisfaction have both positive and negative impacts on GHRM. Based on the empirical outcomes, it suggests several solutions to help agricultural companies enhance their GHRM practices.**

Keywords: **Green Recruitment, GHRM, Green Performance Appraisal, Green Compensation, Green Training**

I. INTRODUCTION

GHRM is an innovative and unfamiliar idea to the majority of people in Vietnam, including both academics and professionals in the general field of human resource management. The concept was first introduced in the early 1990s by (Wehrmeyer, 2017) and later refined in his collaborative research in 2017 (Wehrmeyer, 2017). Currently, there have been many developments in GHRM, and there are many gaps in different industries, especially in the agricultural industry, a core industry in developing countries such as Vietnam (Bailey, 1993). Essentially, GHRM can be understood as the use of policies, practices, and systems in an organization to create green employees for the benefit of individuals and social groups associated with the natural environment (Raman et al., 2024) The components aimed at sustainable development associated with the environment. One of the world's most critical issues in the last several decades has been protecting the environment. Organizations in the corporate world are under increasing pressure to address this issue through the use of green management strategies that prioritize sustainability (Chaudhary, 2020). Environmental management systems are often seen by many enterprises as a means to this end. Since the 1990s, this system has been acknowledged as a crucial component for attaining sustainable development (Jain & Babu, 2024). Numerous divisions, including marketing, finance, operations, and more have included environmental management.

The AMO model theoretical framework has been used in recent years as a guide for businesses in the human resource management process. Indeed, studies indicate that employees working in enterprises need to have all three qualities or at least one that affects work performance, or the intention to maintain and develop work (Bailey, 1993; Appelbaum et al., 2001).

In Vietnam, the agricultural sector remains an active sector in the economy. Over the years, the industry has achieved outstanding success in multiple areas, including the transfer worth of farm products, which has touched a high level, and the output and productivity of crops and livestock, which have increased, thereby contributing to national food security and improving the quality of life for rural residents (Sahib, 2022). However, besides the positive aspects, the agricultural sector still has some limitations, such as: the industry has not really transformed itself in the direction of industry, modernity, associated with the market economy and international integration. For the agricultural sector to develop sustainably, it is essential to implement a range of solutions in a synchronized manner, restructuring the sector, focusing on development and innovation, and particularly enhancing the quality of human resources in agriculture (Arbuckle, 2011). TABLE I below illustrates that several agricultural companies in Vietnam had small capital scales and reported financial losses following the 2024 fiscal year. Some of these companies are: Hoang Anh Gia Lai International Agriculture Joint Stock Company, Phuoc An

Coffee Joint Stock Company, Gia Lai Coffee Joint Stock Company, Nghe An Tea Corporation, And Saigon Seafood Trading Joint Stock Company. In contrast, other agricultural enterprises also showed limited financial performance and modest operational scale.

TABLE I ASSET SIZE AND PROFIT STATUS OF AGRICULTURAL COMPANIES IN VIETNAM IN 2024

Unit: VND billion

No.	Company Name	Year Established	Total Assets	2024 Profit
1	Saigon Seafood Trading JSC	1976	175.91	(201.41)
2	Bien Ho Tea JSC	2007	156.10	0.92
3	Nghe An Tea Corporation JSC	1985	57.27	(1.22)
4	Phuoc An Coffee JSC	1977	103.43	(16.64)
5	Hoa Binh Takara JSC	2010	155.36	0.41
6	Dak Lak Rubber JSC	1993	2,651.51	121.79
7	Gia Lai Coffee JSC	1985	115.80	(20.48)
8	Saigon Forestry JSC	1993	156.03	5.33
9	Hoang Anh Gia Lai JSC	1993	22,280.82	1,060.12
10	QP Green Investment JSC	2007	90.02	0.26
11	Hoang Anh Gia Lai International Agriculture JSC	2010	16,695.49	(1,281.88)
12	Hong Ha Food Development Investment JSC	2015	469.34	6.98
13	Le Ninh JSC	1960	245.67	1.15
14	Mitraco Livestock JSC	2004	137.07	30.10
15	Vietnam National Seed Group JSC	1968	2,154.86	225.58
16	Dong Nai Agricultural Products JSC	1978	183.73	0.96
17	Phu Son Livestock JSC	1976	161.08	5.32
18	Vietnam Fisheries Corporation - JSC	1978	2,587.03	167.71
19	Quang Tri Trading Corporation - JSC	1973	687.25	5.05
20	Southern Seed Corporation - JSC	1976	526.66	42.52
21	Vexilla Vietnam Group JSC	2005	233.51	0.47
22	Thuan An Coffee JSC	1978	29.48	5.05
23	Vietnam Forestry Corporation - JSC	1995	5,458.46	357.67

(Source: compiled by the author from financial statements)

Studies have convincingly empirically demonstrated the relationship between employee capability and GHRM in agricultural companies (Yong et al., 2019; Chaudhary, 2020). The relationship between motivation and GHRM in agricultural companies (Tariq, Jan, & Ahmad, 2016; Pham et al., 2020; Yong et al., 2020; Fawehinmi et al., 2020; Ansari et al., 2021; Rajani et al., 2023; Abdelhamied et al., 2023). Relationship between Job Empowerment and GHRM in Agricultural Companies (Chiekezie et al., 2015; Tariq et al., 2016; Zaki & Norazman, 2019; Shafaei et al., 2020; Freire & Pieta, 2022; Molina-Azorín et al., 2021; Baykal et al., 2023; Noor Faezah et al., 2024; Prasetyo et al., 2024).

II. Overview Of Research And Theoretical Basis

Many researchers in science and practice have widely recognized the AMO theory in clarifying the fundamental factors of financial resources for organizational business strategies. The AMO framework is completed by Marin-Garcia & Tomas (2016). AMO is constituted by (A) capabilities; (M) motivation, and (O) opportunity.

On the basis of this fundamental theory, the author of the paper clarifies the following relationships:

** The relationship between employee ability and GHRM at agricultural companies*

Competence is the sum of factors, including knowledge, skills, attitudes, and other personal characteristics, that a person needs to have in order to perform a particular job or role effectively. Competencies are typically divided into Knowledge, Skills, Attitudes (ASK) or Knowledge, Operational Skills, Execution Skills, and Design groups. In fact, there are many studies that show this relationship, such as the study of:

The AMO framework is utilized to make clear employees' environmental management skills and intellectual capital-based human resource management (Renwick et al., 2013). The results demonstrate how important GHRM practices are to HRM operations. By compiling and arranging pertinent field data, mapping the field topography, and suggesting appropriate future HR activities, the authors of the research have made a substantial contribution. According to the review's findings, organizations are making less progress in fostering green skills and providing opportunities for employees to engage in EM organizational efforts than they are in understanding how GHRM practices affect employees' motivation to engage in environmental activities. While GHRM policies have the potential to increase staff productivity, many companies have not fully implemented them (Renwick et al., 2013).

The authors examine the connection among worker competence and GHRM (Yong et al., 2019). The case study focuses on quantitative research: a company survey from Malaysia comprising 112 large organizations. Analyze the data using the partial square regression approach. The results

indicate a strong correlation between HR capability and GHRM.

According to (Chaudhary, 2020), the authors examine the influence of GHRM activities on worker performance related to individual or voluntary tasks with organizational identity as the mediating factor and employee values and gender as the controlling factor. The sample size was 301 employees at a company that was surveyed and evaluated by using cross-sectional research and hierarchical regression analysis. As a result, GHRM was found to be able to predict employee behavior and abilities voluntarily. Environmental values and gender do not have the power to control the connection between GHRM and green behavior on the part of humans, but organizational identity does (Kanagala et al., 2023; Dundon et al., 2017).

Recent publications around the world also show the strong impact of employee capacity on GHRM, such as (Ahmad, 2015).

The following notion is put out in the study based on speculation:

H1: Environmentally conscious HR practices in farming businesses benefit from more capable workers

The connection between farming firms' green HRM initiatives and employee motivation

Personal motivation requires meeting the individual's urgent needs immediately. Higgins states that "motivation is the internal impulse of the individual to meet unmet needs" (1994). A correlation between intrinsic motivation and environmentally conscious HR practices has been shown in the following research:

According to (Yong et al., 2020), the authors collected information by interviewing, the four main factors influencing the adoption of GHRM include pressure from stakeholders, and relative advantage. The most recent research indicates that managers and specialists frequently concentrate on two of the three elements of green intellectual capital: green structural capital and green human capital. On the other hand, the application of GHRM primarily ignores the significance of green relational capital (Yong et al., 2020).

Based on a study of 126 large Chinese enterprises, (Yu et al., 2020) examine the usefulness of GHRM in relation to the consumer environment and workers. As a result of GSCM's internal influence, the results show a favorable and statistically significant association between GHRM and environmental collaboration with consumers and suppliers, and staff motivation. In order to facilitate the implementation of environmental cooperation, HR professionals are encouraged to design GHRM activities that supply training (capacity), incentives (motivation), and an opportunity (enabling environment) (Higgins et al., 1994). According to (Yu et al., 2020), this research sheds light on the environmental effects of GHRM and the main GHRM operations that make up the supply management regulatory chain (Hu & Sinniah, 2024).

In their study, (Abdelhamied et al., 2023) go into the topic of green and maintainable human resource operations in firms, specifically focusing on work satisfaction and green motivation. The researchers used the PLS-SEM model to examine data obtained from 333 workers from large hotels in Greater Cairo. The findings demonstrate that "green motivation" and contentment in one's work have substantially boosted long-term efficiency. Furthermore, according to studies conducted by (Abdelhamied et al., 2023), work satisfaction mediates the relationship between sustainable performance and sustainable human resource activities.

The following hypothesis is carried out in the study based on the theory:

H2: Higher employee motivation has a positive impact on GHRM in agricultural companies

** The relationship between job empowerment and GHRM at agricultural companies*

Work empowerment is a process of fostering motivation in an individual or group of people to use in their work, their community, and in their society, by taking action on issues they identify as important (Page & Czuba, 1999). The relationship between empowerment and satisfaction is shown in the following studies:

According to (Tariq et al., 2016), the authors focus on the preservation of intellectual property and specifically mention the concept of empowering green employees. One of the modern dilemmas is getting employees to accept responsibility for green management chores; the papers back up the idea that this can only be achieved if they are motivated, enabled, and environmentally sensitive. The ISI knowledge network is used to gather data from both the industrial and service sectors, which are centralized (Xiang et al., 2017). Also, 104 current and relevant papers were examined as part of the search, which mainly aimed for the most recent information. Green pay encourages employees to take action for the environment, and the study found that this was the case when employees felt empowered to do so (Tariq et al., 2016).

According to (Zaki & Norazman, 2019), the authors place an emphasis on green employee empowerment in order to facilitate the explanation of the organized documentation of documents pertaining to employee incentive to engage in environmentally friendly duties (Abuzaid, 2018). A key finding of the study is that, as the authors point out, it is crucial to empower and encourage employees to take ownership of green management duties. This is especially true in light of the current global issue. Empowered employees, or those paid to be environmentally conscious, are more likely to really do their jobs, according to the authors' research. According to (Zaki & Norazman, 2019), a

motivated green workforce influences social organization since human resource management is the foundation of any successful firm.

More than 300 Pakistani employees from different firms were surveyed, and the results of (Hameed et al., 2020) shed light on environmental concerns and on green HR practices. Companies are increasingly recognizing the need of "GHRM" (GHRM) as a crucial business approach for reaching their "green" objectives. Employers should take the time to gauge employees' eco-friendliness and make adjustments to their practices in line with the pay and advancement policies in place. In addition, businesses should inspire and direct their workers to take part in eco-friendly initiatives and implement environmental management strategies.

The latest research that demonstrates a particular association between green human resource empowerment and governance.

This work suggests the subsequent hypothesis:

H3: Greater opportunities and job empowerment have a optimistic influence on GHRM in agricultural companies.

** The relationship between employee satisfaction and GHRM at agricultural companies*

In an effort to identify, attract, hire, train, and retain top personnel, talent management has been a focal point for many companies since the year 2000. People have to refer to the process of identifying and selecting external resources as the "war" of talent selection since it is so challenging. As a result, several companies have embraced a fresh approach, a new philosophy, in order to create a resource that can be enhanced in the future, while simultaneously guaranteeing labor productivity and enhancing employee happiness. To improve employee happiness and align with the enterprise's growth strategy, talent management plans include listening to and learning about employees' "thoughts and aspirations" and creating a workplace that supports their goals. Recent studies show that employee satisfaction is correlated with GHRM. Concrete:

Employers will help the organization embrace green business management principles if they begin to hire environmentally conscious workers and apply this knowledge to their daily operations (Baykal et al., 2023). Actually, businesses don't have the resources to satisfy the needs of their workers in terms of job happiness, which lowers their present workloads by bringing material and spiritual values into line with personal values. Based on this idea, it is believed that employees who want to work for a firm that is more environmentally friendly and sustainable may be more satisfied with their jobs when they are employed by organizations that value these initiatives (Baykal et al., 2023).

The authors clarify aspects such as green employee satisfaction, and employee empowerment, in companies (Al-Sabi et al., 2024). A questionnaire survey was conducted for 400 full-time employees. The findings of the study highlight the significant impact of employee job satisfaction and GHRM on environmental performance. According to (Al-Sabi et al., 2024), the authors offer helpful advice and directions for hospitality firms that are trying to figure out how to be socially and environmentally responsible. Positive associations have been demonstrated in several recent research (Shafaei et al., 2020; Freire & Pieta, 2022; Molina-Azorin et al., 2021; Noor Faezah et al., 2024; Prasetyo et al., 2024).

The research posts the following hypothesis in light of the theoretical foundations:

H4: In agricultural enterprises, green HRM is positively affected by higher employee work satisfaction.

III. RESEARCH METHODS AND MODEL

A mix of qualitative and quantitative research approaches are utilized in this study. As part of the quantitative strategy, the author conducted a battery of analyses, including variance and autocorrelation tests, exploratory factor analysis (EFA), correlation and regression analyses, and reliability assessments of particular measurement scales. Agricultural production firms in Vietnam underwent these investigations to assess the elements impacting green HRM and to test the ideas offered forth.

The author adheres to a rigorous testing procedure, including:

(i) Scale reliability testing: The overall Cronbach's alpha coefficient must be greater than 0.6, and the corrected item–total correlation must exceed 0.3, as recommended by Anderson and colleagues (Anderson & Gerbing, 1988). (ii) Exploratory Factor Analysis (EFA): The appropriateness of the scale is evaluated using the Kaiser-Meyer-Olkin (KMO) index, which must fall within the range of $0.5 \leq KMO \leq 1$. Additionally, Bartlett's Test of Sphericity must yield a significance level (Sig.) ≤ 0.05. Other requirements include an extracted variance greater than 50%, eigenvalues greater than 1, and factor loadings above 0.3 for sample sizes exceeding 250 (Hair et al., 2006).

The KMO index is used to assess the suitability of data for factor analysis (Bentler, 1980). A KMO value between 0.5 and 1 indicates that factor analysis is appropriate, while a value below 0.5 suggests the data is likely unsuitable. To use factor analysis, Bartlett's Test must show that the variables are statistically significantly associated with each other at a level lower than 0.05 (Hoang Trong et al., 2008).

To guarantee that the factor structure revealed by EFA is legitimate and significant, the total variance extracted must surpass 50% according to the Variance Explained Criterion.

The research model proposed by the author is as follows: GHRM = β0 + β1* EC + β2* EM + β3* WE + β4* ES

Where:

Dependent Variable: GHRM – Outcome of GHRM in agricultural companies

Independent Variables:

Employee capabilities - EC

Employee motivation – EM

Work empowerment -WE

Employee satisfaction - ES

Survey Design

The questionnaire for this study followed a conventional method for measuring attitudes, perceptions, and behavioral intentions: a 5-point (Likert, 1932) scale (Muterera et al., 2018). The scale ranged from 1 (strongly disagree) to 5 (strongly agree). This method allowed the participants to rate how much they agreed with statements on the main issues impacting the adoption of GHRM practices in agricultural companies. Literature and expert evaluations informed the development of the survey questions, which sought to gauge important GHRM practice characteristics like employee capability, and motivation. From January 2025 to May 2025, 250 replies were received from employees and management of Vietnamese agricultural enterprises using an online survey designed using Google forms. Importantly, the online survey allowed us to cover a lot of ground in a short amount of time, which aided the data collection process.

Data Collection

In order to evaluate the data and check the hypotheses, several statistical approaches were used. In order to find out how consistently each scale performs internally, reliability testing uses Cronbach's Alpha. To ensure the construct scales were properly assessed, we established the Cronbach Alpha criterion to a minimum of 0.7. One example is the Employee Capabilities (EC) scale, which has a high level of internal consistency (Cronbach's Alpha = 0.871).

We employed exploratory factor analysis (EFA) to determine the latent structure of the data (Hu & Bentler, 1998). The KMO value of 0.78, together with the KMO readiness to test factor analysis, assists the EFA. For example, the data set may be considered factorable since the Bartlett's Test of Sphericity, the KMO Test Sphericity. Factor loadings greater than 0.7 for most variables confirm that the sample is sufficiently sized for regression analysis, indicating that the essential aspects of GHRM practices strongly interrelate were recognized. In an effort to define GHRM practices, we ran a battery of regression analyses in SPSS 24 while controlling for all other independent variables. Employee competencies, work happiness, motivation, and empowerment were among the other factors that were accounted for in the analysis. The results allowed us to identify GHRM practices and the factors that have the greatest impact on them.

These statistical methods were hand-picked for their capacity to provide accurate and trustworthy outcomes in the studies and to represent the complex interplay between employee activities and GHRM procedures (Browne & Cudeck, 1992).

First of all, on the basis of the overview, the author conducted in-depth interviews via mobile phones and directly with 10 experts, and on this basis, completed the questions in the survey. Next, the author conducted a survey of managers and employees at agricultural companies in Vietnam. The survey period is from January 2025 to May 2025. A total of 250 observation sheets were tallied and categorized by the author after she inputted the survey data into an Excel spreadsheet: if the primary survey subjects were classified by gender, there were 80 males accounting for 32.00%, 170 females accounting for 68%; Classified by age, there were 71 people aged from 18 to 25 years old, accounting for 28.40%, 85 people aged from 25 to 35 years old accounting for 24.00%, 72 people aged from 35 to 40 accounting for 28.80%, the rest being over 40 years old accounting for 8.80%; In terms of educational level, there were 86 people with high school level accounting for 34.40%, 97 people with intermediate level graduates accounting for 38.80%, 65 people with university college level accounting for 26.00% and 0.8% with university graduates; When analyzing according to income characteristics, there are 26 people with an income of less than 5 million, accounting for 10.40%, 102 people with an income of 5-14 million VND, 97 people with an income of 14-25 million, accounting for 38.80%, the remaining 25 people with a high income of 25 million or more, accounting for 10.00%. In the case of classification by working position by company, there are 104 employees, accounting for 41.60%, 65 agricultural engineers accounting for 26.00%, 55 team leaders accounting for 22.00% and the remaining 26 managers accounting for 10.40%. Details are shown in TABLE II below:

TABLE II DESCRIPTIVE STATISTICS OF SURVEY RESPONDENTS

No.	Category	Number of Respondents	Percentage (%)
Gender			
1	Male	80	32.00
2	Female	170	68.00
Age Group			
1	18–25 years old	71	28.40
2	25–35 years old	85	34.00
3	35–40 years old	72	28.80
4	Over 40 years old	22	8.80
Educational Level			
1	High school graduate	86	34.40
2	Vocational school graduate	97	38.80
3	College/University graduate	65	26.00
4	Postgraduate	2	0.80
Monthly Income (VND)			
1	Under 5 million	26	10.40
2	5–14 million	102	40.80
3	14–25 million	97	38.80
4	Over 25 million	25	10.00
Job Position in the Company			
1	General staff	104	41.60
2	Agricultural engineer	65	26.00
3	Team leader	55	22.00
4	Manager	26	10.40

Source: Compiled from survey results

TABLE III shows that the human resource structure of Vietnam's agricultural sector is concentrated in a contingent of young, low-level, female-leaning workers, with an income of 5-14 million/month.

TABLE III SCALES AND VARIABLES IN THE RESEARCH MODEL OF FACTORS AFFECTING GHRM IN AGRICULTURAL COMPANIES

No.	Code	Observed Variable	Source
I. Employee capabilities (EC)			
1	EC1	I am quite knowledgeable about how the environment affects HRM operations.	Renwick et al., 2013; Ahmad, 2015
2	EC2	I am proficient in performing human resource management tasks.	
3	EC3	I consider green HRM to be important in modern business organizations.	
4	EC4	My current job conditions are suitable for my capabilities.	
II. Employee motivation (EM)			
5	EM1	It is important to provide employees with challenging and meaningful work.	Tariq et al., 2016
6	EM2	Employees are more committed to their work when they are given a voice in it.	
7	EM3	Employees feel motivated when they are recognized for successfully completing specific tasks.	
8	EM4	I am responsible for the performance results of my department/unit.	
9	EM5	Promotion and career advancement are rewards and acknowledgments for fulfilling assigned responsibilities.	
10	EM6	Recognizing employee achievements is important.	
III. Work empowerment (WE)			
11	WE1	Helping green employees feel valued.	Tariq et al., 2016; Zaki & Norazman, 2019; Hameed et al., 2020
12	WE2	Sharing useful job-related information.	
13	WE3	Inspiring the team.	
14	WE4	Providing regular training to green employees.	
IV. Employee satisfaction (ES)			
15	ES1	I am happy with a green working environment.	Shafaei et al., 2020; Molina-Azorin et al., 2021; Freire & Pieta, 2022
16	ES2	The organisation’s environmental salary and bonus policies are a source of satisfaction for me.	
17	ES3	I am happy with the green organizational culture.	
18	ES4	I am satisfied with my current job title and position.	
V. GHRM			
19	GHRM1	Green recruitment and selection.	Expert interviews
20	GHRM2	Green training.	
21	GHRM3	Green performance appraisal.	
22	GHRM4	Green compensation practices.	
23	GHRM5	Green labor relations.	
24	GHRM6	Other HR activities linked to environmental sustainability.	

Source: the author synthesized from the theoretical basis

In total, there are 5 scales and 24 observation variables.

IV. Examine The Regression Model And Discuss The Results

To check the quality of each scale, whether the number of observations included in the scale ensures quality or not, the author uses the Cronbach alpha coefficient. With an overall alpha coefficient larger than 0.7 and a corrected item-total correlation better than 0.3, the reliability analysis of the scale for the individual variables satisfies the requirements after eliminating the results of EM5, EM6, GHRM5, and GHRM6. According to TABLE IV below, the finished scales are up to scratch.

TABLE IV RESULTS OF SCALE ANALYSIS FOR MULTIVARIATE REGRESSION MODEL, FACTORS AFFECTING GHRM IN AGRICULTURAL COMPANIES

Item-Total Statistics					
Observation name	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
EC1	8,97	13,059	,698	,501	,846
EC2	9,04	12,797	,759	,593	,820
EC3	9,10	13,472	,709	,508	,840
EC4	9,20	13,317	,730	,562	,832
Cronbach's Alpha = 0.871					
EM1	9,40	9,085	,654	,456	,820
EM2	9,27	8,703	,757	,597	,775
EM3	9,28	9,245	,707	,533	,798
EM4	9,11	9,534	,627	,400	,831
Cronbach's Alpha = 0.847					
WE1	9,22	9,311	,582	,352	,808
WE2	9,73	8,247	,732	,537	,738
WE3	9,51	8,829	,658	,438	,774
WE4	9,61	8,834	,624	,415	,789
Cronbach's Alpha = 0.823					
ES1	10,84	5,779	,520	,307	,633
ES2	10,55	7,035	,473	,332	,669
ES3	11,21	5,587	,555	,332	,610
ES4	11,15	5,902	,461	,231	,673
Cronbach's Alpha = 0.621					
GHRM1	10,69	5,229	,467	,525	,756
GHRM2	10,61	4,931	,585	,545	,703
GHRM3	10,59	4,211	,544	,595	,728
GHRM4	10,66	4,097	,689	,624	,636

(Source: Statistics on SPSS 24 software)

The sample size collected was 250 observations, KMO testing in the range of 0.5 to 1, the rotating matrix with a coefficient of 78% citation variance. Thus, the EFA analysis meets the inspection requirements, detailed in TABLE V below:

TABLE V ANALYSIS AND MODEL OF FACTORS AFFECTING GHRM AT AGRICULTURAL COMPANIES

Component Matrix[a]					
	Raw				
	Component				
	1	2	3	4	5
EC2	0,794				
EC4	0,724				
EC1	0,775				
EC3	0,784				
EM2		0,896			
EM3		0,812			
EM1		0,859			
EM4		0,780			
WE2			0,740		
WE3			0,922		
WE4			0,939		
WE1			0,837		
ES1				0,721	
ES3				0,709	
ES2				0,363	
GHRM4					0,726
GHRM3					0,727
GHRM2					0,433
GHRM1					0,397
Extraction Method: Principal Component Analysis.					
a. 5 components extracted.					

(Source: Statistics on SPSS 24 software)

Among the original hypothetical independent variables, which independent variables actually have an impact on the dependent variable (p-value less than 0.1 in a meaningful regression analysis). For variables with a p-value greater than 0.1, the author will proceed to remove this variable from the model on the grounds that there is no effect on the dependent variable.

TABLE VI RESULTS OF REMODELING FACTORS AFFECTING GHRM IN AGRICULTURAL COMPANIES

Coefficients[a]								
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.805	0.516		4.863	0.000		
	EC	-0.034	0.038	0.044	-2.494	0.013	0.689	1.468
	EM	-0.102	0.030	-0.129	-3.324	0.003	0.644	1.243
	WE	0.003	0.035	0.003	0.042	0.006	0.685	1.375
	ES	0.129	0.032	0.156	4.625	0.000	0.668	1.552
a. Dependent Variable: GHRM								

The equation is rewritten as follows: GHRM = 0.44* EC – 0.129* EM + 0.003* WE + 0.1564* ES

According to the H1 hypothesis, the advanced the probability of employees consuming an optimistic influence on GHRM in agricultural companies, the greater the value of β (0.044) and the lower the p-value (<0.05) (TABLE VI).

According to the H2 hypothesis, higher motivation levels hurt the organization in agricultural companies, which rejects the hypothesis.

With the H3 hypothesis: Higher opportunities and job empowerment have a positive impact on GHRM in agricultural companies with a value of β = 0.003 and a p-value of <0.05. According to studies conducted by several researchers, including (Tariq et al., 2016; Zaki & Norazman, 2019; Hameed et al., 2020; Adu Sarfo et al., 2024), as well as other studies. With the H4 hypothesis: Higher employee job satisfaction has a positive impact on GHRM in agricultural companies, with a value of β = 0.156 and a p-value of <0.05 (Yaghi, 2016). In line with the research of (Shafaei et al., 2020; Freire & Pieta, 2022; Molina-Azorín et al., 2021, Baykal et al., 2023, Noor Faezah et al., 2024; Prasetyo et al., 2024).

V. THE POLICY RAMIFICATIONS FOR AGRICULTURE COMPANY MANAGEMENT

Based on the empirical research findings, the author proposes the following solutions:

First, GHRM in agriculture should be strategically implemented across all HR activities, including recruitment, training, evaluation, compensation, labor relations, and other HR practices associated with environmental sustainability.

Agricultural companies need to incorporate environmental values and green recruitment standards into their job announcements. Utilizing job portals, recruitment websites, and social media- along with customizing interviews via phone, internet, and video—can help reduce the need for paper usage. It is important to verify and evaluate each candidate's ecological knowledge, skills, and values throughout the recruitment process. Priority should be given to candidates who demonstrate strong capabilities, qualifications, and experience in implementing ecological projects or environmental initiatives, and who show a genuine concern for sustainability.

In order to raise workers' environmental and sustainable development consciousness, it is crucial to equip them with green workforce training. Training content may include initiatives such as innovating green clinic models, developing green business strategies, implementing eco-friendly technologies, or managing human resources from a green perspective. Green training methods may include online learning, televised instruction, and distance learning, using platforms such as Google Classroom, Zoom, or Trans.

Evaluating green training programs is critical to ensure the effectiveness of learning outcomes, the application of skills, and improvements in post-training performance. The Kirkpatrick Evaluation Model can be applied before, during, and after each training program to assess its impact (Nielsen et al., 2021).

Green compensation and rewards have a direct influence on employee performance. They help foster a green organizational culture and create a favorable environment that supports employees' environmental awareness and behavior. Fair and transparent reward policies should be applied to those who generate and effectively implement green initiatives. Furthermore, designing green office spaces offers an environment that nurtures green ideas. Companies should also organize, support, and facilitate employee participation in environmental programs and events to promote and celebrate sustainable living.

Second, motivating green employees is equally important. Agricultural companies can motivate employees through various approaches, such as granting them greater autonomy in choosing how to perform tasks, the sequence of operations, and the pace of work (e.g., flexible working hours). Encouraging employees to participate in decision-making, assigning individual responsibility, and fostering interpersonal interaction and collaboration can also enhance motivation. Employees should be shown that their role is important and aligned with the company's broader goals. It is also essential to provide timely feedback on their work

performance and to allow employees to express opinions about their physical work environment.

The study finds four parameters, under the AMO (Ability-Motivation-Opportunity) framework, that have positive and negative effects on green HRM in agricultural enterprises (Marín-García & Martínez-Tomás, 2016). These factors are based on theoretical foundations and regression model findings. The findings are broadly consistent with previous international studies, though differences were found in how employee motivation affects green HRM practices.

Drawing from these results, the authors propose two primary solutions: (1) Strategizing green HRM in the agricultural sector, and (2) Enhancing motivation for green employees.

Limitation: The study did not differentiate between companies of varying sizes or distinguish based on geographical location, which may affect the generalizability of the findings.

VI. CONCLUSION

The purpose of this study was to examine Vietnamese agricultural enterprises' GHRM processes and the variables that drive them. Specifically, the study's emphasis was on workers' capacities, inspiration, agency, and contentment. Based on the main findings, it appears that EC positively affected GHRM. Those in charge of human resources are more inclined to implement eco-friendly policies and procedures if their staff members are well-versed on environmental issues. Contrarily, GHRM was shown to be negatively impacted by employee motivation (EM), suggesting that GHRM cannot be adequately fostered by motivation alone in the agriculture industry (Isimoya & Bakarey, 2013; Langat et al., 2019). Positivity toward job empowerment (WE) had a small but significant effect on GHRM, lending credence to the claim that workers are more inclined to implement sustainable practices when given the freedom to do so while carrying out their job responsibilities. Building a work environment that promotes employees' happiness should be the priority of any firm that aspires to support green initiatives and sustainability, since ES had the highest positive influence on GHRM.

All of the tools used to determine the nature and magnitude of the relationships between GHRM practices and employee capabilities, job empowerment, and job satisfaction SPSS and EFA for scale validity, Cronbach's Alpha for reliability, and Multiple Regression Analysis for regression hypothesis testing prove to be equally supportive and essential (Uddin et al., 2016; Ugboro & Obeng, 2000). The analysis's p-value and regression findings indicate that GHRM practices are significantly impacted by employee capabilities, work empowerment, and job happiness, and the importance of this effect is confirmed by the fact that the $p<0.05$. This research is necessary because GHRM practices in agriculture are becoming more complex. It will help human resource practitioners in developing nations like Vietnam implement GHRM by addressing the alignment between employee behavior and organizational practices (Lakshmanaswamy, 2015). Other factors influencing green HR applies may need to be considered in future studies, both within and outside of organizations.

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