

Green Communication: Bridging Sustainability and Employee Engagement

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ABSTRACT:

Green communication has emerged as a significant momentum in organizational practices turning green and ensuring more levels of employee engagement. Through the inclusion of green messages, work site sustainable practices, and transparent reporting of environmental action, organizations increase employees' feelings of belonging and purpose. The research examines the conceptual connection between green communication and employee engagement, supported by literature reviews and cases. The research has established that green communication enhances trust, motivation, and commitment and ultimately organizational performance.

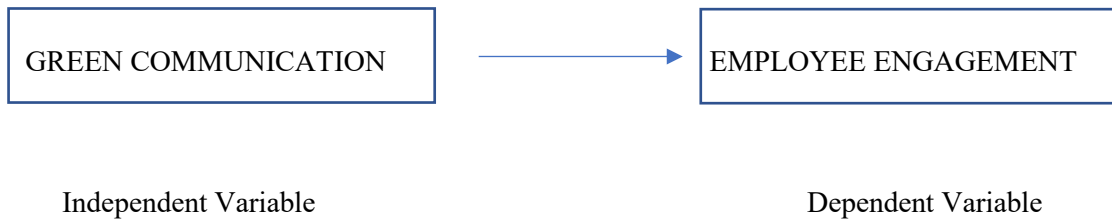
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INTRODUCTION:

As climate change and sustainability issues increasingly become global concerns, organizations have the mandate to adopt environmentally-friendly practices. Of these, green communication and the sharing of sustainability messages and practices became increasingly important for workers, not only does green communication cut down on the environmental footprint but also aligns their psychological side with organizational values. Workers are more engaged when they see their work environment as socially responsible and meaningful. Therefore, investigating how green communication affects employee engagement can yield useful insights into sustainable HR practices.

CONCEPTUAL FRAMEWORK:

The focus of this research stems from the synergetic ecosystem of green communication and employee engagement. Green communication is the dissemination of sustainable values, policies, and practices within the company via digital channels, sustainable campaigns, awareness initiatives, and open environmental reporting. It makes sure that employees are regularly exposed to messages reinforcing the firm's green credentials and dedication to a green future. This establishes a psychological bond by which workers identify their individual values with organizational objectives. Conversely, employee engagement, as discussed by Kahn (1990), is a condition of emotional, cognitive, and behavioural involvement in work. When workers feel that they are working in an organization that is purposeful and responsible towards the environment, it generates meaningfulness, pride, and belongingness, which are essential motivators of engagement. Therefore, the model suggests that green communication increases employee consciousness, establishes a collective obligation for sustainability, and develops a sense of contribution to a higher purpose. This, consequently, reinforces employee commitment, boosts motivation, and enhances overall organizational performance. Essentially, green communication is the driver that connects sustainability initiatives and human resource performance, aligning engagement as the critical mediating driver for sustained organizational success.



OBJECTIVES OF THE STUDY:

- To explore the impact of green communication on both employee engagement and commitment.
- To examine the link between green communication and employee trust and loyalty towards the organization.

REVIEW OF LITERATURE:

Esmond Naalu Kuuyelleh., et al (2021) in their study highlight that Green People Management (GPM) is a HR initiative that connects environmental sustainability into every HR function. It aims to cultivate a green organizational culture and gain a competitive advantage. GPM practices such as green recruitment, e-learning, and eco-friendly policies strengthen employer branding, improve talent attraction and retention, and positively influence employee green behaviour. It was noticed that employee engagement is the most critical mechanism for linking GPM with organizational performance. It empowers employees and motivates efforts toward environmental goals. The study emphasizes that strong IC, which is the strategic responsibility of HR, is vital in translating GPM policies into engaged employee actions that enhance environmental performance.

Benameur Dahinine., et al (2024) made a study on Green Leadership and HRM for Enhancing Green Supply Chain Performance. In this study the Green Transformational Leadership (GTL) is taken as a key element influencing the adoption of Green Human Resource Management (GHRM) practices. GHRM enables employees to adopt green practices across key supply chain management dimensions and serves as a strong predictor of Green Supply Chain Management (GSCM) performance. In this study, the sustainable competitive advantage is familiarised through the integration of the Ability Motivation Opportunity (AMO) and Resource Based View (RBV) theories. RBV points out that the internal resources are critical drivers of organizational advantage. AMO helped in providing a structure for HRM systems to enhance employee performance. This relationship is very much significant in Saudi Arabia's Vision 2030 objectives and its pharmaceutical sector.

Sulaiman, N. S., et al (2023) in their study identifies the link between communication, engagement, and organizational performance. Linking it with Grounded in Social Exchange, the study argues that when employees receive beneficial resources such as transparent communication, they reciprocate through constructive work behaviours. Effective communication is linked with positive outcomes like reduced turnover and higher productivity. It was also observed that there is a strong two-way connection between communication and engagement. Engagement is identified as a key mediating factor that helps in converting effective communication practices into improved performance.

Mohammed Aboramadan (2022) in his study explored how green HRM practices influence employee green behaviours within higher education institutions. In this study Green Work Engagement (GWE) is identified to be a critical mediating factor and theoretical foundations were checked. Green HRM practices such as Green

Recruitment & Selection, Green Training & Development, Green Performance Management, and Green Rewards & Compensation are aligned with environmental goals to promote sustainable organizational culture. A significant gap in the application and research of GHRM in the higher education institution sector has been noticed. The theoretical framework of the study is towards the Job Demands Resources (JD-R) Model and Social Exchange Theory (SET).

Nuzatul Shima Sulaiman., et al (2023) in their study discussed the interrelationship between communication, engagement, and organizational performance. The study highlights that effective communication aligns employees with organizational goals, gains trust and dedication. Employee engagement is a psychological state driven by communication which contributes directly to improvement of performance. Organizational performance is assessed using both financial and non-financial indicators. Engagement is identified as the mediating factor that converts communication into stronger organizational outcomes. The COVID-19 pandemic highlighted the very important role of transparent and open communication in sustaining employee engagement and maintaining performance during uncertainty. The research concludes that communication, interaction, and performance depend on each other and are important to organizational achievement.

Omar Mohammed Ali Ababneh (2021) in his study examines how Green Human Resource Management (GHRM) integrates environmental sustainability into HR practices such as recruitment, training, performance management, rewards, and engagement. The study applies the Ability Motivation Opportunity (AMO) framework to explain how GHRM influences employee behaviours. Employee green behaviours, both in-role and extra-role are positively linked to a lot of GHRM practices. Employee engagement is identified as the central mechanism that converts GHRM practices into eco-friendly behaviours. It enhances employees' sense of competence, motivation and involvement in sustainability initiatives. The study further pointed out the moderating role of personality attributes which observed that employees high in conscientiousness and positive affect demonstrated stronger links between GHRM, engagement, and green communication.

Tuna Karatepe., et al (2022) in their study emphasized that employee behaviour such as green creativity and pro-environmental behaviours (PEBs) is important to the success of a hotel's environmental sustainability initiatives. In this study Management Commitment to the Ecological Environment (MCEE) is found to be a key driver as it shows the organization's genuine environmental priorities to employees. Strong MCEE fosters Green Work Engagement (GWEN). GWEN serves as a crucial motivational factor that directly enhances PEBs and green creativity. The review establishes that GWEN is the primary mechanism linking employees' green outcomes to their perceptions of management's commitment to ecological sustainability.

Ahmad Abualigah., et al (2022) in their study used Ability Motivation Opportunity (AMO) theory to show GHRM improves employees' motivation to engage in more green creative behaviours. The Job Demands Resources theory was taken as a mediator which tracked the energy and dedication employees put into green tasks. The study also introduced spiritual leadership as a moderator which focused on encouraging healthy exchange of relationships between employees and organizations. Moderated mediation model was tested in this study in UAE hotels by introducing spiritual leadership as a factor. It emphasized the significance of green work engagement to get additional insights for the research.

Ayman Alshaaban., et al (2021) performed a study on how Green Work Engagement (GWE) in Hungary's renewable energy industry is affected by Green Human Resource Management (GHRM) practices. GHRM promotes pro-environmental behaviour among employees and improves environmental performance by coordinating HRM practices with environmental goals. Recruitment, performance management, incentives, and green training are important practices. GWE is the amount of effort, commitment, and focus an employee puts into environmental tasks. However, there is a dearth of empirical research on how GHRM practices affect GWE on an individual basis. This study seeks to bridge this knowledge gap by examining the unique impacts of four

GHRM practices on GWE and offer a more in-depth perspective on how to encourage employee involvement in sustainability initiatives within Hungary's renewable energy sector.

S. Athamneh et al. (2024) Made a study on impact of Green Workplace Design (GWD) on employee engagement and productivity in the Jordan public sector. Features like enhanced indoor air quality, natural light access, thermal comfort, biophilic elements, and eco-friendly materials are part of GWD which is certified by LEED or BREEAM. According to research, GWD can improve cognitive function, decrease absenteeism and lessen the sick building syndrome which will increase productivity. Additionally, green buildings encourage rest and concentration which contributes to staff engagement and morale. But because of high costs, a lack of public awareness and a lack of qualified professionals, knowledge of these aspects of human performance is still limited.

Kanwar Pravir Singh's., et al (2020) made a study on the relationship between employee engagement and Green Human Resource Management (GHRM) practices in auto component manufacturing clusters in Delhi, India. GHRM involves fostering ecological sustainability offering competitive advantage and incorporating environmental management goals into HR policies. It includes functions like green recruitment, induction, training, performance management, reward management, and employee relations. According to the study, employee engagement and acceptance are essential for successful implementation which can result in reduced expenses, higher productivity and better retention.

Nguyen Khanh Hai Tran., et al (2023) made a study that found that GHRM enhances employee green behaviour and organizational performance by incorporating environmental management goals into HR practices. The social and psychological processes that connect GHRM practices to specific employee outcomes are not understood properly yet in this study. Green leadership (GL) and green organizational culture (GOC) are also essential in order to promote green practices. By suggesting a model in which GOC mediates the connections between GHRM, GL, and GWE, the study seeks to close this knowledge gap and offer a more thorough understanding of employee engagement in sustainable work practices.

Jorge F. S. Gomes., et al (2023) in their study found that GHRM practices positively impact both green and non-green outcomes like work engagement. Psychological processes that connect GHRM practices to these results are not yet studied. The study aims to examine whether personal environmental values enhance or diminish the effect of GHRM on commitment and work engagement. It aims to provide a deeper understanding of individual differences in sustainability initiatives.

Khizra Khan., et al (2024) made a study on how environmental performance in Karachi's textile industry is affected by Green Human Resource Management (GHRM) practices. It was observed that incorporating sustainability into HR tasks like hiring, training, and performance reviews improves sustainable results. This relationship is mediated by the factor called employee engagement. By creating a positive atmosphere and by being emotionally intelligent green leaders increase the efficacy of GHRM procedures. Based on legitimacy theory, the study says that in order for an organization to remain credible and supported, its actions must be in line with societal norms.

Galina S. Arzamasova., et al (2021) made a student on the significance of environmental employee engagement (EEE) in green human resource management (GHRM) by examining it in a Russian oil and gas company. The study suggests a three-part EEE model that consists of voluntary regulated EEB, voluntary unregulated EEE, and normative (mandated) EEE. The results indicate low voluntary and potential EEE but high normative compliance. Due to their direct exposure to environmental issues, production staff exhibited the highest real and potential EEE. The lowest level of voluntary activity participation was shown by management. EEE was mainly driven by material incentives, environmental awareness and personal environmental values rather than by communication or leadership. The study underlined the necessity of customized GHRM practices that promote intrinsic motivation and match individual values with the objectives of organizational sustainability.

REAL-WORLD SCENARIOS:

INFOSYS:

Infosys has traditionally been known as a role model for integrating sustainability into its internal operations. A remarkable illustration is its move to a complete digital HR communication process, which has saved the company over 70 tons of paper every year. The change not only yielded cost benefits but also generated pride for the employees, who felt they were making a difference towards a global cause of sustainability. Infosys further strengthens engagement through employee-driven eco-awareness initiatives, whose personal values align with the organization's goals.

GOOGLE:

Google, in contrast, integrates green communication into its open and innovative organizational culture. Google openly communicates its environmental goals—like becoming carbon neutral and running energy-efficient data centers—regularly to its employees. Employees are invited to engage in sustainability competitions and innovation challenges, creating a sense of being co-creators of the mission of Google. This open and involving style strengthens employees' trust, motivation, and long-term commitment.

IKEA:

IKEA integrates sustainability into both its internal and external communication practices. Employees are constantly informed through awareness campaigns, training sessions, and updates on green supply chain practices. By connecting everyday tasks to larger global environmental goals, IKEA fosters a sense of shared purpose among its staff. This approach not only drives higher participation but also strengthens teamwork and accountability across the organization.

WIPRO:

Wipro showcases its dedication through the "Eco Eye" movement, which has emerged as one of India's prime green communication initiatives. The organization communicates awareness related to energy efficiency, water conservation, and waste management via newsletters, workshops, and online media. Employees are encouraged to take an active role in these eco-drives, leading to higher ownership of results. Consequently, Wipro has witnessed improved volunteering levels and increased engagement, showing the way continuous green communication can drive cultural alignment.

PATAGONIA:

Patagonia is unique in the world for its cause-based communication plan. It keeps employees informed about its environmental policies, success, and campaigns and invites them to participate in conservation efforts. This direct participation forms emotional connections and loyalty because the employees feel their efforts contribute to business success and the health of the planet. Patagonia is an example of how activism and corporate culture can be merged to foster real commitment.

UNILEVER:

Unilever's strategy is encapsulated in its Sustainable Living Plan, which marries transparency with employee engagement. By disclosing goals and progress openly on issues such as carbon reduction, water management, and waste control, Unilever creates trust and accountability. Employees are made the champions of sustainability, tasked with spearheading initiatives on their teams and communities. This reinforces organizational identity and provides employees with a greater sense of purpose in what they do.

NETFLIX:

Netflix, while most famous for entertainment, also weaves sustainability into corporate communications. It espouses digital-first communication and low paper usage, integrating sustainability into day-to-day activities. By engaging workers in CSR initiatives and environmental projects, Netflix encourages a sense of shared purpose and reinforces commitment among its employees.

MICROSOFT:

Microsoft is making an aggressive move by planning to be carbon neutral by 2030, with the message being clearly communicated to all of its employees. Employees are reached through web-based dashboards monitoring sustainability scores, as well as through training platforms on sustainable behaviours. Employee-driven "Green Teams" are created to empower employees to conceive and execute local environmental projects, from reducing plastic consumption to mobilizing community initiatives. This bottom-up strategy generates ownership and increases participation by providing staff with an active role.

TESLA:

Tesla explicitly conveys its business goal of accelerating the world's transition to sustainable energy, keeping employees informed and focused on this vision. With sustainability briefings, innovation sessions, and eco-awareness drives, Tesla repeatedly reinforces its workforce about being at the forefront of green technology. This mission-driven strategy not only inspires employees but also infuses sustainability into the culture of innovation deeply.

STARBUCKS:

Starbucks promotes its "Greener Stores" program actively, with an emphasis on waste reduction, water savings, and energy savings in store-level operations. Employees, particularly baristas, are also taught to discuss sustainability with customers, for instance, to use reusable cups. This direct interaction enables employees to feel proud of their efforts toward a global cause. Starbucks is an example of how persistent and open green communication even at the store level can really heighten engagement and organizational identification.

FINDINGS:

- Green communication is a key enabler in successful Engagement of people.
- Green communication boosts employee engagement by creating a greater feeling of purpose and active participation in company objectives.
- Green communication, combined with HRM practices like training, rewards, and leadership initiatives, strengthens employees' affective commitment to sustainability.
- Meaningful green initiatives supported by communication build trust and loyalty among employees.
- Environmentally conscious communication enhances employees' sense of belonging and purpose.
- Green messages and sustainable behaviours enhance trust, motivation, and commitment.
- This following pattern and linkage are observed from this study:

Green Communication → Effective Engagement

CONCLUSION:

Green communication has become a critical bridge between sustainability and human resource results, defining the way employees identify with the organization. Through the embedding of environmentally friendly values into daily communication be it via digital systems, awareness programs, or open book reporting organizations establish work environments in which employees identify with a higher purpose. Finally, green communication not only minimizes ecological footprint but also creates meaningfulness, pride, and responsibility among employees, which is a strategic enabler for organizational performance and sustainable growth. In the future, organizations have to employ digital media, artificial intelligence, and interactive platforms to make green communication more powerful. Customizable sustainability dashboards, gamified ecological challenges, and AI-based feedback tools can engage employees further by making environment action quantifiable and personal. With changing workplaces, integrating green communication into HR practices will be crucial in creating a future-capable, resilient, and eco-friendly workforce.

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