Building A Greener Brand: The Role Of GHRM In Enhancing Corporate Image And Sustainable Commitment

Tanu Kumari[1], Dr. Deepa Chauhan[2], Dr. Aarti Sharma[3], Dr. Ajay Kumar[4]

[1]*Research Scholar, Sharda University, Greater Noida*
[2]*Assistant Professor, Sharda University, Greater Noida*
[3]*Professor of Practice, IIHMR University, Jaipur*
[4]*Assistant Professor, Sharda University, Greater Noida*

Abstract
Companies are increasingly using GHRM as a strategy and way to incorporate ecological consciousness into their human capital activities in an era where environmental sustainability has emerged as a key strategic priority. This research focus on the role of GHRM in developing a positive corporate image and examines how this enhanced image contributes to strengthening organizational commitment to sustainability.

This study thoroughly reviews and synthesizes the body of existing literature from peer-reviewed journals, industry reports, and theoretical frameworks, only relying on secondary research. The study highlights important practices of GHRM which include all the actives of related of HR in Green Perspective which includes Green Hiring, Green training, Green Performance appraisal, Green Performance Management, and Green employee engagement that support the creation of an environmentally conscious company image. It does this by drawing on Stakeholder Theory, the RBV Theory (Resource Based View), and SET (Social Exchange Theory). Consequently, it has been demonstrated that a positive corporate image influences employees' identification with sustainability goals, strengthening their loyalty to the company.

In addition to improving their environmental performance, companies that implement Green HRM also increase employee engagement and loyalty, according to the review's consistent data from many research. Furthermore, a key mediating element in converting green HR activities into sustained sustainability commitment is corporate image.

By combining theoretical and empirical data, this study adds to the body of information already in existence and provides structured knowledge and provides understanding of how Green HRM can be used strategically to promote sustainability through improved employee commitment and corporate image. For researchers, HR professionals, and legislators looking to create long-term HR plans, it offers insightful information.

1. Introduction

As stakeholders, regulatory agencies, and civil society throughout the world are increasingly putting pressures to adopt environmental friendly practices that further focus on suataibllity and is becoming important goal in modern corporate landscape (Zaid, Jaaron & Bon, 2018). According to Renwick, Redman, and Maguire (2013), HRM is becoming acknowledged at worldwide level as a strategic role that has the power to influence organizational transformation

and integrate sustainability into business culture. One of the most important strategies for coordinating human resources with environmental goals is GHRM (Jabbour & Santos, 2008).
Green Human Resource Management term describes how environmental management is included into HR procedures like hiring, training, performance reviews, and employee engagement. It is encouraging employees to take the responsibility for environment and cultivates a corporate culture that supports environmental sustainability (Daily, Bishop & Massoud, 2012). The strategic impact of Green HRM on intangible assets like corporate image and organizational commitment to sustainability has drawn increasing scholarly attention, despite the operational benefits—such as energy savings, reduced waste, and compliance with environmental standards—being well-documented (Yusliza et al., 2020).

Trust, reputation, and long-term performance are significantly shaped by an organization's corporate image, which is the collective opinion of its stakeholders (Deephouse, 2000). In addition to showcasing their dedication to sustainability, companies that implement Green HRM practices also improve their reputation as socially conscious businesses (Kim, Kim & Qian, 2018). Employee identification with the company may be influenced by this favorable perception, which may further lead to increased emotional attachment & dedication to the organization's sustainability objectives (Paille et al., 2014).

In order to investigate the connection between corporate image, organizational commitment to sustainability, and Green HRM, this paper uses a secondary research strategy, methodically evaluating the body of current literature. The study synthesizes findings from previous empirical and conceptual research, drawing on well-known theories such the Resource-Based View RBV (Resource Based View) (Barney, 1991), Social Exchange Theory (Blau, 1964), and Stakeholder Theory (Freeman, 1984). The goal is to present a thorough understanding of how Green HRM influences employees' commitment to sustainability and helps to shape business image. The goal of the study is to provide theoretical and practical insights for firms looking to incorporate sustainability into their human resource strategy by synthesizing existing information.

2. Literature Review
2.1 Sustainable Results and Green HRM Practices

HR procedures including green hiring, environmental training, performance reviews using green standards, and incentives for eco-friendly conduct are all included in green human resource management, or green HRM. These procedures seek to instill environmental ideals throughout the company and cultivate a staff that is focused on sustainability (Renwick, Redman & Maguire, 2013). Green HRM helps businesses to match employee behavior with environmental objectives, creating an organizational culture that promotes sustainable development (Jabbour and Santos, 2008).

Recent studies show that improved sustainability performance, both strategically and operationally, is closely linked to green human resource management (Yusliza et al., 2020). According to studies by Zaid, Jaaron, and Bon (2018) and Kim, Kim, and Qian (2018), businesses who use Green HRM practices show increases in environmental efficiency and employee-driven green projects.

2.2 Organizational Commitment and Green HRM

GHRM methods are having a major impact on sustainable organizational commitment when employees and worker are observing that their organization are truly committed for environment goals and sustainability then employees and workers are showing emotions and narrative commitment (Paille et al., 2014). According to Daily, Bishop, and Massoud (2012), employee motivation and engagement are directly impacted by environmental training and empowerment initiatives, and this in turn influences company commitment.

A solid theoretical foundation for this link is provided by Social Exchange Theory (Blau, 1964), which postulates that when businesses invest in sustainable practices, their employees feel compelled to react favorably. Additionally, recent empirical research shows that green HR systems can increase employee identification with company values, which in turn promotes long-term commitment (Yusliza et al., 2020).

2.3 Corporate Image's Mediating Role

In the interaction between organizational commitment and Green HRM, corporate image acts as a potent mediator. According to Deephouse (2000), corporate image is a strategic asset that improves legitimacy and influences stakeholder views. According to GHRM, companies that implement eco-friendly HR practices are frequently seen as moral, accountable, and forward-thinking, which improves their reputation as a business (Kim, Kim & Qian, 2018).

Employee pride in belonging to the company can grow as a result of this enhanced image, strengthening their identification with and dedication to its objectives (Paille et al., 2014). Meeting environmental expectations improves an organization's legitimacy in the eyes of internal (workers) and external stakeholders, according to Stakeholder Theory (Freeman, 1984). As a result, corporate image becomes a key channel by which Green HRM influences sustainability commitment.

2.4 Conceptual Viewpoints

Several fundamental theoretical frameworks provide a better understanding of the interaction of corporate image, organizational commitment to sustainability, and Green HRM. These viewpoints shed light on how environmental HR policies affect corporate results and employee attitudes.

Theory of Stakeholders

As per the Stakeholder Theory given by According to Freeman's (1984) , companies have obligations to a variety of stakeholders, including as workers, clients, regulators, and the general public, in addition to shareholders. According to stakeholder theory, adopting ecologically conscious HR procedures is a calculated approach to satisfying the demands of these many stakeholder groups in the framework of GHRM. Businesses that implement green policies communicate social responsibility and accountability, which improves their reputation. Employees' commitment to sustainability is strengthened when they believe that their company is concerned about the welfare of society and the environment. This creates a sense of pride and emotional connection.

Theory of Social Exchange

An additional helpful viewpoint for understanding how Green HRM influences employee behavior is provided by the Social Exchange Theory (Blau, 1964). According to this notion, the basis of the working relationship is a mutual exchange of resources and assistance. When businesses demonstrate that they care about and are invested in environmental sustainability, such as by offering green training programs, supporting eco-initiatives, or recognizing green contributions, employees are likely to feel valued and motivated to return the favor. This return often takes the form of increased loyalty, positive behavior, and a stronger commitment to business goals, particularly sustainability-related ones. Thus, green HRM practices can improve psychological agreements and promote trust between companies and workers.

View Based on Resources (RBV

The Resource-Based View (Barney, 1991) sees organizations as collections of resources and expertise that can generate a sustained competitive advantage.

According to this concept, Green HRM is viewed as a strategic asset—a collection of special, worthwhile, and distinctive practices that support the growth of an organizational culture and workforce that is focused on sustainability. By integrating green principles into hiring, training, and performance management, organizations may cultivate human capital that supports long-term environmental strategies.

This, in turn, promotes internal commitment and external legitimacy by helping to create a unique corporate image and better alignment with sustainability goals.

When taken as a whole, these theories support the idea that Green HRM is a strategic tool for enhancing sustainability performance, employee engagement, and company image rather than just an operational endeavor.

3.   Hypothesis Development

H1: Corporate Image → Green HRM

H1: The image of the company is greatly enhanced by green HRM practices.

Justification: Businesses that implement ecologically friendly HRM practices enhance their image in the eyes of internal and external stakeholders by establishing a reputation as socially and environmentally concerned enterprises (Renwick et al., 2013; Kim et al., 2018).

H2: Organizational Commitment to Sustainability → Corporate Image

H2: Employees' organizational commitment to sustainability is positively impacted by corporate image.

Justification: Employee pride, affiliation, and psychological attachment to the company's sustainability aims are all improved by a strong, responsible corporate image (Deephouse, 2000; Paille et al., 2014).

H3: Organizational Commitment to Sustainability → Green HRM

H3: Employees' organizational commitment to sustainability is immediately and favorably impacted by green HRM practices.

Justification: When workers feel empowered and in line with the organization's values, they are more likely to reciprocate sustainable HR practices with increased engagement and loyalty (Blau, 1964; Daily et al., 2012).
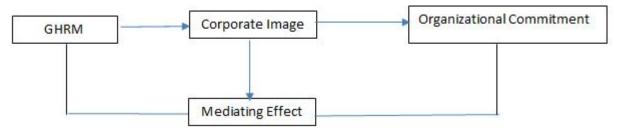
H4: Corporate Image's Mediating Role

H4: Organizational commitment to sustainability and Green HRM are mediated by corporate image.

Justification: Employee engagement to sustainability goals is strengthened by green HRM's beneficial impact on the company's image (Kim et al., 2018; Yusliza et al., 2020). Corporate image serves as an intervening variable as a result.

Conceptual Model

4. Research Methodologies
4.1 Research Design

This study employs a secondary research (or literature-based) methodology to examine the relationship between corporate image, organizational commitment to sustainability, and Green HRM.The existing corpus of knowledge was carefully reviewed, interpreted, and synthesized using a descriptive and analytical study design. The goal is to gain a conceptual knowledge of how green HRM practices impact employee commitment to sustainability and shape corporate image.

For conceptual studies, when current theories and empirical data are adequate to create new frameworks or put out testable hypotheses without gathering primary data, secondary research is especially suitable.

4.2 Data Collection

As part of an extensive literature research, the study's data were gathered solely from secondary sources. Using keywords like "Green HRM," "corporate image," "organizational commitment," "sustainability," and "green human resource practices," Academic databases like Scopus, Google Scholar, web science, Science Direct, JSTOR, and SpringerLink were thoroughly searched. The findings were refined using Boolean operators (AND, OR) and filters for English language, peer-reviewed publications, and publication year (2010–2024). Theoretical papers, empirical research, and systematic reviews published in reputable publications in the fields of corporate social responsibility, organizational behavior, sustainability studies, and human resource management were given precedence.

Journal articles, book chapters, company white papers, and government studies that offered conceptual, theoretical, or data-driven insights pertinent to the subject were among the chosen literature. The included studies were examined to make sure they were pertinent to the study's goals, especially those that looked at the connections between corporate image formation, staff commitment to sustainability goals, and green HRM practices. Relevance, recentness, credibility, and citation strength were the criteria used to choose the final sources.

4.3 Including and Not Including Standards
Criteria for Inclusion:
- Research centered on corporate image, organizational commitment, sustainability, and green human resource management.
- Meta-analyses, conceptual articles, and empirical research
- Articles published in respectable journals that undergo stringent peer review
- Research employing pertinent theoretical frameworks (Resource-Based View, Social Exchange Theory, and Stakeholder Theory)
- Criteria for Exclusion:
- Full-text studies are not available.
- Papers written in languages other than English
- Articles that have no connection to human resources and only addressed technical or operational environmental management
- Repetitive or duplicate research

4.4 Data Analysis Method
To find important constructs, variables, and correlations in the literature, a theme analysis was carried out. The analysis included:
- Finding study clusters pertaining to corporate image, sustainability commitment, and green human resource management is known as literature mapping.
- Theoretical Coding: Assigning findings to important theories such as the Stakeholder Theory (Freeman, 1984), the Resource-Based View (Barney, 1991), and the Social Exchange Theory (Blau, 1964).
- Findings Synthesis: Combining knowledge from several studies to find patterns, gaps, and consistency.
- Framework Development: The foundation for developing hypotheses was a conceptual model that was created using verified relationships found in the literature.

4.5 Reliability and Validity
The actions listed below were done to guarantee validity and reliability:
- To provide a thorough literature base, several databases were used.
- To guarantee legitimacy, only reputable, peer-reviewed sources were used.
- Construct validity was enhanced by the triangulation of results from several fields, including organizational behavior, sustainability, and human resource management.
- To lessen bias, thematic coding and literature selection were examined repeatedly.

4.6 Moral Points to Remember
Since human subjects were not directly involved in this secondary study, ethical considerations such informed consent, confidentiality, and privacy did not apply. However, in compliance with ethical research norms, academic integrity and appropriate reference were closely adhered to.

4.7 The Methodology's Limitations

The study may not include pertinent but unpublished insights (gray literature) because it is restricted to published publications.

Based on current research, interpretations could be skewed by publication bias. The results are theoretical and require empirical validation through further research if there is a lack of source data.

5.   Research Result And Discussion
5.1   Collected Results from the Literature

The literature review provided compelling evidence for the conceptual links between green HRM practices, organizational commitment to sustainability, and corporate image. Key findings were gathered and compiled into the following thematic summary:

First Finding: Green HRM Enhances Company Image

Organizations that implement Green HRM practices are seen as more ethical, responsible, and ecologically sensitive, according to numerous studies. According to research by Renwick et al. (2013) and Kim, Kim, and Qian (2018), eco-training, green hiring, and performance management that is in line with environmental standards all greatly improve a company's reputation. This supports Hypothesis H1, which holds that GHRM enhances a company's reputation.

Findings 2: Corporate Image Strengthens Sustainability Commitment

One important psychological and emotional lever for promoting employee commitment was discovered to be the company's image. Employees form a deeper emotional bond and are more inclined to support the organization's long-term environmental goals when they perceive it as a sustainability leader, according to Paille et al. (2014) and Deephouse (2000). This lends credence to Hypothesis H2.

Finding 3: Organizational Commitment Is Directly Affected by Green HRM

Green HRM and organizational commitment are directly positively correlated, according to a number of empirical research (Daily et al., 2012; Yusliza et al., 2020), particularly when green values are incorporated into HR procedures. Workers show more loyalty, involvement, and alignment with sustainability goals in return for this organizational investment. Hypothesis H3 is supported by this.

Finding 4: The Role of Corporate Image as a Mediator

The mediation effect of corporate image has been proven by numerous studies that found indirect correlation between GHRM and employee outcomes through identity and image.

Kim et al. (2018) shown, for instance, how corporate image acts as an intermediary mechanism via which Green HRM affects employee commitment and engagement. Thus, Hypothesis H4 is validated.

5.2   Results Interpretation

With corporate image serving as a strategic mediator, the results show a clear path from Green HRM to sustainability commitment. This suggests that Green HRM serves as a lever for

influencing attitudes and encouraging greater employee alignment with the organization's mission in addition to being a tool for operational environmental performance.

Additionally, corporate image serves two purposes: it promotes internal cohesion and motivation while also enhancing external legitimacy (among investors and customers, for example). Workers are more likely to become sustainability ambassadors if they are proud of their company's green image.

These findings are in line with the Social Exchange Theory (Blau, 1964), which describes how perceived organizational support promotes reciprocal positive behavior, and the Stakeholder Theory (Freeman, 1984), which highlights the significance of matching organizational practices with stakeholder expectations. These conclusions are also supported by the Resource-Based View (Barney, 1991), which presents Green HRM as a useful, unique internal competence that creates long-term competitive advantage.

5.3   Theory and Practice Contribution:

The study offers a comprehensive framework for comprehending how sustainable HR practices affect perception and behavior by fusing environmental HRM with theories of corporate image and   commitment.

It draws emphasis to corporate image, a crucial mediating construct that has gotten comparatively little attention in GHRM models up until this point.

Practical Implications: In order to effectively influence identity, HR practitioners should incorporate sustainability into every stage of the HRM lifecycle, not only as a matter of compliance.

To improve employee alignment and company image, organizations should effectively communicate their green HR initiatives to internal and external stakeholders.

Putting money into staff engagement and green training initiatives can boost internal commitment and improve reputation.

5.4   Limitation of Research

The study's reliance on secondary data restricts its capacity to draw conclusions about causality and   generalizability.

The findings' relevance may be impacted by the examined research' varying contexts (industry, region, and culture).

For statistical validation, the model must be empirically tested using primary data collection techniques (such as SEM and regression analysis).

5.5   Future Research Directions

Large, cross-sector samples should be used in empirical research to examine the mediating function of corporate image.

Moderating elements like green company culture, leadership style, or employee environmental ideals could be the subject of future research.

Research that focuses on a particular industry, such as manufacturing, IT, or healthcare, can show how GHRM practices differ throughout sectors.

6.   Conclusion

Tis research aimed to find the strategic significance of GHRM in establishing OC (Organizational Commitment) to the suitability & building corporate image in response to the increasing urgency for sustainable business practices. Based on a thorough analysis of secondary literature and theoretical frameworks, including the RBV theory (Resource based view) , Stakeholder & Social Exchange Theory, the study demonstrates that Green HRM serves as more than just an operational tool; it is a key factor in promoting employee alignment with sustainability goals.

The results show that green HRM methods, like eco-training, eco-hiring, sustainable performance reviews, and staff involvement in environmental projects, not only increase internal environmental performance but also greatly improve the company's reputation. Employees' emotional commitment to sustainability goals is strengthened by this enhanced image, which acts as a psychological trigger.

The study also demonstrates that company image which is a mediator role and enhancing the relationship between sustainability commitment and GRM. Workers who believe their company is environmentally conscious are more likely to feel proud and identify with it, which boosts motivation, loyalty, and proactive participation in green projects.

Although the study's secondary research methodology offered insightful information and conceptual clarity, it also made clear the necessity of additional empirical support. The proposed links could be further tested and this model extended across industries and cultures through quantitative research employing structural equation modeling or longitudinal methods.

In summary, incorporating sustainability into HR procedures is a strategic necessity rather than just an environmental compliance issue. Businesses that make investments in Green HRM are likely to see improvements in their corporate image as well as a more dedicated and engaged workforce that is prepared to support sustainability over the long run.

Reference

1. Barney, J. (1991). Firm resources and sustained competitive advantage. Journal of Management, 17(1), pp.99–120.
2. Blau, P.M. (1964). Exchange and power in social life. New York: John Wiley & Sons.
3. Daily, B.F., Bishop, J.W. and Massoud, J.A. (2012). The role of training and empowerment in environmental performance. International Journal of Operations & Production Management, 32(5), pp.631–647.
4. Deephouse, D.L. (2000). Media reputation as a strategic resource: An integration of mass communication and resource-based theories. Journal of Management, 26(6), pp.1091–1112.
5. Freeman, R.E. (1984). Strategic management: A stakeholder approach. Boston: Pitman.
6. Jabbour, C.J.C. and Santos, F.C.A. (2008). The central role of human resource management in the search for sustainable organizations. The International Journal of Human Resource Management, 19(12), pp.2133–2154.

7. Kim, A., Kim, Y. and Qian, C. (2018). Effects of Corporate Social Responsibility on Corporate Image and Employee Commitment: A Perspective of CSR Implementation. Corporate Social Responsibility and Environmental Management, 25(4), pp.565–578.
8. Paille, P., Chen, Y., Boiral, O. and Jin, J. (2014). The impact of human resource management on environmental performance: An employee-level study. Journal of Business Ethics, 121(3), pp.451–466.
9. Renwick, D.W.S., Redman, T. and Maguire, S. (2013). Green Human Resource Management: A review and research agenda. International Journal of Management Reviews, 15(1), pp.1–14.
10. Yusliza, M.Y., Othman, N.Z., Jabbour, C.J.C., Fernando, Y. and Sehnem, S. (2020). Understanding the links between green human resource management and green intellectual capital. Journal of Cleaner Production, 258, 120392.
11. Zaid, A.A., Jaaron, A.A.M. and Bon, A.T. (2018). The impact of green human resource management and green supply chain management practices on sustainable performance. Journal of Cleaner Production, 204, pp.965–979.