



# Corporate Environmental Commitment: Research Review and Prospects

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**Abstract.** With the acceleration of globalization and population growth, environmental problems have become increasingly serious. By implementing effective corporate environmental commitment measures, enterprises can reduce the adverse impact of their business activities on the environment, thereby improving the sustainable development performance of the organization and gaining unique market competitiveness. After introducing the concept and connotation of corporate environmental commitment this article conducts a literature review based on existing research and summarizes the antecedent and outcome variables of it. Finally, this article proposes prospects for future research directions, providing reference for future research.

**Keywords:** Corporate environmental commitment, sustainable development, corporate governance

## 1 Introduction

With the rapid development of the economy, environmental issues have become increasingly serious, such as climate change, resource scarcity, energy consumption, and so on. These issues not only cause damage to ecosystems, but also pose a threat to social and economic development. As an enterprise that engages in production and business activities in the market and plays a crucial role in the entire society, it bears an indispensable responsibility in achieving high-quality and sustainable economic and social development[1]. The sustainable development of enterprises has gradually become increasingly important, and it has received widespread attention from all sectors of society and the world. Sustainable development requires coordinated development of the economy, society, and environment, which means that business organizations need to take effective measures to protect the environment, fulfill social responsibilities, and achieve economic growth[2-3].

Human resource management is crucial for enterprises to achieve strategic goals, enhance organizational core competitiveness, and obtain key success factors. Proper and correct application of human resource management policies can enhance employees' sense of organizational commitment and team cohesion [4]. Corporate environmental commitment emphasizes the integration of environmental protection and social

responsibility into the entire process of human resource management. Through specific human resource management measures such as green recruitment, green training, green performance evaluation, green compensation, and employee environmental participation, it promotes the achievement of organizational green and sustainable development goals [5].

Based on the cutting-edge trends in research in this field, this article analyzes relevant literature on corporate environmental commitment at home and abroad, discusses the process and connotation of the concept of it, as well as the relevant theoretical basis. Based on this, this article summarizes the framework of empirical research on it, and finally looks forward to future research directions.

## **2 The Concept and Measurement of Corporate Environmental Commitment**

### **2.1 The Concept of CEC**

Wehrmeyer first proposed corporate environmental commitment. He believed that the key implementation of a company's green environmental protection strategy lies with its employees, who are crucial in the company's environmental protection strategy. The company's human resource system provides strong support for environmental protection, which leads to the new concept of it[6-7]. The human resource management strategy of enterprises needs to be matched with the enterprise's strategy, and through corporate environmental commitment, it can reduce resource waste and improve utilization efficiency, helping enterprises achieve sustainable development goals[8]. Human resource management is not only a traditional human resource management measure to improve organizational environmental performance, but also a labor and human capital factor that adapts to changes in organizational environmental management measures[9].

### **2.2 Measurement of CEC**

The existing measurement scales for it include single and multi-dimensional. Zibaras et al. believe that corporate environmental commitment runs through all processes of employee career development, including education and authorization for individuals[10]. They have developed a measurement scale with a total of 17 items. Gholami et al. pointed out that corporate environmental commitment includes dimensions such as union participation, recruitment and training, cultural and supportive atmosphere, salary performance management, and employee participation. A measurement scale consisting of 28 items was developed[9]. Tang et al. developed a corporate environmental commitment scale that includes dimensions such as green recruitment, green training and selection[11].

### **3 Research on CEC**

#### **3.1 The Antecedent Variables of CEC**

Among the external influencing factors, research is mainly conducted from the perspectives of global sustainable development trends and stakeholder demands. The trend of sustainable development in globalization will prompt enterprises to engage in corporate environmental commitment. With the increasing severity of global environmental issues and the proposal of the concept of green and sustainable development, enterprises are encouraged to adopt methods that meet the needs of global trends in order to gain advantages in the competitive tide [12]. Human resources will inevitably become a key factor for achieving sustainable development performance. The demands of corporate stakeholders will affect the formulation of corporate environmental commitment policies for enterprises. Stakeholders have a significant impact on the operation and production of enterprises. Under the green needs of stakeholders, enterprises have to formulate relevant policies to respond. Customers, suppliers, and the public demand sustainable development for enterprises, and the human resource management policies of enterprises will make corresponding changes [13].

Among the internal influencing factors, research is mainly conducted from the perspectives of corporate culture, green knowledge dissemination, employee behavior, corporate governance related systems, and environmental awareness among corporate executives. The green organizational culture of a company can affect its green management. The organizational culture of an enterprise is closely related to its management measures. A green organizational culture can cultivate the emergence of green concepts among employees, which is conducive to the sustainable development of the enterprise. The environmental culture of the enterprise can reflect its environmental vision [14]. Transferring knowledge about corporate environmental commitment within enterprises and providing training on sustainable development related knowledge to employees can effectively promote the implementation of green management in enterprises [15]. The behavior and psychology of employees themselves, as well as the relevant policies and systems of the enterprise, can all affect the corporate environmental commitment of the enterprise [16]. The environmental awareness of senior management in enterprises has a direct impact on the sustainable development of organizations.

#### **3.2 The Outcome Variables of CEC**

At the individual level, the outcome variables mainly focus on employee turnover, job satisfaction, organizational commitment, and environmental behavior. Corporate environmental commitment can affect employee turnover rates. Employees with a green mindset are more inclined to choose environmentally conscious companies and employers. However, in companies lacking environmental protection strategies, job satisfaction of such employees will significantly decrease, and may even lead to turnover behavior, which to some extent will affect the sustainable competitive advantage of the enterprise [17]. Scholars have found that green management can improve employee job

satisfaction, enhance organizational commitment, and improve employee work efficiency [18]. Dumont et al. found that it can promote the formation of a sustainable development atmosphere in enterprises, thereby guiding employees to engage in environmental behavior in their work [19].

At the organizational level, the outcome variables are mainly explained in terms of corporate environmental performance, social image, intangible resources, organizational green learning, and creativity. Corporate environmental commitment in enterprises can directly or indirectly affect their environmental performance[20]. Green management measures have a positive influence on the implementation of green behavior in organizational resources, among which organizational environmental commitment plays a mediating role. The management team of enterprises actively pursuing environmental performance through the cultivation of green human resources will play a leading role in the organization, motivating employees to implement environmental actions, and helping to achieve the sustainable development goals of the enterprise. It also has a positive and significant impact on the green creativity of employees and enterprise organizations. Green thinking plays a partial mediating role in the relationship between corporate environmental commitment and green creativity[21]. Corporate environmental commitment can promote the learning of green knowledge and the sharing of sustainable development knowledge in enterprise organizations[22].

## **4 Conclusion**

### **4.1 The Antecedent Variables of CEC**

At present, there is relatively little research on the external influencing factors at the organizational level in the research on the antecedents of CEC. Future research on the antecedents of it can explore the impact of macroeconomic environment, political and legal factors, and technological changes on it. At different levels of economic development, people's thoughts and concepts may vary, and technological changes can also promote or suppress it.

### **4.2 The Outcome Variables of CEC**

In the research on the outcome variables of corporate environmental commitment, there is relatively little discussion at the organizational level. Implementing it in enterprises helps to enhance the overall green learning ability of the enterprise, seize advantages in competition, gain unique market competitiveness, and enhance the sustainable development performance of the enterprise. It can enable enterprise organizations to formulate development strategies that align with the national sustainable development strategy direction, thereby obtaining government financial and policy incentives, and helping enterprises establish a good social public image. Therefore, future research can explore the outcome variables at the organizational level of it.

### 4.3 The Impact of CEC on Green Knowledge Sharing

At present, few scholars at home and abroad have explored the impact of corporate environmental commitment on green knowledge sharing. With the increasing emphasis on environmental protection systems in the global community, sustainable development has become an important influencing factor in the core competitiveness of enterprises. The sharing of green knowledge within and between enterprise organizations can help more employees implement green behavior, thereby creating a green and environmentally friendly atmosphere in enterprises. However, few scholars have explored the impact of it on green knowledge sharing, and future research and exploration can be conducted from this perspective.

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