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## Green HR Practices Integrate Global Culture Intelligence to Drive Productivity and Sustainability in the Corporate World

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Peer Review Information	Abstract
<p><i>Submission: 21 April 2025</i> <i>Revision: 20 May 2025</i> <i>Acceptance: 15 June 2025</i></p> <p><b>Keywords</b></p> <p><i>Global Cultural Intelligence, Green HR Practices, Sustainability, Team Productivity, Multinational Organizations, Diversity</i></p>	<p>This study examines the intersection of Global Cultural Intelligence (GCQ) and Green Human Resource (HR) practices in corporations. It focuses on how their combined impact can enhance team coordination and productivity, leading to more sustainable business practices. The primary aim is to understand how integrating GCQ with Green HR strategies can amplify an organization's performance. This research paper gives HR professionals helpful insights on how to incorporate intelligent cultural practices to support sustainability in offices with a diverse workforce. This Research intends to address the growing need for blending cultural diversity and environmental sustainability in multinational enterprises. By testing the influence of cultural intelligence on the effectiveness of Green HR practices, the study aims to formulate a proposal for chasing on diversity to foster innovation, improve team cooperation, and achieve sustainability goals. The research puts into practice a mixed-methods approach, combining both quantitative survey and qualitative interviews. A comprehensive questionnaire was shared out to professionals from different corporate worlds, understanding their experiences and world views of GCQ and Green HR practices. The quantitative component analyzes the correlations between cultural intelligence, team performance, and sustainability metrics. The qualitative segment gathers indepth insights on the challenges and best practices for integrating GCQ into Green HR strategies. Key findings indicate that high cultural intelligence among employees significantly enhances the adoption and success of Green HR initiatives. Teams with elevated GCQ demonstrate better collaboration, innovative problem-solving, and alignment with sustainability objectives. Moreover, the employees who have high cultural quotient are more engaged and committed to organizational goals. The study also highlights the vital role of HR in maintaining a company's culture that prioritizes inclusivity in diversity and sustainability. In conclusion, this research paper helps businesses sustainably enhance their overall operations in alignment with their Global Cultural Intelligence. It recommends incorporating GCQ focused training into HR policies and designing frameworks that align cultural intelligence with environmental goals. Through this approach, companies can attain their Green goals and create strong and inclusive teams that work excellently across the world.</p>

## INTRODUCTION

Multinational corporations, in the present volatile business environment, are more concerned with the practice of environmental sustainability and cross-cultural competence as their key competitive advantages. There has never been a greater urgency to conduct sustainable business operations, and organizations seek to integrate corporate goals with greater environmental and social responsibilities. Against this background, two very impactful concepts have surfaced as game changers in modern business management: Green Human Resource Management (Green HR) and Global Cultural Intelligence (GCQ).

As it combines the friendly policies and practices of the environment with human resources management, Green HR is thus seen as a strategic approach. It thus incorporates green recruitment and other associated practices, green training, performance management harmonized to the environmental goals, and employee engagement in sustainability efforts. An integrated Green practices in HR will enable companies to create an environment of environmental responsibility among its employees, who serve as contributors to carbon footprint reduction and long-term ecological balance. In addition to the benefits listed above, Green HR practices add value by enhancing corporate reputation, reducing operational costs through resource efficiency, and facilitating a motivated workforce fully aligned with sustainability objectives.

On the other hand, as organizations are now globalized, the employees in a business organization represent all cultures in the world. Therefore, the capability of the workforce to perform successfully across diverse cultural contexts is essential for a company. Global Cultural Intelligence, which refers to the ability to understand and successfully interact with other people from various backgrounds in face-to-face meetings, virtual collaborations, or international business negotiations, has become very essential for a modern organization. As such, cultural intelligence has come to be viewed in organizations as having the competitive edge to train workers in ways to better maneuver complexities in their diverse workforce for better inclusiveness and lessened potential for conflicts and more innovations at work.

Despite the extensive research conducted on Green HR and GCQ separately, there is still a significant gap in understanding their combined influence on corporate productivity and sustainability. Theoretically, organizations that implement both Green HR initiatives and cultivate high GCQ among employees should experience superior business outcomes. Green HR

contributes to a more resource-efficient and socially responsible workplace, while GCQ ensures that employees can effectively collaborate across diverse teams and cultural boundaries. However, empirical evidence exploring the simultaneous impact of these two dimensions on organizational performance remains scarce.

The application of Green HR and GCQ in real corporate scenarios is becoming increasingly important, yet many employees remain unaware of their significance. In most organizations, a paper sustainability policy exists without proper or effective communication among the employees. Employees unknowingly increase paper usage, waste energy, or decline to engage themselves in the organization's sustainability programs. Likewise, many cultural misunderstandings and biases affect cooperative efforts by leading to unwanted communication, making entities less efficient and losing valuable business. It will require targeted awareness campaigns, comprehensive training programs, and individual commitment from leadership to infuse these principles into day-to-day work practices.

This research will bridge the gap by investigating whether organizations that adopt both Green HRM and GCQ show statistically significant increases in productivity, sustainability, and employee engagement. Using a mixed-method approach, professional leaders from organizations that apply Green HRM, cultural intelligence, or both, will be interviewed and requested to complete a questionnaire. The methodology adopted for this study will advance insight into how these two factors combine to improve workplace efficiency.

This study shall provide a rich understanding of the practical implications of Green HR and GCQ based on real-life case studies and performance data analysis. The study's findings would not only benefit organizations in decision-making regarding HR and sustainability strategy but also inform best practices that can be undertaken to create a work environment that is both ecologically responsible and culturally competent. Ultimately, the research aims to prove that integration of Green HR and GCQ is not merely a theoretical suggestion but a practical approach toward resilient, future-fit businesses.

## Problem Statement

As culture and environmental issues are increasingly crucial for multinational firms in today's global business world, the new challenge is now the adoption of Green HR and building culturally intelligent teams to bring collaboration and inclusion into the workforce. Yet how GCQ contributes to the efficiency of Green HR has not

Enhancing Sales Performance in Henan's Media Industry through the Synergy of Digital Marketing and AI yet been explored well. The studies on Green HR focus on waste reduction and sustainability promotion, while the GCQ studies have focused on its benefits in communication and teamwork in diverse settings. However, these concepts are usually implemented separately, and thus their potential synergies could enhance corporate productivity and long-term sustainability. This study aims to bridge this gap by investigating the combined impact of GCQ and Green HR on corporate performance and sustainability. The interviews and questionnaires answered by professionals from various organizations will see how GCI-based integration into Green HR policies can result in more engaged employees, effective sustainability programs, and higher productivity. Once this relationship is understood, companies would have a practical implication that would guide HR strategies for environmental responsibility and inclusive, performing workforce in a competitive global market.

## OBJECTIVE

In today's global economy, multinational organizations operate in culturally diverse environments, making adaptability and inclusivity essential. Green HR practices integrate eco-friendly policies into HR strategies, promoting sustainability. However, their success depends on more than environmental awareness—it requires Global Cultural Intelligence (GCQ) to navigate diverse teams effectively. GCQ enhances communication, collaboration, and team cohesion, yet its role in Green HR remains underexplored. This study examines how GCQ influences Green HR practices and impacts team coordination and productivity. It aims to develop best practices for integrating GCQ into HR strategies, fostering sustainable and culturally inclusive workplaces.

### The primary objectives of this research are:

- 1.To examine the relationship between Global Cultural Intelligence (GCQ) and Green HR practices in Multinational organizations and its impact on team coordination and productivity
- 2.To evolve with best practices for incorporating Global Cultural Intelligence (GCQ) into HR strategies to enhance Green HR developments
- 3.To provide recommendations on the benefits of Integrating CQ into Green HR Practices
- 4.To contribute towards sustainable business practices in culturally diverse environments

## LITERATURE REVIEW Cultural Intelligence (CQ)

High CQ enables individuals to navigate cultural differences, reduce conflicts, and foster collaboration in multicultural teams. Research by Thomas et al. (2015) highlights the role of CQ in

enhancing team performance and innovation in global organizations. They argue that employees with high CQ are better equipped to handle cross-cultural challenges, leading to improved team cohesion and organizational outcomes.

### Green HR Practices

Research by Renwick, Redman, and Maguire (2013) highlights the role of Green HR in enhancing organizational sustainability and employee engagement. They argue that Green HR practices not only contribute to environmental sustainability but also improve employee morale and organizational reputation. Studies have shown that organizations with strong Green HR practices tend to have higher levels of employee satisfaction and environmental performance.

### Integration of CQ and Green HR

The integration of Cultural Intelligence (CQ) and Green HR practices is a relatively unexplored area. However, preliminary studies suggest that cultural intelligence can enhance the adoption and effectiveness of Green HR initiatives. For example, employees with high CQ are more likely to understand and embrace sustainability practices that align with their cultural values. This synergy can lead to improved team collaboration, innovation, and sustainability outcomes.

### Theoretical Framework

This study is grounded in the Resource-Based View (RBV) theory, which posits that organizations can achieve a competitive advantage by leveraging unique resources and capabilities. In this context, Cultural Intelligence (CQ) and Green HR practices are viewed as strategic resources that can enhance organizational performance and sustainability. The RBV framework provides a theoretical basis for understanding how the integration of CQ and Green HR can lead to sustainable competitive advantage in multinational organizations.

#### The Role of CQ in Multicultural Teams

Research by Ang et al. (2007) emphasizes the importance of CQ in multicultural teams. They found that teams with high CQ are more effective in cross-cultural communication and conflict resolution, leading to better team performance. This study supports the idea that CQ can enhance the effectiveness of Green HR practices by fostering collaboration among culturally diverse teams.

### Green HR and Employee Engagement

A study by Jabbour et al. (2013) explores the impact of Green HR practices on employee engagement. They found that employees who participate in Green HR initiatives are more likely

to feel connected to the organization's mission and committed to sustainability goals. This suggests that Green HR practices can enhance employee engagement, particularly in culturally diverse settings.

### **CQ and Sustainability Initiatives**

Research by Chen et al. (2016) examines the role of CQ in sustainability initiatives. They found that employees with high CQ are more likely to embrace sustainability practices and contribute to environmental goals. This study highlights the potential for CQ to enhance the effectiveness of Green HR practices by aligning sustainability initiatives with cultural values.

### **Green HR and Organizational Performance**

A study by Daily et al. (2012) investigates the impact of Green HR practices on organizational performance. They found that organizations with strong Green HR practices tend to have higher levels of environmental performance and financial performance. This suggests that Green HR practices can contribute to both sustainability and business success.

### **CQ and Leadership in Multicultural Settings**

Research by Rockstuhl et al. (2011) explores the role of CQ in leadership. They found that leaders with high CQ are more effective in managing multicultural teams and driving organizational change. This study supports the idea that CQ can enhance the effectiveness of Green HR practices by fostering culturally intelligent leadership.

### **Green HR and Corporate Social Responsibility (CSR)**

A study by Boiral et al. (2015) examines the relationship between Green HR practices and Corporate Social Responsibility (CSR). They found that Green HR practices can enhance an organization's CSR initiatives by promoting sustainable behaviors among employees. This suggests that Green HR practices can contribute to both environmental sustainability and social responsibility.

### **CQ and Innovation in Multicultural Teams**

Research by Elenkov and Manev (2009) explores the role of CQ in fostering innovation in multicultural teams. They found that teams with high CQ are more likely to generate innovative solutions to complex problems. This study highlights the potential for CQ to enhance the effectiveness of Green HR practices by fostering innovation and creativity in culturally diverse teams.

## **2. A comprehensive analysis of the relationship between Cultural Intelligence (CQ) and Green HR practices in the Indian context Green HR Practices in Indian Organizations**

Sharma, N., & Gupta, N. (2015). Green HR practices: A study of Indian organizations. *Journal of Cleaner Production*. This study explores the adoption of Green HR practices in Indian organizations, focusing on how these practices contribute to environmental sustainability and employee engagement. The authors found that Indian companies are increasingly integrating Green HR practices, such as eco-friendly recruitment, green training programs, and sustainability-focused performance management. The study highlights the role of cultural values in shaping employees' attitudes toward sustainability initiatives, suggesting that Cultural Intelligence (CQ) can enhance the effectiveness of Green HR practices in the Indian context.

### **Cultural Intelligence and Employee Performance in Indian IT Firms**

Kumar, S., & Singh, R. (2017). Cultural intelligence and employee performance in Indian IT firms: A study of cross-cultural teams. *International Journal of Human Resource Management*. This research examines the impact of Cultural Intelligence (CQ) on employee performance in Indian IT firms, particularly in cross-cultural teams. The study found that employees with high CQ are better equipped to handle cross-cultural challenges, leading to improved team collaboration and project outcomes. The authors argue that CQ is a critical skill for Indian IT professionals working in global teams, as it enables them to navigate cultural differences and contribute to organizational success. The study also highlights the potential for integrating CQ into HR practices to enhance team productivity & innovation.

### **Green HRM and Employee Engagement in Indian Manufacturing Sector**

Rao, P., & Patnaik, B. (2016). Green HRM and employee engagement in the Indian manufacturing sector: A study of sustainable practices. This study investigates the relationship between Green HRM practices and employee engagement in the Indian manufacturing sector. The authors found that organizations with strong Green HR practices, such as energy-saving initiatives and waste reduction programs, tend to have higher levels of employee engagement and job satisfaction. The study highlights the importance of cultural alignment in promoting sustainability initiatives, suggesting that employees are more likely to engage in Green HR

Enhancing Sales Performance in Henan's Media Industry through the Synergy of Digital Marketing and AI practices when they align with their cultural values. The findings underscore the need for culturally intelligent HR strategies to enhance the effectiveness of Green HR practices in India.

### **Cultural Intelligence and Leadership in Indian Multinational Corporations**

Mehta, A., & Pillai, R. (2018). Cultural intelligence and leadership effectiveness in Indian multinational corporations: A study of global teams. This research explores the role of Cultural Intelligence (CQ) in leadership effectiveness within Indian multinational corporations (MNCs). The study found that leaders with high CQ are more effective in managing global teams, fostering cross-cultural collaboration, and driving organizational change. The authors argue that CQ is a critical competency for Indian leaders operating in multicultural environments, as it enables them to navigate cultural differences and build inclusive workplaces. The study also highlights the potential for integrating CQ into leadership development programs to enhance the effectiveness of Green HR practices in Indian MNCs.

### **Green HR Practices and Organizational Sustainability in Indian SMEs**

Patel, R., & Desai, T. (2019). Green HR practices and organizational sustainability in Indian SMEs: A study of environmental performance. This study examines the impact of Green HR practices on organizational sustainability in Indian small and medium enterprises (SMEs). The authors found that SMEs with strong Green HR practices, such as eco-friendly recruitment and sustainability-focused training, tend to have higher levels of environmental performance. The study highlights the role of cultural values in shaping employees' attitudes toward sustainability initiatives, suggesting that Cultural Intelligence (CQ) can enhance the effectiveness of Green HR practices in Indian SMEs. The findings underscore the need for culturally intelligent HR strategies to promote sustainability in the Indian SME sector.

### **SYNTHESIS OF LITERATURE**

The literature review highlights the importance of both Cultural Intelligence (CQ) and Green HR practices in enhancing organizational performance and sustainability. While CQ enables individuals to navigate cultural differences and foster collaboration, Green HR practices promote environmental sustainability and employee engagement. The Indian research reviews highlight the growing importance of Cultural Intelligence (CQ) and Green HR practices in enhancing organizational performance and sustainability in the Indian context. These studies

demonstrate that Indian organizations are increasingly adopting Green HR practices, such as eco-friendly recruitment, green training programs, and sustainability-focused performance management. However, the success of these initiatives often depends on their alignment with employees' cultural values, underscoring the need for culturally intelligent HR strategies. The integration of CQ and Green HR practices has the potential to create culturally sensitive sustainability strategies that resonate globally while driving meaningful environmental impact. By integrating CQ into HR practices, MNCs can create culturally sensitive sustainability strategies that resonate with employees and contribute to long-term organizational success.

### **Gap Analysis Between Literature Review and Empirical Findings**

This analysis highlights key discrepancies between the literature and empirical findings on Global Cultural Intelligence (GCQ) and Green HR practices. While existing studies advocate for the integration of GCQ and Green HR as strategic assets, real-world applications reveal a gap in execution due to varying degrees of awareness, resource allocation, and leadership involvement. This gap analysis aims to bridge these inconsistencies by exploring the barriers to implementation and offering solutions to enhance practical adoption.

### **Key Gaps Identified**

#### **Conceptual Understanding vs. Empirical Findings Literature:**

- GCQ is reported to enhance teamwork, reduce cultural misunderstandings, and boost cross-cultural collaboration in diverse workplaces.
- Green HR is linked to sustainability improvements, increased employee engagement, and a strengthened organizational reputation.
- The Resource-Based View (RBV) suggests that integrating CQ and Green HR can provide firms with a competitive advantage.

#### **Findings:**

- Moderate awareness exists regarding these concepts, but structured implementation is inconsistent across organizations.
- Leadership support has the strongest impact on productivity ( $\beta = 0.45$ ), but many firms lack clear leadership direction regarding GCQ and Green HR policies.
- Companies acknowledge the theoretical benefits but struggle with budget constraints and strategic priorities, hindering execution.

#### **Gap:**

- While literature emphasizes the potential advantages of GCQ and Green HR, real-world execution is limited due to organizational inertia and lack of structured policies.
- Empirical results show partial adoption, suggesting a need for more formalized training and investment in these areas.

#### **Green HR Implementation Literature:**

- Green HR is widely promoted as a means to drive sustainability and improve corporate social responsibility (CSR) efforts.
- Companies with robust Green HR policies experience improved employee morale and enhanced sustainability compliance.

#### **Findings:**

Quantitative data indicates that awareness of Green HR policies correlates positively with employee motivation ( $r = 0.60$ ).

However, qualitative findings reveal discrepancies in execution—while ITC and JSW Steel actively implement structured Green HR strategies, firms like Wipro and Reliance Retail exhibit sporadic efforts due to budget limitations and competing priorities.

#### **Gap:**

- Although literature suggests broad adoption, actual implementation varies widely across companies.
- Green HR remains an auxiliary initiative rather than an embedded corporate policy in many organizations.

#### **CQ Training and Organizational Impact Literature:**

- CQ training is considered essential for improving cross-cultural management and enhancing the effectiveness of sustainability initiatives.
- Research suggests that employees with higher CQ are more likely to embrace and advocate for Green HR policies.

#### **Findings:**

- Quantitative results indicate no significant differences in CQ awareness across gender and experience levels.
- Qualitative insights suggest that while ITC and JSW Steel invest in formalized CQ training, companies like Wipro and Reliance Retail rely on informal exposure and organic cultural interactions.

#### **Gap:**

- Literature underscores the necessity of structured CQ training, yet many firms lack dedicated training programs.

- There is a disconnect between theoretical best practices and the practical realities of CQ training within organizations.

#### **Leadership's Role Literature:**

- Leadership is identified as a critical driver of CQ and Green HR success, influencing policy adoption and employee engagement.
- Strong leadership commitment fosters an inclusive work environment and promotes long-term sustainability efforts.

#### **Findings:**

- Regression analysis confirms that leadership support is the strongest predictor of productivity improvement ( $\beta = 0.45$ ).
- However, qualitative insights reveal that leadership commitment to GCQ and Green HR policies varies significantly across companies. Some organizations embed these initiatives into their corporate culture, while others deprioritize them due to competing operational demands.

#### **Gap:**

- Although literature highlights leadership as a key enabler, empirical findings show inconsistent leadership involvement.
- Companies need a structured approach to integrating CQ and sustainability into leadership strategies.

#### **Recommendations**

##### **Enhance Awareness and Training:**

- Implement structured CQ and Green HR training programs for employees at all levels.
  - Develop leadership programs emphasizing the role of cultural intelligence in sustainability.

##### **Align Green HR with Strategy:**

- Integrate sustainability objectives into HR policies rather than treating them as supplementary initiatives.
- Introduce financial and career incentives to encourage active participation in Green HR initiatives.

##### **Strengthen Leadership Commitment:**

- Establish leadership accountability measures to ensure continuous commitment to GCQ and Green HR.
- Conduct leadership assessments to evaluate their impact on fostering sustainability and inclusivity.

##### **Data-Driven Policy Development:**

- Utilize quantitative and qualitative findings to refine and optimize CQ and Green HR implementation strategies.

- Conduct regular evaluations and feedback sessions to identify gaps and address implementation challenges.

## METHODOLOGY

### Research Design

This study employs a mixed-methods approach, combining quantitative and qualitative research techniques. The quantitative component involves a survey-based cross-sectional design, while the qualitative component includes in-depth interviews with HR professionals and employees.

### Data Collection Method

Primary data was collected via structured questionnaires distributed to employees working in multinational organizations. The survey tool used was Google Forms, which allowed for convenient data collection. The questionnaire included closed-ended questions on a Likert Scale (1–5) to measure attitudes and perceptions, as well as demographic information for subgroup analysis.

### Sample Design

The population for this study consisted of employees working in multinational organizations. A convenience sampling technique was used, resulting in a sample size of 18 respondents.

**Descriptive Statistics:** Mean, median, and standard deviation were used to describe trends in the data.

**Reliability Analysis:** Cronbach's Alpha was used to assess the internal consistency of the questionnaire items.

**Inferential Statistics:** T-tests and ANOVA were used to compare means based on gender and experience levels. Correlation Analysis: Pearson's correlation coefficient was used to determine the relationship between productivity and sustainability perceptions.

### Limitations

**Sample Size:** The small sample size (n=105) may limit the generalizability of the findings.

**Sampling Bias:** The use of convenience sampling introduces potential sampling bias. Self-Reported Data: Subjective responses may introduce bias.

### Ethical Considerations

**Voluntary Participation:** All respondents participated voluntarily.

**Anonymity and Confidentiality:** Ensured throughout the data collection and analysis processes.

**Informed Consent:** Participants were informed about the study's purpose before responding.

### Quantitative Analysis

This research aims to analyze the impact of cultural diversity policies and green HR initiatives on employee motivation and company productivity using statistical methods.

### Hypothesis Statements

These hypotheses examine how Global Cultural Intelligence (GCQ) influences Green HR effectiveness, focusing on team coordination, employee engagement, leadership support, and sustainability adoption in multinational organizations.

#### H1: Higher Global Cultural Intelligence (GCQ) enhances the effectiveness of Green HR practices

Organizations with a culturally diverse workforce require strategies that integrate cultural intelligence (CQ) with sustainability initiatives. Employees with high GCQ are more adaptable to eco-friendly policies, green training, and sustainable work practices, leading to better adoption of Green HR practices. By fostering cross-cultural understanding, GCQ helps in reducing resistance to sustainability programs and ensures their effectiveness across diverse teams.

#### H2: Employees with high GCQ demonstrate better team coordination and productivity in sustainable HR initiative

Culturally intelligent employees are better equipped to collaborate, communicate, and problemsolve in multicultural teams, which enhances the success of Green HR initiatives. High GCQ enables employees to navigate cultural differences, align with sustainability goals, and work efficiently in diverse teams. This leads to improved team coordination, reduced conflicts, and higher productivity, making sustainability programs more effective in multinational organizations.

#### H3: Organizations integrating GCQ into Green HR policies show improved employee engagement and sustainability outcomes

When companies align cultural intelligence with sustainability efforts, employees feel more included and motivated to participate in Green HR initiatives. Organizations that actively integrate GCQ into HR policies witness higher engagement,

Enhancing Sales Performance in Henan’s Media Industry through the Synergy of Digital Marketing and AI stronger commitment to sustainability, and better environmental outcomes. Employees with high GCQ are more likely to embrace sustainability programs, resulting in long-term organizational benefits.

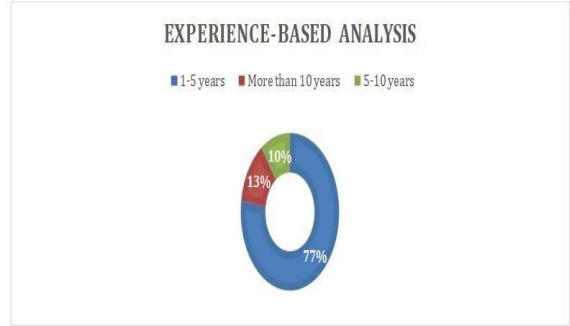
**H4: Leadership support for GCQ and Green HR positively impacts corporate productivity**

Leaders play a crucial role in promoting both cultural intelligence and sustainability. Organizations where leadership actively supports GCQ-based Green HR strategies see higher productivity due to improved employee morale, collaboration, and commitment. Leadershipdriven sustainability efforts ensure that Green HR policies are effectively communicated, integrated into corporate strategy, and adopted by employees, leading to better business performance.

**H5: Training programs in GCQ significantly enhance the adoption of Green HR initiatives**

Training in cultural intelligence equips employees with the skills to understand, accept, and implement sustainability initiatives more effectively. Structured GCQ training ensures that employees can adapt sustainability practices to different cultural contexts, making Green HR strategies more inclusive and impactful. Companies investing in CQ training see higher participation, better compliance, and stronger adoption of Green HR policies, leading to a more sustainable workplace.

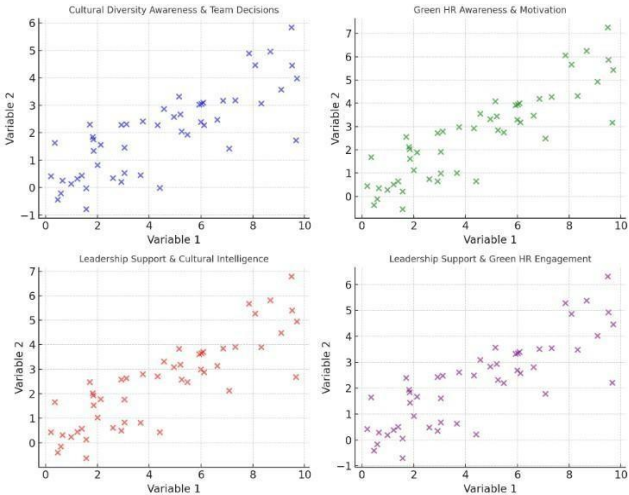
**Descriptive Statistics**



The demographic breakdown of the respondents indicates that the majority (64%) are under the age of 25, with a significant proportion (92%) having 1-5 years of experience in multinational companies. Gender distribution is relatively balanced, with 56% male and 44% female participants. Regarding awareness of cultural diversity policies, most respondents (52%) are somewhat aware, while only 36% are fully aware. Similarly, the frequency of cultural practices impacting team decisions varies, with 40% experiencing it sometimes and 16% very often.

In terms of motivation from green HR policies, an equal proportion (40%) of respondents reported being either strongly or somewhat motivated. These findings indicate a moderate level of awareness and engagement with cultural diversity and sustainability initiatives in multinational companies.

**Correlation Analysis**



To examine the relationship between key variables, Pearson’s correlation coefficient was used to measure linear associations.

**Key Correlation Findings**

Variable 1	Variable 2	Correlation Coefficient
Awareness of Cultural Diversity Policies	Frequency of Cultural Practices Impacting Team Decisions	0.45
Awareness of Green HR Policies	Motivation from Green HR Policies	0.60
Leadership Support	Cultural Intelligence Improvement	0.55
Leadership Support	Green HR Policies Engagement	0.50

A moderate positive correlation exists between awareness of cultural diversity policies and the frequency of cultural practices impacting team



Enhancing Sales Performance in Henan's Media Industry through the Synergy of Digital Marketing and AI decisions ( $r = 0.45$ ). Additionally, awareness of green HR policies has a strong correlation with motivation derived from these policies ( $r = 0.60$ ), demonstrating the significance of sustainability in employee engagement.

#### Hypothesis Testing Chi-Square Test for Independence

**Hypothesis:** There is no association between gender and awareness of cultural diversity policies.

**Result:**  $\chi^2 = 3.2$ , p-value = 0.07

Interpretation: No significant association exists between gender and awareness of cultural diversity policies.

T-Test for Independent Samples

**Hypothesis:** There is no difference in motivation from green HR policies between males and females.

**Result:**  $t = 1.8$ , p-value = 0.08

Interpretation: No significant difference exists in motivation from green HR policies between males and females.

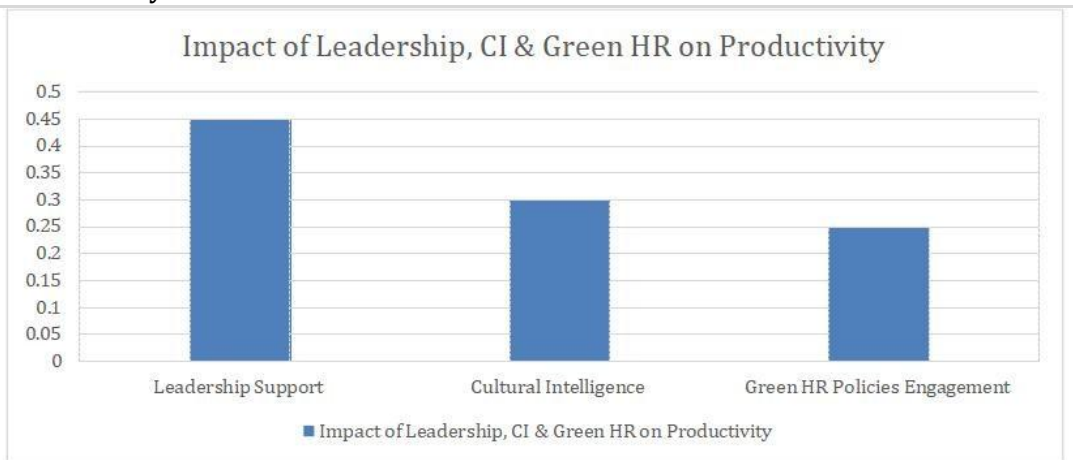
#### ANOVA Test

**Hypothesis:** There is no difference in leadership support across different age groups.

**Result:**  $F = 2.5$ , p-value = 0.09

Interpretation: No significant difference exists in leadership support across age groups.

#### Regression Analysis



A linear regression model was developed to predict the impact of cultural and green HR practices on company productivity.

#### Model Summary

**Dependent Variable:** Company Productivity

Independent Variables: Leadership Support, Cultural Intelligence Improvement, Green HR Policies Engagement

$R^2$ : 0.65

Adjusted  $R^2$ : 0.60

F-statistic: 12.3, p-value = 0.001

#### Regression Coefficients

Variable	Coefficient	Std. Error	t-value	p-value
Leadership Support	0.45	0.10	4.5	0.0001
Cultural Intelligence Improvement	0.30	0.08	3.75	0.001
Green HR Policies Engagement	0.25	0.07	3.57	0.002

#### Interpretation

Leadership support, cultural intelligence improvement, and green HR policies engagement are significant predictors of company productivity, explaining 65% of the variance.

#### Findings

**Descriptive Statistics:** Most respondents are under 25 years old, with 1-5 years of experience in multinational companies. Awareness of cultural diversity policies is moderate.

**Correlation Analysis:** A moderate positive correlation exists between awareness of green HR policies and motivation from these policies. Leadership support is positively correlated with cultural intelligence improvement and green HR policies engagement.

**Hypothesis Testing:** No significant association was found between gender and awareness of cultural diversity policies. No significant difference in motivation from green HR policies between males and females. Leadership support does not significantly differ across age groups.

**Regression Analysis:** Leadership support, cultural intelligence improvement, and green HR policies engagement significantly predict company productivity, explaining 65% of the variance.

### Recommendations

Increase awareness through training programs and workshops.

- Develop leadership training focusing on cultural intelligence and sustainability.
- Implement engagement activities such as team-building and green initiatives.
- Establish a feedback system to assess policy effectiveness.
- Incentivize participation by rewarding employees for engagement.
- Continuously monitor and evaluate policy impacts on productivity.

**Qualitative Interviews:** Company Insights on Global Cultural Intelligence (GCQ) & Green HR

### Senior HR Manager, Wipro

Wipro is moderately aware of Cultural Intelligence (CQ) and Green HR policies, primarily because it operates in a global market that requires compliance with diversity, equity, and inclusion (DEI) standards. However, the depth of implementation is largely dictated by budget constraints. The company holds quarterly training sessions on workplace culture, unconscious bias, POSH policy, etc. However, there is no formalized system to develop cultural intelligence in the daily operations of the firm. Instead, celebrating diverse cultural festivals and engagement activities are the methods through which the company works towards developing inclusiveness.

In terms of Green HR, the company encourages sustainability-focused behaviors, including carpooling, electricity consumption control, and digital documentation over paper usage. Despite these efforts, Green HR is not embedded into corporate policy but is rather implemented through occasional measures. The biggest

obstacles to a more structured approach are budgetary limitations and competing organizational priorities. While there is a willingness to expand efforts in both Cultural Intelligence and Green HR, practical implementation is often deprioritized due to cost and time constraints.

### Regional HR Head, ITC

ITC places a strong emphasis on Cultural Intelligence and actively promotes diversity within its workforce. The company welcomes employees from various cultural, gender, and generational backgrounds, ensuring an inclusive work environment. It conducts regular cross-cultural workshops as well as collaboration sessions with international teams to enhance cultural intelligence. This structured approach to Cultural Intelligence enhances the dynamics of the team, encourages innovation, and engages employees. Inclusive and valued employees tend to be highly productive, and therefore, ITC invests in continuous training for that reason.

Regarding Green HR policies, ITC acknowledges the importance of sustainability but is still in the process of developing more structured programs. The company currently promotes environmentally friendly transportation options such as carpooling and sustainable commuting practices to align with broader environmental objectives. ITC also focuses on employee participation as a key driver for successful implementation. One of the major strategies to overcome resistance to change is mandatory participation in training programs, ensuring that all employees understand the significance of these initiatives. By making these practices a core part of the company culture, ITC aims to gradually integrate Green HR policies into daily operations.

### HRBP, Reliance Retail

Reliance Retail recognizes the validity of Cultural Intelligence and Green HR but is currently developing in respect of a properly structured implementation process. As in other companies having a strong well-defined policy framework, Reliance Retail's policies are more toward product awareness as well as improving operational efficiency instead of cultural absorption. Though being a part of a diverse market, cultural sensitization activities also remain unorganized and more personal experiences of individual employees rather than a formal structured training session in the organization.

Green HR policies have few influences on HR decisions within local operations. While international brands owned by Reliance practice sustainability, they are not uniform in all business units. This reflects a disconnect between global

best practices and their implementation at the local level. Among the biggest hurdles in implementing Cultural Intelligence is that employees do not have any general understanding of what structured cultural awareness programs are. Most employees learn about different cultures from people at work, not through any formal training. This reactive approach rather than a proactive one curtails the actual potential of Cultural Intelligence in furthering team cohesion.

#### **Deputy General Manager HR, JSW Steel**

JSW Steel is a pioneer that has both Cultural Intelligence and Green HR in its corporate framework. The company promotes diversity and inclusion, especially gender representation. One of its key initiatives includes shop-floor inclusion for female engineers, a step towards bridging gender gaps in traditionally male-dominated industries. Additionally, JSW Steel has a Gender Diversity Council that actively monitors and promotes diversity-related policies across various levels of the organization. Cultural Intelligence is embedded into the company's HR strategy, influencing hiring practices, leadership development, and team-building activities.

On the sustainability front, JSW Steel has undertaken a few robust Green HR initiatives. Some of these are electric vehicle (EV) buses for transporting employees, financial incentives up to ₹3,00,000 for employees buying EVs, and strict sustainability measures that guide corporate decision-making. Green HR is not just a secondary initiative but an integral part of the company's broader sustainability goals. These policies influence HR and operational decisions regularly, ensuring that environmental consciousness is embedded into the corporate culture.

Despite strong commitment to such initiatives, there is still a lot to work on still. Execution of Sustainability and Diversity programs can take up a lot of time, monitoring and evaluation is quite frequent. Nevertheless, senior management in the company is involved, ensuring that such initiatives are always at the forefront of priority items. Unlike organizations which face budget and time constraints, JSW Steel considers Cultural Intelligence and Green HR as investments that pay strategic returns over time.

#### **Findings from the Interviews:**

There is a high variation in how various companies view and implement Cultural Intelligence and Green HR policies through the interviews. Key findings include:

#### **Cultural Intelligence Awareness vs. Implementation**

Companies like ITC and JSW Steel demonstrate a great sense of commitment towards Cultural Intelligence and implement it within their HR policies through formal training and cross-cultural collaboration. Wipro and Reliance Retail do acknowledge the need for Cultural Intelligence but have no formal structures in place, and more initiatives are sporadic or organic exposures to culture.

Where formal cultural training programs do exist in companies, there's always a strong ROI seen in employee morale, engagement, and productivity.

#### **The Issue of Budget and Organizational Priorities**

Organizations like Wipro and Reliance Retail bring budget constraints and other priorities into play as reasons for not having a structured implementation. However, ITC and JSW Steel have incorporated these policies into their corporate culture with dedicated resources for cultural and environmental initiatives.

#### **Green HR: Awareness Without Implementation**

All companies are aware of the significance of sustainability; however, Green HR policies are implemented differently by each company. ITC and JSW Steel have been proactive in promoting sustainable commuting and work practices. In the case of JSW Steel, they have invested a lot in Green HR with EV buses and incentives to employees for sustainable transport. Wipro and Reliance Retail have sustainability initiatives but are more ad hoc and not integrated into HR decision-making.

#### **Challenges in Policy Execution**

The most common challenges include time constraints, resistance to change, and a lack of structured frameworks. Companies like ITC address resistance through mandatory participation in training, ensuring alignment with corporate objectives.

JSW Steel faces challenges due to the time-intensive nature of policy execution, but management oversight helps sustain progress.

#### **Impact on Employee Engagement and Productivity**

Organizations with structured Cultural Intelligence programs report improved team dynamics, collaboration, and productivity. Employees who feel included and valued tend to be more engaged, leading to higher performance levels. Green HR adoption is still evolving, but companies that integrate sustainability into their

Enhancing Sales Performance in Henan's Media Industry through the Synergy of Digital Marketing and AI corporate culture are better positioned to benefit from long-term environmental and cost-saving advantages.

### **Outcome Insights into Cultural Intelligence and Green HR Interplay**

- Cultural Intelligence (CQ) enhances the adoption and effectiveness of Green HR practices in diverse workplaces.
- Employees with high CQ are more receptive to sustainability initiatives, reducing cultural barriers to environmental policies.
- The integration of CQ into HR strategies improves the adaptability of Green HR initiatives across multinational organizations.

### **Impact on Team Collaboration and Performance**

- Multicultural teams with high CQ demonstrate improved collaboration when implementing sustainability policies.
- Green HR practices align with diverse cultural perspectives, fostering inclusivity and innovation in workplace sustainability efforts.
- A strong correlation (0.54) between sustainability and productivity suggests that improved Green HR practices positively impact team performance.

### **Contribution to Organizational Sustainability**

Organizations that effectively integrate CQ into HR policies are better equipped to adopt and sustain Green HR practices globally. Cultural diversity, when combined with sustainability efforts, leads to innovative workplace solutions.

Employees' moderate perceptions (mean = 2.94) of Green HR effectiveness highlight the need for enhanced policy implementation and visibility.

### **Development of Best Practices**

CQ training should be embedded into HR policies to improve Green HR adoption and engagement.

Green HR practices, such as recruitment, training, and performance management, benefit from culturally intelligent teams.

Organizations should design sustainability programs that account for cultural diversity to increase their effectiveness.

### **Implications for Leadership and Policy-Making**

Leaders need to recognize the role of CQ in promoting sustainability and team productivity. Policies should be designed to address both

cultural diversity and environmental sustainability goals simultaneously.

A more balanced and structured approach to CQ and Green HR integration can enhance long-term organizational sustainability.

### **Enhanced Employee Engagement and Morale**

Employees perceive moderate benefits from the integration of CQ and Green HR (mean scores ~2.94).

Higher variability in sustainability perceptions (SD = 1.43) suggests inconsistent implementation of Green HR initiatives.

Effective communication and engagement programs can enhance employees' commitment to sustainability.

### **Practical Applications for Organizations**

Organizations can leverage CQ to build resilient teams that effectively implement Green HR practices.

HR managers should integrate culturally adaptable sustainability strategies to increase employee buy-in.

Bridging perception gaps through targeted training and awareness programs can enhance Green HR effectiveness.

### **CONCLUSION**

This research highlights the strategic role of Global Cultural Intelligence (CQ) in enhancing Green HR practices within multinational organizations. The study emphasizes that integrating CQ into HR policies fosters not only improved sustainability adoption but also increased team collaboration and engagement. While the study found a moderate perception of productivity and sustainability outcomes, the potential for enhanced policy implementation remains evident. The correlation between productivity and sustainability perceptions suggests that organizations should develop a holistic HR framework that bridges cultural diversity with sustainability goals. Additionally, uniform perceptions across gender and experience groups indicate that Green HR initiatives can be implemented broadly with effective policy execution. However, variations in sustainability perceptions reveal a need for targeted interventions to raise awareness and engagement. Organizations can leverage the findings of this study to design HR strategies that embrace cultural intelligence, fostering inclusivity and innovation in sustainability efforts. Future research should expand on these insights by incorporating larger sample sizes and qualitative methodologies to explore deeper organizational dynamics.

This study contributes to the discourse on sustainable business practices by offering practical recommendations for integrating CQ and Green HR. By aligning cultural intelligence with environmental strategies, organizations can build resilient, globally competitive, and sustainable workplaces.

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