

# Research on Enterprise Green Development Strategy from the Perspective of Organizational Behavior

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**Abstract.** Against the backdrop of increasingly prominent global environmental issues, implementing green development strategies for enterprises has become increasingly important. This article explores the challenges and opportunities enterprises face in green development from the perspective of organizational behavior. Organizational behavior emphasizes the impact of individual and collective behavior on organizational performance. When companies promote green development, factors such as employees' environmental awareness, teamwork, and leadership play a key role. Through case analysis, this article points out that a successful green development strategy relies on top-level design and must cultivate a green culture within the organization, stimulate employees' environmental enthusiasm, and promote sustainable development. To effectively implement the green development strategy, enterprises should pay attention to employees' cognition and emotions and establish a green incentive mechanism. Meanwhile, team collaboration and cross-departmental communication are also important driving forces for promoting green innovation. Leaders should play a guiding and supportive role, create an environment that encourages green behavior, and enhance the enthusiasm of all employees to participate. Finally, by summarizing and reflecting on the green development strategy, enterprises can continuously adjust and optimize their strategies to achieve a win-win situation for both the economy and the environment.

**Keywords:** Organizational Behavior; Green Development; Corporate Strategy; Environmental Culture.

## 1. Introduction

Enterprises face unprecedented pressure and opportunities against increasingly severe global climate change and environmental pollution. Achieving sustainable development has become an important issue between economic growth and ecological protection. The formulation of green development strategies for enterprises is related to their competitiveness and involves social responsibility and environmental ethics. In this process, organizational behavior provides an important perspective for a deeper understanding of internal operations, employee behavior, and their interaction with the environment.[1]

Organizational behavior studies the behavioral patterns of individuals and groups in organizational environments, emphasizing the influence of attitudes, motivations, and culture on behavior. When implementing green development strategies, it is not enough for enterprises to rely solely on policy and technological guidance. [2] It is even more important to pay attention to employees' environmental awareness and behavior changes. By establishing a green culture and incentive mechanism, companies can stimulate employees' initiative and creativity and guide them to participate in green practices. Meanwhile, effective team collaboration and cross-departmental communication are the cornerstones of successfully implementing green strategies, which requires establishing good communication and trusting relationships within the enterprise.

## 2. Overview of Enterprise Green Development Strategy

### 2.1 Definition and Connotation

The green development strategy of an enterprise refers to a series of strategic measures formulated by the enterprise in its business activities, taking into account economic benefits, environmental protection, and social responsibility, with the goal of sustainable development. This strategy covers

resource conservation and energy conservation in the production process and includes ecological design, green supply chain management, green technology innovation, and internal environmental protection culture construction within the enterprise. By implementing these strategies, enterprises aim to reduce negative environmental impacts, improve resource utilization efficiency, and enhance competitiveness and reputation.[3]

The connotation of green development strategy emphasizes the coordinated development among economy, environment, and society, believing that the long-term success of enterprises depends on their responsible use of natural resources and positive contributions to society. This means that while pursuing profits, enterprises must effectively manage environmental risks, establish their social image, and meet the expectations of stakeholders. Therefore, the green development strategy is a commitment to the environment and a profound transformation for enterprises to adapt to future market and technological changes. Ultimately, through the practice of sustainable development, enterprises can not only achieve their own value-added and profit growth but also have a positive impact on society and ecosystems.

## **2.2 Importance**

The importance of corporate green development strategy is increasingly prominent, mainly reflected in the dual needs of economic growth and ecological protection. With the increasing global awareness of environmental protection and the continuous strengthening of related policies, consumers' demand for green products is growing day by day. If enterprises can implement effective green development strategies, they will be able to effectively enhance market competitiveness and brand value. In this context, the market potential of green products and services has brought new economic growth points to enterprises.[4]

From the perspective of risk management, implementing green development in enterprises can reduce compliance risks brought by environmental regulations. With the improvement of international environmental standards, companies that fail to adapt to the trend of green development may face legal responsibilities and financial fines. Therefore, early implementation of green strategies can effectively avoid these potential risks.

Enterprises' sense of social responsibility is also constantly increasing, and many companies realize that sustainable development is an inevitable choice for them to establish themselves in the global market. Through green development, enterprises can establish a responsible social image, enhance trust relationships with various sectors of society, win the support of stakeholders, and achieve sustainable long-term development. Overall, green development strategy is not only a commitment of enterprises to the environment but also an important driving force for promoting economic transformation and innovation.

## **3. Analysis of Enterprise Green Development Strategy from the Perspective of Organizational Behavior**

### **3.1 Support and Promotion of Organizational Change**

#### **3.1.1 Organizational Restructuring**

The adjustment of organizational structure is crucial in implementing the green development strategy of enterprises. The traditional organizational structure is often function-oriented, which can easily lead to information silos and lack of coordination between departments, limiting the promotion of green innovation. To this end, enterprises should actively explore cross-departmental cooperation models, such as setting up dedicated green development committees or project teams aimed at promoting collaboration and information sharing between different departments. This can increase the participation of various departments in green projects and effectively integrate resources, form a joint force, and jointly promote the achievement of green goals. In addition, enterprises can establish incentive mechanisms guided by environmental responsibility, clarify the roles and responsibilities

of various functional departments in green development, and ensure the implementation of strategies. As shown in Figure 1:

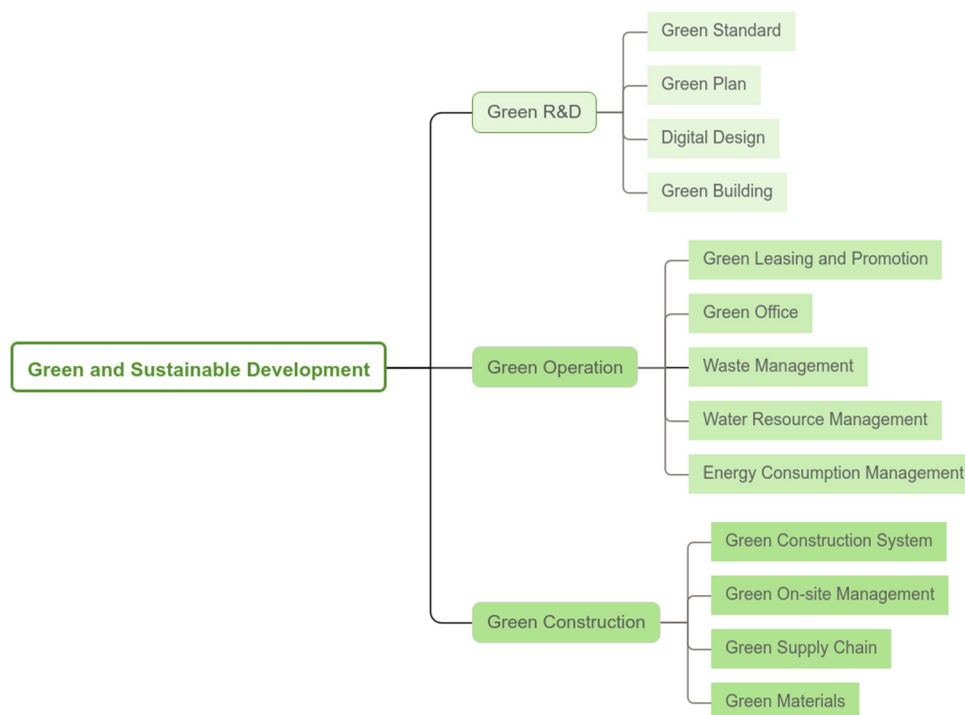


Figure 1. Structure of enterprise green development strategy

### 3.1.2 Reshaping Culture and Values

Culture is an important component of organizational behavior, and the implementation of green development strategies by enterprises needs to be based on cultural construction. By reshaping the enterprise's core values, employees can consciously integrate environmental protection concepts into their daily work. Organizations can enhance employees' environmental awareness and participation by conducting green training and organizing environmental protection activities, thus creating a strong green cultural atmosphere. The leadership plays a crucial role in this process and must lead by example, setting a good example for green development, actively advocating for environmental behavior, and encouraging employees to propose green innovation suggestions. In addition, companies can establish a green honor system to recognize outstanding employees and teams in environmental protection, thereby motivating all employees to participate in green development and achieving a win-win situation between the enterprise and the environment.[5]

### 3.1.3 Institutional and Normative Construction

The construction of systems and norms is an important guarantee for enterprises' green development strategy. Enterprises should improve their internal and external management systems based on green development goals to ensure their effectiveness. For example, companies can establish specific systems for green procurement, green production, and green marketing, clarify environmental requirements for each link, and guide employee behavior. At the same time, an environmental performance evaluation mechanism should be established to incorporate environmental goals into the employee performance evaluation system, ensuring that green development forms a virtuous cycle between incentives and constraints. In addition, enterprises should also pay attention to transparency in institutional construction, regularly release environmental reports, demonstrate their efforts and achievements in green development to society and stakeholders, and enhance their reputation and social responsibility.[6]

### 3.2 Employee Behavior and Attitude Change

#### 3.2.1 Green Education and Training

Green education and training are important means to promote employee behavior and attitude change. Enterprises should conduct systematic environmental knowledge training to help employees understand the importance of the ecological environment and the necessity of green development. These trainings can be conducted in various forms such as lectures, seminars, workshops, etc., covering the enterprise's green development strategy, environmental laws and regulations, sustainable development practices, and the roles and responsibilities of employees in them. By improving employees' environmental literacy, companies can cultivate employees who have a deep understanding and firm belief in environmental protection.[7]

In addition, companies can also implement the "Green Advocates" program to select outstanding employees as disseminators and promoters of green culture. They can share environmental knowledge daily, organize green activities, and enhance employees' sense of identification and participation in green development. With the improvement of employees' environmental awareness, they will take more proactive environmental measures in their work, such as saving resources and reducing waste, thus effectively promoting the implementation of the enterprise's green development strategy.

#### 3.2.2 Incentive Mechanism Design

An effective incentive mechanism can stimulate employees' enthusiasm and drive their behavior and attitude toward a green direction. Enterprises can use various incentive measures to encourage employees to take environmental actions in their daily work. For example, more employees can be motivated to participate in green practices by establishing a "Green Star" award to recognize individuals or teams that have performed outstandingly in environmental protection. In addition, companies can also incorporate environmental indicators into performance evaluations, linking environmental behavior with employee promotions, bonuses, and benefits, thereby creating a strong incentive effect.[8]

**Table 1.** Design of enterprise green incentive mechanism.

Incentive type	Concrete measure	Goal and effect
Material incentives	Establish the "Green Star" award	Comment on individuals or teams with outstanding environmental performance and motivate more employees to participate in green practices
	Add environmental indicators to performance evaluation	Linking environmental behavior with employee promotion, bonuses, and benefits to create a strong incentive effect
Spiritual incentive	Internal environmental protection culture construction within the organization	Encourage employees to share green innovation and practical experience and create a positive learning atmosphere
	Regular experience-sharing sessions	Employees gain recognition, learn from each other, and enhance their confidence in jointly promoting green development
	Green Achievement Exhibition event	Enhance employees' sense of participation and belonging, and create a good atmosphere for green development

In addition to material incentives, enterprises should also pay attention to spiritual incentives when designing incentive mechanisms. The construction of an environmental culture within the organization should encourage employees to share their green innovation and practical experience, creating a positive learning atmosphere. Through regular experience-sharing sessions, green achievement exhibitions, and other activities, employees can gain recognition and learn from each other, thereby enhancing their confidence in jointly promoting green development. In addition,

employees' sense of participation and belonging will also be enhanced in this process, thus forming a good green development atmosphere throughout the entire enterprise. As shown in Table 1.

### **3.2.3 Leadership Role**

The crucial role of leadership in driving employee behavior and attitude change cannot be ignored. As the compass of the organization, the words and actions of senior management directly affect the behavior and attitude of employees. In the process of implementing the green development strategy, leaders should actively advocate and practice environmental protection concepts, lead by example, and guide employees to form a sense of identification with green development. Emphasizing environmental goals in enterprise meetings, personally participating in green activities, and setting an example have the power to make employees feel the enterprise's emphasis on environmental protection.

Leadership plays a leading and motivating role in the green development of enterprises. The active participation and demonstration of leaders will help shape the environmental culture of the entire organization, promote spontaneous changes in employee behavior and attitudes, and enable the green development strategy to be more deeply implemented in the enterprise. Through green education and training, incentive mechanism design, and active leadership guidance, enterprises can achieve comprehensive employee behavior transformation and promote the ultimate goal of green development.

## **3.3 Green Technology and Innovation Capability Enhancement**

### **3.3.1 Technology Research and Introduction**

Technology research and introduction are key driving forces for enterprises to achieve green development goals. Enterprises need to closely monitor the cutting-edge trends in environmental technology, strengthen cooperation with research institutes, universities, and innovative companies, and promote the development and application of green technologies. This cooperation can bring new technologies and methods to enterprises and enhance their environmental performance. For example, companies can establish joint research and development projects to encourage researchers and engineers to collaborate and develop environmentally friendly technologies that meet the definition, including energy conservation, emission reduction, waste recycling, and other technological innovations.

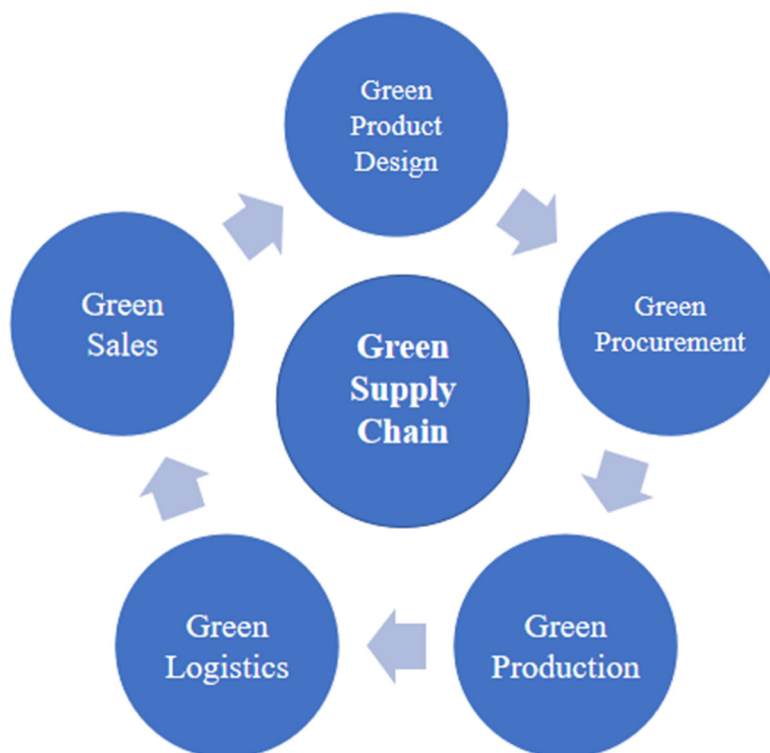
Introducing advanced environmental protection technologies is also an effective way to enhance green capabilities. Many foreign companies have accumulated rich experience in green technology and can apply it to their production and operation by introducing technology and cooperative development. In the process of technology introduction, enterprises should evaluate and select technologies that are suitable for their own characteristics, establish a corresponding management system, and ensure the effective integration of technology introduction with enterprise strategy. Meanwhile, companies can also invest in green startups to acquire cutting-edge technologies and enhance their competitiveness in the field of green development.

### **3.3.2 Green Supply Chain Management**

Green supply chain management emphasizes achieving environmentally friendly operations and effective use of resources throughout the entire supply chain process. Enterprises should strengthen their green concept from the source, choose suppliers with environmental awareness and practical capabilities, and jointly promote the implementation of environmental standards. In addition to considering suppliers' price and quality, companies also need to evaluate their environmental performance and resource consumption in the production process.

Establishing a transparent green supply chain management system is important for achieving green development strategies. Enterprises can comprehensively review the supply chain, optimize environmental protection measures in every link, such as procurement, production, and logistics, and achieve maximum resource utilization and low-carbon emissions. By adopting environmental

standards to regulate the selection of raw materials, monitoring during the production process, and controlling carbon emissions, enterprises can reduce their own environmental impact and promote upstream and downstream enterprises to jointly enhance their green capabilities. In addition, by utilizing advanced information technologies such as blockchain and the Internet of Things, enterprises can enhance the transparency of their supply chain, monitor data related to environmental protection, and make more scientific and rational decisions. As shown in Figure 2:



**Figure 2.** Design of enterprise green supply chain

### 3.3.3 Product and Service Innovation

In the green development strategy, innovation in products and services is particularly important. Enterprises should closely integrate market demand and environmental protection to promote the design and development of green products. This includes a comprehensive consideration of the product lifecycle and minimizes environmental impact at every stage, from material selection to product use and final disposal. For example, companies can use renewable and biodegradable materials to design durable and energy-efficient products, reducing their environmental footprint during production and use.

In addition, enterprises can also innovate service models, such as implementing product leasing and sharing economy concepts to reduce resource consumption. For example, in the fields of home appliances, transportation, etc., companies can launch leasing schemes to allow consumers to enjoy high-performance green products at lower costs rather than purchasing, thereby reducing demand for products and production pressure. Through these innovations, enterprises can provide customers with more choices and actively enhance their market competitiveness.

## 4. Practical Cases and Experience Summary of Enterprise Green Development Strategy

### 4.1 Success Case Sharing

Taking Toyota Motor Corporation in Japan as an example, its successful practice in green development strategy has set a benchmark for global enterprises. Through continuous investment in

research and development, Toyota has taken the lead in launching a hybrid vehicle - the Prius - significantly reducing the car's carbon emissions. In addition, Toyota has implemented the "Environmental Challenge 2050" plan, aiming to achieve zero carbon emissions and ecosystem regeneration by 2050. In addition to product innovation, Toyota has applied the concept of "lean production" in the production process, improving production efficiency by reducing waste and energy conservation. At the same time, Toyota actively promotes the use of renewable energy and gradually shifts towards clean energy supply, providing electricity for its global factories.

For example, IKEA in Sweden has also achieved significant success in the field of environmental protection. IKEA promises to achieve comprehensive sustainable development by 2030 and promote the recycling of resources. The enterprise reduces waste generation by considering disassembly and recyclability in product design. At the same time, IKEA has adopted a sustainable procurement policy to ensure that its raw materials come from responsible sources, including forest certification and environmental cooperation with suppliers to reduce environmental impact, thereby promoting brand image enhancement and customer loyalty.

#### **4.2 Experience Summary and Inspiration**

We can extract some valuable experiences and inspirations through the successful cases mentioned above. Firstly, the green development strategy of enterprises should start with senior leadership, strengthen organizational culture, and ensure the participation of all employees. The commitment and actions of leaders can inspire the enthusiasm of the entire team and deeply embed environmental protection concepts in their hearts. Secondly, innovation is the core driving force for promoting green development. Through technological research and product innovation, enterprises can achieve competitive advantages in the market. At the same time, establishing sound partnerships, especially in supply chain management, strengthening cooperation with suppliers, and jointly addressing environmental challenges will greatly enhance the green capabilities of enterprises.

In addition, companies need to ensure transparency and regularly release environmental performance reports to the public and stakeholders to enhance trust and responsibility. At the same time, providing green products or services in response to market demand can enhance customer satisfaction and achieve a win-win situation for both the economy and the environment. Overall, in the process of green development, enterprises need to combine recycling, innovation, and social responsibility to achieve the long-term goal of sustainable development.

### **5. Conclusion**

Overall, enterprises should adhere to a comprehensive strategic perspective in pursuing green development, taking recycling as the cornerstone of resource management. They can achieve efficient resource utilization and reduce waste emissions by optimizing production processes, adopting advanced recycling technologies, and promoting product design circularity. In addition, actively fulfilling social responsibility is an indispensable part. Enterprises need to incorporate environmental protection into their core values, strengthen their sense of social responsibility through open and transparent environmental information disclosure, participation in environmental public welfare projects, and co-building green ecological chains with stakeholders, and promote the harmonious coexistence of economy, society, and environment. The key path for enterprises to achieve long-term sustainable development goals not only helps to enhance their competitiveness and brand image and positively contribute to promoting global green economic transformation and ecological civilization construction.

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