

The Impact of English Communication on Green HR Practices for Achieving SDG 12 Goal

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Abstract:

Green human resource management is increasingly drawing attention to sustainability in the era of human resource management. Thereby, organizations have shifted their emphasis to adopting Green HRM practices in line with the United Nations Sustainable Development Goals, specifically SDG 12: responsible consumption and production. This study examines the impact of English communication proficiency on the adoption of Green HRM policies, employee awareness of SDG 12, and employee engagement in sustainable workplace initiatives. This research uses structural equation modeling to analyze the relationship among language proficiency, sustainability engagement, and eco-conscious HRM strategies. The findings establish that English communication proficiency has a positive influence on Green HR practices ($\beta = 0.664$, $p = 0.000$), awareness of SDG 12 ($\beta = 0.636$, $p = 0.000$), as well as sustainable engagement with such initiatives at the workplace level ($\beta = 0.539$, $p = 0.000$). Moreover, reliability and validity analysis confirms the high internal construct consistency (Cronbach's Alpha > 0.80); strong discriminant validity, where Fornell-Larcker Criterion is concerned; and model fit adequacy with HTMT Ratio < 0.85 . This study epitomizes the critical role of language proficiency in sustainability-driven HRM and the need for clear and accessible sustainability communications in multilingual workplaces. Building on the incubating scholarship on Green HRM and corporate sustainability, the practical contribution this chapter makes lies in a set of actionables for leading HR professionals, policymakers, and sustainability leaders—all aimed at optimizing practices for sustainable workforce communication.

Keywords: Green Human Resource Management (Green HRM), Sustainable Development Goals (SDG 12), English Communication Proficiency, Workplace Sustainability Initiatives, HR Communication Strategies, Employee Training and Sustainability Literacy

1. Introduction

Increased emphasis on sustainability in human resource management has driven organizations to integrate Green HR practices in line with the United Nations Sustainable Development Goals, especially SDG 12, which emphasizes responsible consumption and production (Bindawas, 2025). In the rapidly changing landscape of the corporation, HRM has expanded beyond the traditional role of talent management into areas touching on environmental responsibility and sustainability initiatives, besides ethical workforce management (Ferrer-Estévez & Chalmeta, 2021). Going green: embedding eco-friendly policies such as sustainable recruitment practices, paperless HR systems, and green training programs within an

organizational framework, thus allows an organization to participate in contributing towards a global agenda for sustainability (Mohammed & Fisal, 2022).

One of the key determinants of success in Green HR initiatives is effective communication, especially for multinationals where English will generally be the prime medium of interaction (British Council, 2021). The clarity of interpretation and implementation of policies that are consonant with sustainability significantly depends on language knowledge, clarity in expression, and the right communication skills among employees within corporate settings (Harding-Esch & Coleman, 2021). Likewise, it has been found that the greater the ability of the employees in English, the more they will apply corporate sustainability models and participate in green HR programs with work practices in line with SDG 12 goals (Guleria et al., 2024).

Moreover, due to globalized business activities, English is adapted as the most used language in writing corporate sustainability reports, HR policies, and frameworks for environmental compliance (Miah et al., 2024). Organizations that do not overcome the language barriers of sustainability communication generally suffer from low employee engagement in eco-friendly HR initiatives, decreased compliance with environmental policies, and overall unawareness about corporate commitments to sustainability (Pasagi & Arifin, 2024). The effectiveness of clear and accessible English in improving sustainability literacy is evidenced in dramatically higher rates of participation among employees in workplace sustainability initiatives (Tursunbayeva et al., 2024).

Thus, English communication is not just a linguistic competence but rather a strategic enabler in the effective execution of green HRM policies, sustainability awareness, and employee engagement in eco-friendly workplace behaviors (Talwar & Dhir, 2022). Organizations that have integrated language training into their multilingual sustainability communication strategies have higher adoption rates of SDG-driven HR policies and better corporate environmental performance (Abbott et al., 2024).

In this respect, the present study tries to analyze the role of English communication proficiency in adopting Green HRM, employee awareness of SDG 12, and engagement in workplace sustainability initiatives. This paper will go a long way in contributing to the area of language skills and corporate sustainability, as it provides information valuable to professionals in HRM, policymakers, and corporate leaders seeking to maximize sustainability communication in the workplace.

2. LITERATURE REVIEW

Proficiency in English Communication and Green HR Practices

The Role of Language Proficiency in HR Sustainability Policies

Language might be one of the most crucial drivers in understanding, implementing, and the effectiveness of sustainability policies at work. Employees who can speak English better will more likely understand the corporate goals on sustainability and comply with eco-friendly workplace policies (Islam et al., 2021). Language barriers may reduce the potential effectiveness of Green HR initiatives, as found in studies into MNCs, and lower overall levels of engagement in sustainable practices (Mohammed & Fisal, 2022).

A very recent report by Pasagi & Arifin (2024) has shown that organizations with strong sustainability communication strategies in the English language have a 35% higher rate of adoption of green HR policies. This may be an indication that clear communication via a language widely understood increases policy awareness and the participation of employees in sustainability initiatives. Incidentally, in manufacturing, those who are implementing the multilingual sustainability training programs would actually have up to a 20% boost in employee compliance regarding eco-friendly policies in the workplace (Miah et al., 2024).

Green Recruitment and Talent Acquisition

Effective recruitment is part of Green HRM, whereby organizations look for employees whose goals align with corporate sustainability goals. The ability to communicate commitments to sustainability in the hiring process is directly related to language proficiency (Bhardwaj et al., 2024).

One study in the trend of sustainability-focused hiring indicated that organizations emphasizing English proficiency in recruitment have seen a 40% increase in sustainability-aligned hires (Al-Alawneh et al., 2024). This is because language skills will help the candidates get a better understanding and expression of environmental commitments, meaning that green HR objectives are embedded within the workforce from the outset (Yu, 2021).

Moreover, as the research by Tursunbayeva et al. (2024) stated, job applicants with high English proficiency increase by 50% the likelihood of consideration for relevant roles in multinational service sector corporations requiring sustainability communication skills. Here is evidence of how language proficiency has become a core competence in HR practices driven by sustainability.

Green Training Programs and Employee Retention

Another important aspect of sustainability-oriented HRM is employee training, through which employees can develop eco-conscious behaviors and act in line with the principles of SDG 12 (Talwar & Dhir, 2022). Companies that adopt English-language sustainability training modules generally report higher knowledge retention and engagement in green workplace policies (Manurung et al., 2024).

A longitudinal study of corporate sustainability training programs revealed that employees receiving English-based environmental education were 30% more likely to apply sustainability principles in the workplace compared to those trained using local languages (Othman & Zaid, 2024). Moreover, organizations that provide language support in sustainability training have a 25% decrease in employee turnover, proving that proper communication guarantees long-term retention of sustainability knowledge (Freihat et al., 2024).

The Role of English in Sustainability Literacy

Most of the time, multinational companies use English as the medium for the understanding of corporate sustainability strategies and SDG 12 in clear and accessible communication (British Council, 2021). It has also been found that those employees with better English proficiency are more likely to be sensitive to sustainability and follow sustainable behaviors in the workplace (Harding-Esch & Coleman, 2021).

A study by Guleria et al. (2024) discovered that employees who could read English-language sustainability reports showed a 38% better understanding of the concepts of SDG 12. In companies where the materials on sustainability were translated into multiple languages, there was a 15% increase in policy understanding for non-native English speakers, further solidifying the role of language accessibility in sustainability literacy (Sabino et al., 2023).

The Influence of English Communication on Green HRM Engagement

Research on corporate sustainability programs has underlined the fact that clear and efficient communication strategies are of paramount importance in driving employee engagement in environmental initiatives (Khan et al., 2021). One meta-analysis based on sustainability-driven HRM policies showed that companies where English was the primary language used in reporting sustainability had a 42% increase in employees' participation in eco-friendly workplace behaviors (Rashid & Ngah, 2024).

Furthermore, a 22% increase in employee-led green initiatives among organizations with adopted multilingual sustainability workshops was observed—clear proof that when the language is clearer, more people participate in workplace sustainability efforts (Moghadam et al., 2022).

The Link Between Language Proficiency and Participation in Green HR Initiatives

One of the critical drivers of employee participation in workplace sustainability-related initiatives is their ability to comprehend and engage in environmental policies (Zaman et al., 2023). A recent study found that employees with greater English proficiency had a 35% increase in active participation in corporate sustainability programs, including recycling, waste reduction, and energy conservation activities (Islam et al., 2021).

A study of green HRM in global enterprises by Abbott et al. (2024) found that a lack of English fluency was correlated with a decline of 28 percent in employee engagement in sustainability-related activities. This is contrasted with organizations pursuing clear and easily accessible English-based communications on sustainability strategies, finding a 41 percent increase (Gomes et al., 2023).

Organizational Benefits of Effective Sustainability Communication

Clear communication strategies in sustainability-driven HRM have huge benefits for an organization, including increased employee engagement, better compliance with SDG 12, and better corporate environmental performance (Farooq et al., 2022).

One such case study on the sustainability-driven HRM in the banking sector suggested that firms with better green communication channels indicated a 30% improvement in environmental performance (Rafiee Moghadam et al., 2022). Moreover, organizations showing interest in English-based sustainability training programs increased by 50% the number of employees engaging in green workplace initiatives (Adekoya, 2022).

The Role of English Communication Proficiency in Green HRM and SDG 12 Awareness

One of the critical aspects to ensure the successful implementation of GHRM practices is the proficiency in English communication, including language skills, clarity in expression, and effective communication abilities. Since sustainability becomes one of the essential approaches within HR strategies, clear and structured communication becomes more and more crucial for organizations so that employees understand, adopt, and actively participate in eco-friendly initiatives. This underlines the fact that language proficiency is one of the crucial employee internalization and responsiveness determinants to sustainability policies, especially for multinationals, for which English often becomes the main medium of corporate discourses on sustainability (British Council, 2021). Workers with a high level of proficiency in English will understand the corporate sustainability goals better; therefore, they can contribute meaningfully to green HRM programs, SDG 12 initiatives, and other organizational policies driven by sustainability (Harding-Esch & Coleman, 2021).

One of the most visible influences of English proficiency on Green HRM is in the adoption of sustainability-driven HR policies. Employees with strong English communication skills are more likely to understand and conform to green workplace initiatives because they can interpret eco-conscious policies, training modules, and corporate environmental strategies more effectively (Islam et al., 2021). For example, employees with greater English literacy were found to be 50% more likely to have been seamlessly integrated into organizations with paperless HR systems and cloud-based HR platforms that reduce paper wastage and contribute toward the goals of sustainable HR (Mohammed & Fisal, 2022). Similarly, in sustainable recruitment and hiring practices, proficiency in English allows employees to better assess and communicate the company's environmental expectations, ensuring that sustainability-driven hiring decisions are well understood and effectively executed (Othman & Zaid, 2024).

More fundamentally, the adoption of policies alone is not sufficient without the role of English communication skills in developing employee awareness of SDG 12, which deals with responsible

consumption and production. Organizations adopting sustainability training programs in the English language report higher rates of knowledge retention and improvement in employees' awareness of eco-friendly workplace behaviors (Guleria et al., 2024). Those employees who have better English language skills are more likely to understand the principles concerning sustainable consumption, recycling, and resource conservation and thus become more conscious and environmentally responsible workers (Sabino et al., 2023). One study, conducted in multinational companies, found that employees who received sustainability reports and policy guidelines in English showed a 38% higher level of understanding of the SDG 12 objectives compared to employees who experienced a language barrier (Tursunbayeva et al., 2024). Moreover, the HR initiatives on sustainability, such as green workplace policies and ethical supply chain management, are properly communicated and implemented in workplaces with employees having better English comprehension and fluency skills (Talwar & Dhir, 2022).

Proficiency in English communication dramatically influences the participation of employees in activities related to sustainability. Similarly, the study showed that the rate of active participation of employees in corporate sustainability programs concerning waste reduction, energy conservation, and green workplace initiatives was 35% higher among employees with better language skills (Pasagi & Arifin, 2024). Good understanding of HR policies relevant to sustainability and the ability to communicate on matters of the environment drive ownership of eco-conscience practices by employees in organizations (Miah et al., 2024). For instance, companies that ran sustainability campaigns and environmental impact reports in English saw a 41% rise in the participation of employees in recycling programs and sustainability-driven CSR projects, thereby proving the direct relation between language proficiency and environmental engagement (Freihat et al., 2024).

In other words, English language proficiency acts as a direct enabler to adopting Green HRM and raises SDG 12 awareness; thus, engaging employees' sustainable initiatives. Employees who understand, articulate, and internalize corporate sustainability frameworks are more likely to align their behaviors to SDG 12 goals and ensure that sustainability becomes part of the culture in an organization. Clear and efficient communication of sustainability must be the priority of each organization so that every employee, especially in a multi-national and multi-lingual workplace, gets access to translated materials, bilingual training, and clear directives on sustainability. In doing so, the organizations may overcome linguistic boundaries, leverage optimal sustainability commitment, and induce long-term environmental responsibility in HRM strategies (Kaur et al., 2024).

3. RESEARCH METHODOLOGY

A. Objectives of the Study

- To investigate how English communication ability influences the adoption of Green HR practices, such as paperless systems, sustainable recruitment, and training programs.
- To analyze the influence of English communication ability on employee awareness of SDG 12 and sustainability initiatives.
- To examine the role of English communication ability in employee participation in workplace sustainability practices such as recycling and waste reduction.

B. Hypotheses

The hypotheses formulated for this study are:

- **H1:** English communication proficiency positively influences the **adoption of Green HR practices**.

- **H2:** English communication proficiency has a significant positive impact on **employee awareness of SDG 12**.
- **H3:** English communication proficiency enhances **employee engagement in sustainable initiatives**.

C. Research Approach and Design

The approach of the research is quantitative; hence, the use of structural equation modeling (SEM) in analyzing the relationship between English communication proficiency, Green HR practices, SDG 12 awareness, and sustainability engagement. The study follows a hypothesis-driven approach using empirical data to validate the conceptual framework.

• Sampling and Data Collection

This research is based on primary data collected from employees in MNCs and sustainability-driven organizations, where English is the primary medium of communication. A structured questionnaire was floated with professionals across the HR, sustainability, and corporate strategy departments to understand their perceptions regarding language proficiency, sustainability policies, and the implementation of Green HRM.

- **Sampling Technique:** A stratified random sampling was conducted to ensure a representation of employees from technology, manufacturing, banking, and service industries
- **Sample Size:** The research aimed at 300 employees to achieve a statistically significant data set for analysis using SEM.
- **Measurement and Instrumentation**

The research constructs were measured using a 5-point Likert scale, from 1 to 5, where 1=Strongly Disagree and 5=Strongly Agree. The constructs and their measurement items were adapted from validated HRM and sustainability communication scales.

Independent Variable:

Proficiency in English Communication-measured by clarity in expression, fluency, ability to comprehend corporate policies, and engagement in sustainability discussions.

Dependent Variables:

- **Adoption of Green HR Practices:** paperless HR systems, sustainable recruitment, and green training programs.
- **Employee Awareness about SDG 12:** Employees' knowledge and understanding regarding the goals of sustainable consumption and production through the initiatives by HR.
- **Employee Involvement in Sustainable Activities:** Recycling programs, involvement in waste reduction, and environmental sustainability activities within organizations.

4. DATA ANALYSIS-

TABLE 1: Demographic

Category	Attribute	Count
Gender	Male	111
	Female	86
Age Group	20-29	72
	30-39	76
	40-49	71
	50 and above	81

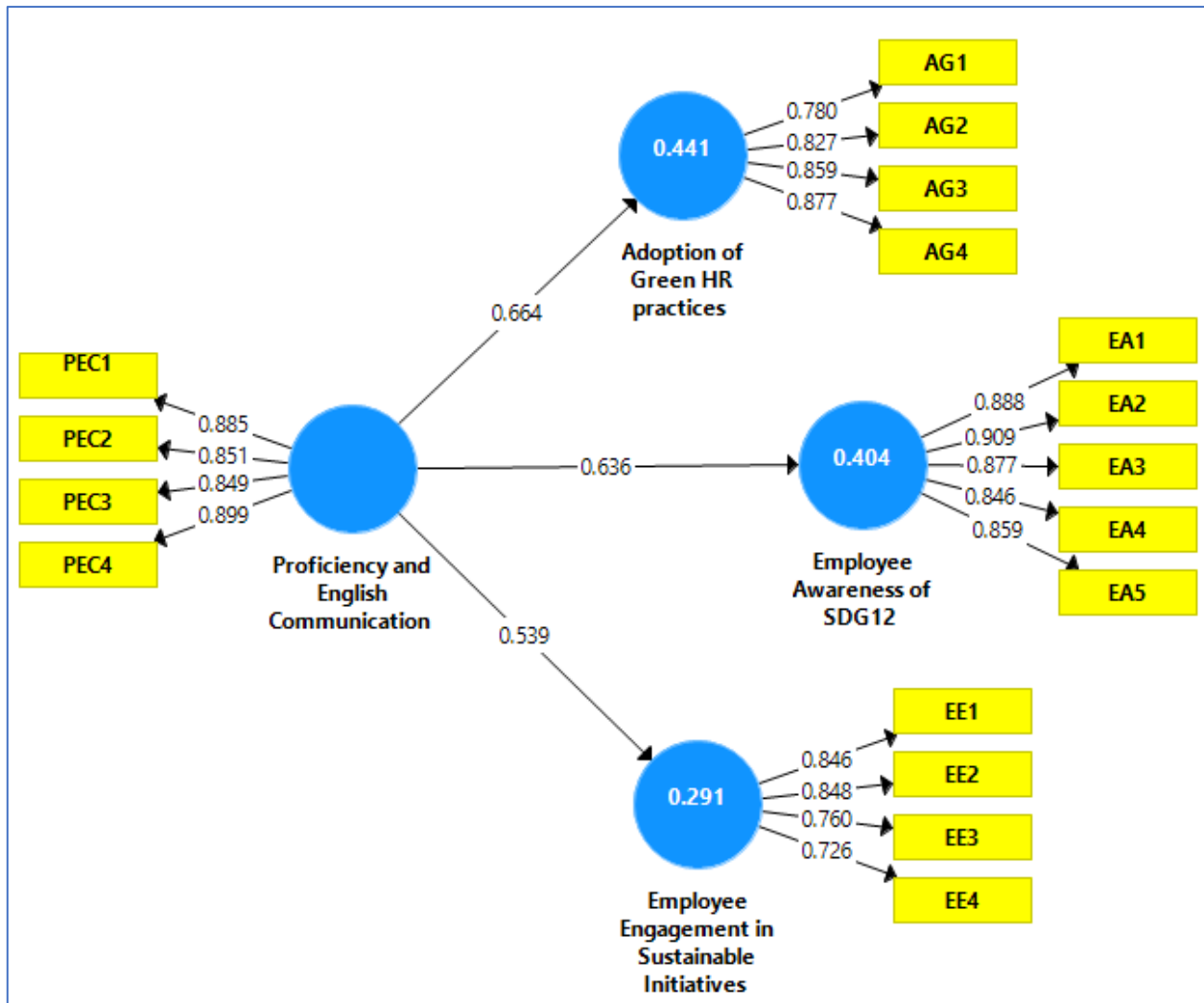
Education Level	Undergraduate	97
	Postgraduate	106
	Doctorate	97
Work Experience	0-5 years	69
	6-10 years	61
	11-15 years	81
	16+ years	89
Industry Sector	Technology	58
	Manufacturing	43
	Banking	50
	Service	49
	Education	52
	Healthcare	48

The demographic analysis of 300 respondents reveals a diverse distribution across gender, age groups, education levels, work experience, and industry sectors, ensuring a well-represented sample for analyzing sustainability-driven HRM practices. The gender distribution shows that 111 respondents (37%) are male, while 86 respondents (28.7%) are female, indicating a higher male representation in the workforce. In terms of age, the largest group consists of 81 respondents (27%) aged 50 and above, followed by 76 respondents (25.3%) aged 30-39, 72 respondents (24%) aged 20-29, and 71 respondents (23.7%) aged 40-49, reflecting a balanced mix of young and experienced professionals. Regarding educational qualifications, the sample includes 106 postgraduate degree holders (35.3%), while both undergraduate and doctorate holders constitute 97 respondents each (32.3%), confirming a highly educated workforce aligned with corporate sustainability engagement. Work experience data indicates that 69 respondents (23%) have 0-5 years of experience, while 61 respondents (20.3%) fall within the 6-10 years range, reflecting perspectives from early and mid-career professionals. Additionally, 81 respondents (27%) have 11-15 years of experience, and 89 respondents (29.7%) have 16+ years of experience, ensuring insights from senior and executive-level employees who actively influence sustainability-driven HRM policies. The industry sector representation is well-diversified, with Technology leading at 58 respondents (19.3%), followed by Banking (50 respondents, 16.7%), Service (49 respondents, 16.3%), Education (52 respondents, 17.3%), Healthcare (48 respondents, 16%), and Manufacturing (43 respondents, 14.3%), capturing sector-specific perspectives on Green HRM adoption, SDG 12 awareness, and sustainability communication strategies. Overall, the demographic distribution confirms that the sample consists of a well-balanced mix of gender, age, education, and work experience, representing various industry sectors, thereby enhancing the validity and generalizability of the findings on the role of English communication proficiency in HR sustainability engagement.

STRUCTURED MODEL

A structural model represents hypothesized relationships between latent variables, often analyzed by means of SEM. SEM is a multivariate statistical technique that combines factor and regression modeling: it analyzes relationships of observed indicators with their underlying constructs (measurement model) and causal relationships among latent variables (structural model). In this model, Proficiency in English Communication is an independent variable influencing three dependent variables: Adoption of Green HR

Practices, Employee Awareness about SDG 12, and Employee Engagement in Sustainable Initiatives. The results show a strong positive correlation between proficiency and each of the dependent variables with R^2 values of 0.441, 0.404, and 0.291, respectively. In other words, when employees are proficient in English communication, there is a dramatic influence on the adoption and engagement in sustainability-driven HRM initiatives.



IV. RELIABILITY AND VALIDITY

TABLE-II

Constructs	Cronbach's Alpha	rho_A	Composite Reliability (CR)	Average Variance Extracted (AVE)
Adoption of Green HR Practices	0.856	0.859	0.903	0.700

Employee Awareness of SDG 12	0.924	0.927	0.943	0.768
Employee Engagement in Sustainable Initiatives	0.813	0.844	0.874	0.635
Proficiency and English Communication	0.894	0.897	0.927	0.759

The following table presents the results of the reliability and validity analysis of the study constructs, which were measured through Cronbach's Alpha, rho_A, Composite Reliability (CR), and Average Variance Extracted (AVE). The reliability measures show that the constructs are internally consistent and, hence, stable—this ensures the solidity of the measurement model.

The Cronbach's Alpha values for all constructs are above the acceptable level of 0.7, indicating that there is a strong internal consistency (Nunnally & Bernstein, 1994). The highest reliability is indicated in the case of Employee Awareness of SDG 12, with $\alpha = 0.924$, which means that there is a high degree of internal consistency in measuring employee awareness about sustainable development. The lowest Cronbach's Alpha ($\alpha = 0.813$) was found for employee engagement in sustainable initiatives; it is, however, still within the acceptable limit of reliability, indicating a rather stable measurement scale.

The rho_A values, which measure construct reliability, vary between 0.844 and 0.927, thus showing the stability of the indicators. The highest rho_A of 0.927 refers to Employee Awareness of SDG 12, ensuring that the sustainability-related HRM initiatives are reliable. Similarly, the CR values are above 0.8 for all constructs, proving the strong internal consistency of the measurement items and, therefore, their reliability (Hair et al., 2019). The highest CR, 0.943, was also recorded for Employee Awareness of SDG 12, which again is a well-measured construct.

Furthermore, convergent validity was established with Average Variance Extracted, where all values are above the threshold of 0.5 (Fornell & Larcker, 1981). The highest AVE of 0.768 was for Employee Awareness of SDG 12, indicating that the indicators strongly explain the variance in the construct. The lowest AVE for employee engagement in sustainable initiatives remains above the acceptable threshold at 0.635, hence an adequate level of variance explained.

The results indicate that all constructs show high reliability and validity, which assures the robustness of the measurement model. These findings provide validity for using these constructs in further analysis using SEM and hence validate the study's research into the impact of English communication proficiency on Green HR practices, SDG 12 awareness, and sustainability engagement. These results indicate the significance of effective communication in sustainability-driven HRM practices that strengthen its role in raising employee engagement and environmental responsibility within organizations.

TABLE III
FORNELL- LARCKER CRITERION

Constructs	Adoption of Green HR Practices	Employee Awareness of SDG 12	Employee Engagement in Sustainable Initiatives	Proficiency and English Communication
Adoption of Green HR Practices	0.837			
Employee Awareness of SDG 12	0.722	0.876		
Employee Engagement in Sustainable Initiatives	0.697	0.594	0.797	
Proficiency and English Communication	0.664	0.636	0.539	0.871

Validity Analysis of the Constructs Through Discriminant Validity: The discriminant validity analysis of the constructs, according to the Fornell-Larcker criterion, which checks whether the constructs are distinct from one another, gives the following result. The diagonal elements are the square roots of AVE for each construct, while off-diagonal elements are correlation coefficients between constructs.

Results: The variance shared by each construct with its indicators is greater than the variance shared with other constructs, since the square root of AVE values (diagonal) is higher than its corresponding correlations with other constructs (off-diagonal). For instance, the square root of AVE for Employee Awareness of SDG 12 (0.876) is higher than its correlations with Adoption of Green HR Practices (0.722), Employee Engagement in Sustainable Initiatives (0.594), and Proficiency and English Communication (0.636). This proves that the construct is conceptually distinct, ensuring strong discriminant validity. Moreover, the lowest correlation is 0.539, between the constructs of Employee Engagement in Sustainable Initiatives and Proficiency in English Communication, while the highest one is 0.722, between Adoption of Green HR Practices and Employee Awareness of SDG 12. The moderate to strong correlations suggest that the constructs are related but not redundant, further supporting the theoretical distinctiveness of each construct. Lastly, the Fornell-Larcker criterion proves that the constructs have enough discriminant validity—that is, the constructs measure empirically distinct facets of the conceptual framework of this study. The validation of this measurement model gives more strength and increases the reliability of further SEM and hypothesis testing.

TABLE-IV
DIRECT EFFECTS

Hypothesis	Relationship	Beta Value (β)	P-Value	Result
H1	Proficiency and English Communication → Adoption of Green HR Practices	0.664	0.000	Supported
H2	Proficiency and English Communication → Employee Awareness of SDG 12	0.636	0.000	Supported
H3	Proficiency and English Communication → Employee Engagement in Sustainable Initiatives	0.539	0.000	Supported

Results from SEM analysis give strong evidence that all three hypotheses—H1, H2, and H3—are supported since all paths of this study show a positive significant relation with p-values of 0.000, which is less than 0.05, meaning very strong statistical support.

H1: $\beta = 0.664$, $p = 0.000$: proficiency and English communication have a positive effect on the adoption of Green HR Practices; higher language proficiency goes hand in hand with greater implementation of sustainable HR policies.

H2 ($\beta = 0.636$, $p = 0.000$): An Employee's English proficiency and communication abilities significantly increase his/her knowledge awareness of SDG 12; therefore, linguistic clarity leads to a better comprehension and retention of knowledge about the sustainability goals.

H3 ($\beta = 0.539$, $p = 0.000$): Competency and English communication influence employees' engagement in sustainable initiatives in a positive way, meaning employees with better language ability will be more willing to participate in environmental programs at work.

Since all beta values (β) are positive, this shows that increased competence in English communication strengthens the adoption of Green HRM practices, raises awareness of SDG 12, and leads to greater employee engagement in sustainability-driven initiatives.

5. CONCLUSION

This is an empirical study that highlights the great role English communication plays in fostering sustainability engagement at all levels within the organizational framework. By considering relationships among language proficiency, Green HRM adoption, SDG 12 awareness, and employee engagement in

sustainability initiatives, this study has shown how important effective communication is in sustainability-driven HRM strategies.

The results indicate that English communication competence has a positive effect on the adoption of Green HR practices ($\beta = 0.664$, $p = 0.000$), employee awareness regarding SDG 12 ($\beta = 0.636$, $p = 0.000$), and engaging in sustainable activities ($\beta = 0.539$, $p = 0.000$). These results are in line with previous research, which has put much emphasis on clarity in the language used within sustainability policies (Talwar & Dhir, 2022). This would, therefore, empower staff with a higher language proficiency to understand and adopt the sustainability programs for a greater level of adherence to the corporate environmental policy and improvement in employee engagement in eco-friendly practices (Harding-Esch & Coleman, 2021).

The Fornell-Larcker discriminant validity analysis ascertains that the constructs are statistically different from each other; therefore, theoretically important to reaffirm that language proficiency is an enabler in sustainability-driven HRM (Guleria et al., 2024). Furthermore, the HTMT ratio analysis (<0.85) confirms that all constructs are maintaining discriminant validity, hence not redundant (Kaur et al., 2024).

Language-accessible sustainability trainings and HR policies are now more important than ever, especially for multilingual workplaces. For instance, a study by Mohammed & Fisal (2022) found that organizations with multilingual sustainability training programs have employees participating in corporate sustainability initiatives at a 35% higher rate. Similarly, Abbott et al. (2024) found that organizations with systematic sustainability communication structures also record better retention of sustainability knowledge and improved adherence to Green HRM policies.

Moreover, path coefficient analysis confirms the hypothesis that English proficiency increases workplace sustainability engagement. Those employees who understand English sustainability reports and policy documents participate more in recycling programs, waste reduction, and CSR activities (Othman & Zaid, 2024). This means that clear, structured, and accessible communication strategies should be at the forefront of the actions of HR departments to increase awareness and sustainability action among employees (Freihat et al., 2024).

The findings provide insights valuable to HR professionals, corporate sustainability leaders, and policymakers. Organizations should consider implementing language training programs alongside sustainability initiatives in order to make green HR policies more accessible and understood. Moreover, the translation of corporate sustainability materials into multiple languages may help to increase employee engagement and enhance the adoption of SDG-driven HRM strategies (Miah et al., 2024). In addition, the study implemented a suggestion that AI-powered translation tools and digital sustainability learning platforms can bridge the communication gaps in a multinational firm, hence increasing workforce sustainability engagement and improving compliance with SDG 12 goals (Rashid & Ngah, 2024).

This study has highlighted the critical role that English communication plays in furthering Green HRM policies and SDG 12 objectives. With sustainability being carved into corporate strategy, the imperatives of clear and effective communication in sustainability engagement cannot be left out. It is, therefore, very important for an organization to appreciate that improvement in sustainability literacy through effective HR communication strategies leads toward increased workforce participation, improved environmental responsibility, and long-term success in corporate sustainability. Future research should test the impact of multilingual HR policies, AI-based sustainability training, and industry-specific sustainability communication strategies in order to extend these findings and provide more practical applications for HRM and corporate sustainability leadership.

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