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Global Modern Trends and Scientific Analysis on Green Human Resource Management: A Bibliometric Investigation

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ABSTRACT

The organization is currently grappling with increasing competition in the global business arena, facing numerous challenges and striving to sustain its market position through innovation and cost-cutting. The scientific community's interest in management is growing as they seek to establish a niche in this competitive global environment. They are now emphasizing the practicality of green human resource management (GHRM) to guide business units and their human capital towards sustainability. Green HRM aims to foster an organization that encourages employees to take on eco-friendly workplace behaviors while reducing costs. This study aims to synthesize recent global literature and modern trends in green human resource management and carry out a review through scientific analysis and visualization using bibliometric study based on Scopus platform. Bibliometrics is a big data analytic technique used to bring about massive volumes of information. It is a methodology that entails systematic literature reviews and accomplish in depth analysis of academic research with quantitative analysis of scholarly works. VOSveiwer1.6.20 software was used for the study. Research examined 421 documents from the period 2003 to 2024. The study's findings highlight the prominence of green HRM research; identify prolific authors and co-authorship trends, commonly used keywords, and conducting analyses by country and organization, theoretical foundations, and basic statistics. It is observed that China has contributed the highest research papers in green HRM followed by United States and Pakistan. Green industrial relations are still a neglected area in every country. The thorough exploration in this study provides deep insights into the concept of green human resource management, its goals, and its potential benefits for businesses and society.

INTRODUCTION

When it comes to drawing in and keeping environmentally concerned workers, Green human resource management (GHRM) is essential. Green HRM concept was first introduced by Wehrmeyer, in his edited book "Greening People: Human Resources and Environmental Management" in 1996. He argues that employees are crucial to an organization's success or failure. Further, it is valued by Renwick et al. (2008) as a tool for sustainable HRM, supported by (Marhatta and Adhikari, 2013), as the causes of HRM regulations to environmental sustainability and lead to sustainable use of resources inside businesses. The goal of green human resource management is to create, implement, and maintain a system that aims to make an organization's personnel ecologically friendly (Opatha and Arulrajah, 2014). Green workplace practices may boost employee attributes such as motivation and competence, resulting in improved financial performance (Siyambalapitiya etal., 2018). The HR department may significantly contribute to the execution of environmental-friendly policies (Renwick et al. 2008). Green HR practices have impact on organizational performance and environmental sustainabilityMukherji and Bhatnagar, (2022). The importance of GHRM principles, methods, techniques, and problems are emphasized in businesses and organizations by Ali (2020). Shah (2019) indicated multiple indices of HR functions and developed a scale on green HRM. HR managers understand the GHRM concept, but in reality, they don't apply it well (Al Mamun, 2019).

The model central public sector companies (CPSEs) currently have green practices and expects the best practices to be used in India to support sustainable development (Mishra, et al. 2014). GHRM policies and practices have become essential components of significant organizations' strategies, with HR

departments actively involved in promoting green practices in the workplace (Ahmad, 2015). Green HRM is the integration of human resource policy with environmental policies(Jamal et al. 2021).It improves non-green work outcomes like improved financial performance, company reputation, and employee ethics (Suharti and Sugiarto, 2020).Green HR initiatives can advance green businesses (Joyce and Vijai, 2021).The organizations using green HRM are rich. They plan for promoting employee and productivity at the same time (Vuong and Sid, 2020).GHRM contributes a strong employee-employer brand by employee green attitudes, satisfaction, and organizational performance (AlKetbi and Rice, 2024).Garavan, et al. (2022) discovered a clear connection between voluntary green work behaviour with major HR functions. A significant shift in production and manufacturing is necessary to comply with GHRM (Yong, et al. 2019).HR functions affect environmental performance like green recruitment and green training (Masri and Jaaron, 2017).Environmental protection obligations should be incorporated while assigning environmental reporting roles, health and safety activities(North, 1997; Revill, 2000). Companies ought to have the capacity to draw in workers who share their environmental values and attitudes by use of GHRM (Dumont, 2017; Abdelahmied, 2019).

A research trend on green HRM explored by (Arulrajah, et al. 2015; Karimi, et al. 2021; Sharma, et al.2022; Miah, et al. 2024) and its relation to education by (Tamang and Mishra, 2022). But still academics and HR professionals need to pay more attention to green aspects of HRM as it is still a moderately new and developing field. More funding is required in this field. HRM receives little scholarship in adding value to attain environmental sustainability (Jackson, 2010). The increased focus on GHRM is helping organizations not only protect the environment but also enhance their performance and sustainability (Praveen B.2023). Green innovation culture works as a moderating factor of green HRM and green performance (Muisyo and Qin, 2021). GHRM practices are an essential instrument for cultivating environmentally conscious attitudes and behaviors among employees (AlKetbi and Rice, 2024).The nature of green HRM might improve lives of tribal people (Jianguanglung, 2016).

Green HRM synchronizing with preparation and improvement in awareness and knowledge is the only way to achieve successful implementation of green practices (Fernandez et al. (2003). Green human resource management involves preserving learning capital and implementing eco-friendly HR practices (Dutta, 2012). The HR processes foster integrating role of green HR practices into the application, arranged according to entry-to-exit processes: from recruitment to exit (Jyoti, 2019).Previous research has demonstrated the beneficial contribution of GHRM in bringing these sustainable ideas to the forefront (Malik, et al. 2021; Munawar, et al. 2022, Rehman, et al. 2021). Khan and Muktar (2021) focus on green HRM paradigm and sustainable development as the future requirement. Patnaik (2022) has also emphasized on the shift towards a greener and sustainable management practice in the time to come.

There is pressure in travel and hospitality industry from both sides: internally and externally to cuddle the practices of green HRM and follow its trends and habits (Yusoff, et al. 2020). It significantly associates to green innovation in food business which reveals that GHRM practices foster a culture of innovation and sustainability within the environmental. According to Munawar, et al. (2022), the practices of green HRM play a key role in promoting a culture of innovation and environmental sustainability in the food business by highlighting the importance of green human capital and awareness of environment.

Liebowitz (2010), views that a green incentive system of HRM can accomplish the organizational sustainability objective. Pillai and Sivathanu (2014)also supported this view.Businesses should adopt more green initiatives in their supply chain management, financial aspects and public health of the employees(Hoyoung,2020).GHRM practices help improve organizational environmental performance by shaping employee behaviors, attitudes, and competencies. This contributes to a more sustainable approach to business operations (Adif, et al. 2020; Khan and Muktar, 2021). The GHRM approach integrates environmentally friendly practices into organizational operations (Soviana-Heny et al. 2022).

Dutta (2012) noted that green human resource management has two noteworthy components: the preservation of learning capital and ecologically friendly HR practices. GHRM practices in the workplace encourage environmentally conscious behaviour among staff members and ultimately boost the company's operating profit (Albloush et al. 2022). Green innovation practices have a major role in driving green innovation (Faheem et al. 2023). Environmental dimension impacts economic and social dimensions (Sayyadi et al. 2017). Corporations are under pressure to promote environmental causes more thoroughly and responsively as environmental issues are fetching moralization to a greater extent in the public eye (Ortiz Avram et al., 2023). According to Jabbour (2016), GHRM is connected to "systemic, planned alignment of typical HRM practices with the organization's environmental goals". A green HRM umbrella becomes more valuable to the environment and advances HRM's role in aiding sustainability (Kramar 2014; Zoogah et al. 2011).

Green HRM can give businesses a competitive advantage and improve their environmental performance further value addition to the approach, like innovation, environment, cultural diversity etc. (Jabbour and Santos, 2008). Further, a three dimensions' approach: degree, diffusion, and depth, of green organizational culture strengthen the organizations' employee performance (Aggarwal and Agarwala, 2022). Individual green values and employee empowerment are the influencers of OCBE (Hameed, etal.2020). There is a strong, positive correlation between sustainable performance in the chosen enterprises and green HR practices (Khan, et al. 2020).

In the modern company environment, green HRM is a crucial catalyst for promoting sustainability (Ogbeibu et al. 2020). The relationship between green HR practices, employee green behavior, and organizational sustainability were explored by Amrutha and Geetha (2019). They viewed that social sustainability is a critical and yet underexplored area compared to economic and environmental aspects. Green leadership behavior, green HRM and environmental sensitivity have a positive impact on green corporate culture (Al-Swidi et al. 2021). Florida& Davison (2001) reveal that green HRM simplifies employee relations by efficiently utilising resources. Similarly, Kitazawa & Sarkis, (2000) emphasized GHRM by reducing pollution from workplaces.

The relationship between HRM and performance is impacted by the combined, cumulative, and interactive effects of green innovation and green transformational leadership(Singh et al.2000).Green HRM practices operate as a mediator between green behavior and green transformational leadership(Cahyadi et al. 2022).Recovery/recycling and consumption/use are prominent in circular economy (Kalmykova et al.2018).GHRM has emerged as a critical business strategy, aiming to promote sustainable employee practices and raising awareness on sustainability issues among employees. Abdelhamied et al. (2023) indicate that 'green motivation' and 'job satisfaction' were two major factors in sustainable performance. GHRM combined with green transformational leadership significantly impacts green organizational pride in small and medium enterprises (SMEs) in China. This effect is mediated by green psychological capital and amplified by an environmental culture, underlining the importance of leadership in promoting green practices (Chen, Y.et al. 2022). While ethical leadership style has little effect on job satisfaction, it does play a mediating function in psychological safety and green HRM in Pakistani health sector firms(Ahmad and Umrani, 2019).

Organizational social sustainability:social equity, health, wellness and well-being are not fully explored till date, which are the outcome of green HRM(Amrutha and Geetha, 2019).Sustainable HR practices and sustainable performance are partially and fully mediated by work satisfaction (Abdelhamied, 2023).The relationship between corporate citizenship practices and green HRM is mediated by job satisfaction (Freire and Pieta, 2022).GHRM may encourage staff members to adopt behavioral and attitude changes that will improve environmental results of the organization(Bauer, et al. 2012).Organizational pride and practices of green HRM were mediated by a green psychological

climate(Zafar and Suseno, 2024).The theory of "Ability, motivation, and opportunity" (AMO) can be used to integrate the idea of Green HRM and its application in a company(Osolase, 2022).An AMO theory and its review technique served as the foundation for the identification of the different GHRM metrics (Faisal, 2023).Benevene and Buonomo (2020) prioritized the effects of GHRM on companies demonstrated a strong adherence to the ability, motivation, and opportunity (AMO) theoretical framework.

Finally, GHRM plays a crucial role in promoting environmental responsibility within organizations and it is achieved through the integration of responsible leadership, which encourages employees to adopt green practices, enhancing corporate environmental sustainability (Lu, H. et al. 2022). Future studies should examine how GHRM intersects with other fields, for instance, circular economy and the industry 4.0 technology (Faheem, et al.2023). It is necessary to investigate how GHRM affects employee innovation habits and the circular economy (Pham, et al. 2019). Scholars and practitioners are offered evidence-based suggestions for practitioners and researchers to enhance GHRM development (Xie, et al. 2023).

MATERIALS AND METHODS

The pioneer in the field of "Bibliometri" is Otlet, Paul in 1934 (Sulphey et al. 2024). The concept was further developed by many researchers. Few mentioned it as a big data analytics which is a technology that may be applied to systematic literature reviews and support academic works that include bibliographic units, physically published units, and quantitatively evaluated data. (Broadus, 1987; Rosseau, 2014; Syafrudin et al. 2023). Bibliometriis defined as "the measurement of all aspects related to the publication and reading of books and documents" (Otlet, 1934). Research on the patterns and features of published works is aided by bibliometric study citation and co-citation analysis (Broadus, 1987). According to Dickersin et al. (1994), Bibliometri makes possible to look at scientific endeavours from multiple angles. Similar results viewed by Gaur and Kumar (2018) that it gathers, categorize and intricate data.

The research analysis is based on a process of finding, organizing, and analyzing the major components of a specific field (Cobo, 2011). Emerging trends in publication, collaboration patterns, and research ingredients are identified with the aid of the analysis. Additionally, a qualitative approach has been used to examine the conceptual underpinnings of definite disciplines within the corpus of recent literature. The content of the GHRM was the main focus of this investigation. The following are the several stages of the methodology:

Search Criteria

The present study employed a search filter to retrieve only those papers that contained the term "green human resource management" in the headline, keywords, or abstract. After narrowing the search to the field of study, the year of publication, the type of document, and the language (English), out of 3936 initial articles, 421 research publications were ultimately inferred. The data were searched in harmony with the earlier bibliometric research (Khan et al., 2020; Bahuguna et al. 2023). But for the literature review, Google Scholar was also used in addition to Scopus papers.

Selection of database

The current study is organized as a bibliometric analysis based on the Scopus database. Elsevier's Scopus database is used because it is a comprehensive database and renowned in the area of social sciences. Scopus is the biggest database containing abstract and citations of research papers, authors etc. across the world (Pham-Duc, et al., 2022). Since Scopus is the robust quality and largest archive of interdisciplinary peer-reviewed publications which is widely used in comparable investigations, it was chosen as the data source (Eito- Brun, 2018; Sulphey, et al. 2024; Faisal, 2023). Since using numerous databases at once would assist reduce mistakes caused by duplications, the current study has used only Scopus database at a time. In order to minimize errors caused by duplications, this study did not employ more than one database at a time, other than Scopus.

Timeframe for selecting the articles

For this study, articles on 'Green human resource management' that were added to the Scopus archive within the last two decades. A 22-year overview (from 2003 to 2024) of the scientific output in green HRM is presented. Initially, 3936 papers were found, further, it was limited to 421 based on year, subject area, document type and language (English). The writers' latest publications on this subject have been made possible by the Scopus platform.

Data mining and extraction

Data mining was done from the Scopus platform. The Scopus data base was chosen to gather literature, as it is a comprehensive source. Keywords such as 'Green human resource management' and 'GHRM' were used to discover the necessary publications of the last two decades. Data were retrieved and further computed by VOS Viewer software. Scientific Bibliometric analysis has been done using Vosviewer incorporating research papers since 2003. Publications from 2003 were accessible in plain text and CSV formats. There were no papers discovered in Scopus prior to 2003. Additional components were downloaded as well, including bibliographic information, citations, and keywords.421 publications in all were taken out of the Scopus platform and analyzed to provide accurate and instructive viewpoints on the theme. Although the writers sought to include all possible articles, they made no claims of completeness or exhaustiveness.

Final selection of articles

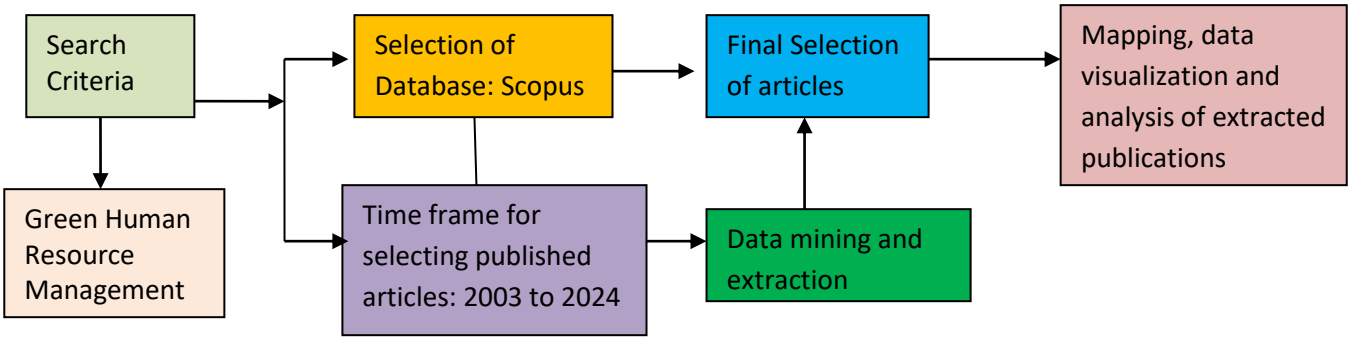
An investigative system was employed for content analysis to systematize and analyze data in a repeatable manner. Selecting and thinking through the materials to be examined is crucial. Data mining was used to create several possible publications. We made every attempt to reduce biasness in selection. Every attempt was made to improve data quality, eliminate replication, and lessen disparities among the chosen research. Ultimately, a precise selection criterion developed by Dickersin et al. (1994) was used to eliminate publications that were irrelevant. A few papers were removed because they were not relevant to the analysis. To ensure uniformity and prevent prejudice, we eliminated all duplicate and irrelevant items.

Mapping, data visualization and analysis of extracted publications

The analysis was enabled with VOSveiwer1.6.20 software. It is a tool to create, visualize and explore the global network data along with its mapping. It is an open-source tool that provides extra capabilities like searching, magnification, and navigation. Further, it uses mapping analyses to get better results from medium and big datasets (Van Eck et al., 2010; Moral-Munoz et al., 2019). Few descriptive data were extracted from excel file and graphs. To ensure consistency and remove bias, all redundant and unnecessary items were removed. The information was mapped, examined, and visualized in the study.

The most highly cited research papers, authors with the highest productivity, countries and institutions with the most documents, international collaboration, maximum keyword occurrences, and the growth of publications year over year were taken into consideration when interpreting the data. The flowchart of methods and materials are shown in Figure 1.

Figure1: Flow chart used in materials and methods to search the articles, mapping and data visualization



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RESULTS AND DISCUSSION

Classifications of Articles and Analysis of Scopus-based scientific output

A 22-year overview of the scientific output in green human resource management is presented in this section. Keeping in view the scope and objective of the bibliometric search and using inclusion and exclusion criteria, a scientific analysis was done by filtering the irrelevant papers and tried to identify the modern trends. The bibliometric study was conducted giving an emphasis on 'Green human resource management' and an orderly review process was implemented to guarantee lucidity (Gora, 2019). In order to illustrate and examine the global modern trends and new inputs in the literature, this study makes use of VOSviewer as an analytical tool. VOSviewer is an easy-to-use tool for exploring various relationships between data. Additionally, it is an open-source tool that uses mapping analyses to get better results from medium and big datasets (Moral-Munoz et al., 2019).This software generates co-authorship, citation and co-citations, and co-occurrence maps to aid in bibliometric analysis. Van Eck et al. (2010) viewed it as an essential tool for this research because of its additional features, which include navigation, magnifying, and searching. In addition, VOSviewer integrates visualization of network and automatic cluster labelling to investigate potential structures of information in the study for future research, as well as displaying the overall modern global research trend and scientific network analysis. The program is avital tool for the current investigation as it provides other functions including navigation, magnification, and searching (Van Eck et al., 2010).Initially, 3936papers were found with the key words 'Green Human Resource Management'. Further, it was limited to 421 on the basis of year, subject area, document type, publication stage and language. Year-wise data of the number of published publications are shown below in Table 1.

Table 1: Year-wise Number of Publications, Sources titles (Journals) and Total Citations on Green human resource management within four sub-areas (ES; BM&A; SS; EE&F)

Year	*Number of Pub.*	*Percent (%)*	*Sources Titles*	*TC*
2024	42	9.9	28	45
2023	91	21.6	40	609
2022	81	19.2	34	1246
2021	48	11.4	25	1987
2020	53	12.5	26	3124
2019	32	7.6	20	3364
2018	21	4.9	11	2457
2017	14	3.3	12	773
2016	16	3.8	8	2497
2015	7	1.6	7	535
2014	7	1.6	7	408
2013	3	0.7	3	142
2012	1	0.2	1	8
2011	3	0.7	3	170
2010	1	0.2	1	281
2009 to 2004	0	0	0	0
2003	1	0.2	1	65
Total	421	100	227	17,711

Source: Authors' source based on Scopus data

Pub. Publication; TC: Total Citations; ES: Environmental Science; BM&A: Business, Management and Accounting'; SS: Social Sciences; EE&F: Economics, Econometrics and Finance

The study's Scopus database contained numerous GHRM articles that were selected from indexed global publications, including open-access and subscribing journals. The present study was limited to the sub-area, 'Environmental Science', 'Business, Management and Accounting', 'Social Sciences' and 'Economics, Econometrics and Finance'. Within these four sub-areas, only 421 articles were published from 2003 to 2024. In the current study, first, a descriptive analysis was carried out in Table on the data, examining the fundamental details of the 421 articles, year-wise, number of publications, sources titles (number of journals) and citation clusters on Green HRM using VOSviewer software. As observed, the numbers of publications on GHRM have been steadily rising from 2010. It is encouraging to see that

publications have increased dramatically, particularly after 2020.

In next phase, initially we did a citations analysis as it contributes to the significance, relevance, and logical linkages between articles. The reputation of a research study or author is presented in this analysis. Citation analysis looks at the significance of a publication's citation count. Further, we search the prolific authors with citations, their sources of publications, co-authorship countries and co-keywords analysis which are done chronologically based on their time of publications. This process is easier to describe the advancements in this study issue clearly. This study identified a number of GHRM papers that were picked out from indexed global journals, together with open-access and subscribed journals. The outcomes are shown in the following sections (Table 2, Table 3 and Table 4).

Table2: Top CitedAuthorsand journals

Author Details	*Citations*	*Journals*
Singh S.K et al., 2000	939	'Technological Forecasting and Social Change'
Kalmykova Y et al., 2018	830	'Resources, Conservation and Recycling'
El-Kassar A-N et al., 2019	664	'Technological Forecasting and Social Change'
Kim Y.J et al., 2019	594	'International Journal of Hospitality Management'
Jabbour C.J.C et al., 2016	477	'Journal of Cleaner Production'
Roscoe S et al., 2019	448	'Business Strategy and The Environment'
Tang G et al., 2018	445	'Asia Pacific Journal of Human Resources'
Rehman S.U et al., 2021	350	'Technological Forecasting and Social Change'
Yong J.Y et al., 2020	320	'Business Strategy and The Environment'
Guerci, M. et al. 2016	293	'International Journal of Human Resource Management'

Source: configured by the authors

Table3: Most prolific authors contributing highest number of publications

Prolific Authors Names	*No. of Publications*
Bombiak, E.	3
Guerci, M.	2
Chang, C.	2
Darvishmotevali, M.	2
Khan, M.H.	2
Li, X.	2

Source: configured by the authors

Table4: Most occurrences of All Keywords

All Keywords	*Number of Occurrences*
'Sustainability'	163
'Sustainable development'	146
'Human'	123
'Green human resource management'	110
'Environmental management'	99
'Human resource'	90
'Environmental protection'	76
'Resource management'	71
'China'	67
'Conservation of natural resources'	60

Source: configured by the authors

Since the concept first emerged more than two decades ago, green HRM has generated much attention in research (El- Kassar A-N et al., 2019; Roscoe S et al., 2019; Rehman S. U et al., 2021). Table 2 presents a summary of influential academic publications by prolific authors, detailing the number of citations and journals. Three articles were published in 'Technological Forecasting and Social Change', whereas all others were in different 7journals.Singh S.K. et al. (2020) contributed the article with the utmost number of citations (939) among the top ten papers, who is currently attached to the College of Business management, Abu Dhabi University, Abu Dhabi as an Associate Professor. They reveal that green innovation and additive-interactive effects of green transformational leadership impact the relationship of HRM and performance. Guerci M. et al. (2016) did a survey in Italy and found that all HR functions like hiring, training, performance management and compensation, and external stakeholders act as a mediator of environmental issues. The same dimensions were further validated by Tang G.et al. (2018)when developed a scale of GHRM.

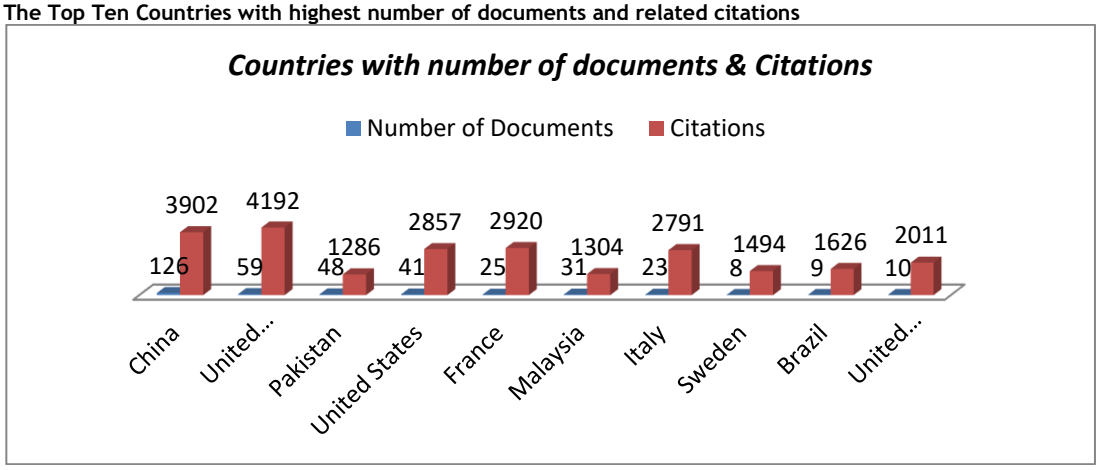
Kalmykova Y et al. (2018), associated with Chalmers University of Technology, Sweden, as Associate Professor, with 830 citations mainly focus on recovery/recycling and consumption/use are prominent in circular economy (CE), while manufacturing and distribution are less involved. They opine that any market-ready solutions exist, but broad economic changes are rare.Green HRM improves the environmentalperformance of hotels by organizational commitment of employees and their eco-friendly behaviour (Kim

Y.J et al., 2019).Scholars, managers, and practitioners involved in organizational sustainability are impacted by the integration of green SCM (supply chain management) and green HRM (Jabbour, C.J.C. et al., 2016). Yong J.Y. et al. (2020) found that sustainability is impacted by green recruitment and training.

Table 3 displays information on the writers who have authored the most publications. Out of total 417 authors, 224 meet the thresholds with minimum number of document as one and minimum citations as 10. Out of 224 authors, Bombiak, E. (2019, 2020) linked up sustainability with green HRMcontributed highest number of papers (3) followed byGuerci, M.with 2 papersas first author,where as other four authors: Chang, C., Darvishmotevali, M., Khan, M.H. and Li, Xhave contributed 2 papers as first author. There are other authors like Singh, S.K. and Jabbour C.J.C. have written more than one piece irrespective of first author always.

All key terms with maximum number of occurrences relating to Green HRM have been utilized in numerous publications which are shown in Table 4. A search using the extracted articles' keywords revealed that 'Sustainability 'appeared maximum times (163) followed by 'Sustainable development', 146 times. As Green HRM is used for the betterment of human beings, it is observed that the word 'human' appeared 123 times. The base of the study 'Green human resource management' has been occurred 110 times. Further, 'Environmental management', 'Human resource 'Environmental protection', 'resource management', 'China 'and 'Conservation of natural resources, are repeatedly occurred in the papers with 99, 90, 76, 71, 67 and 60 respective citations.

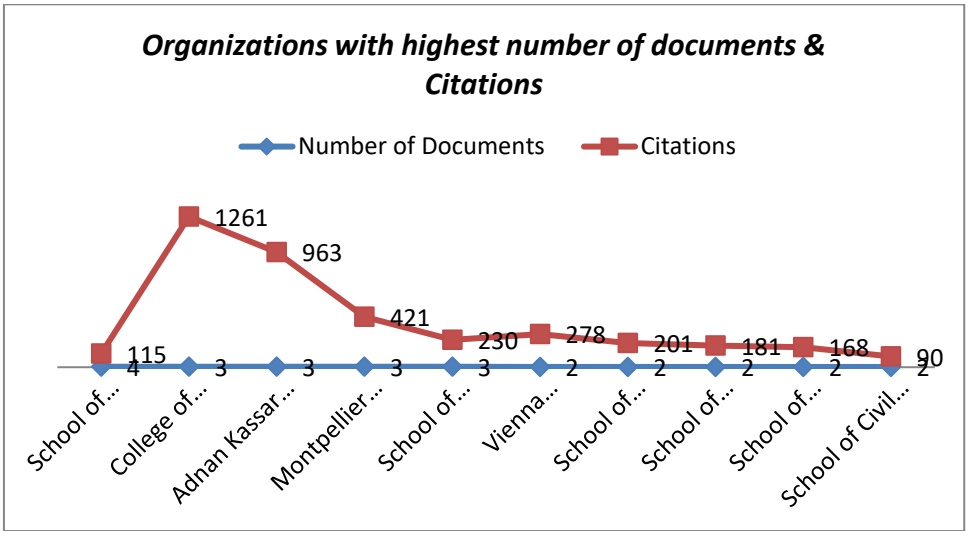
Figure 2: The Top Ten Countries with highest number of documents and related citations



Source: Authors' source

Figure2 shows the top ten countries with highest number of documents and their related total citations. It is observed that China has produced the highest number of documents (126) on 'Green HRM' with 3902 total citations. Second rank holder is United Kingdom (59 papers) but obtains the highest citations (4192). Similarly, Pakistan holds the third rank in number of articles (48), with 1286 citations whereas United States contributes 41 papers with more citations (2857). France, Malaysia, Italy and Sweden have hold from fifth to eighth ranks. The figure also depicts the lowest ranks, ninth and tenth as Brazil and United Arab Emirates with 9 and 10 papers and 1626 and 2011 citations respectively.

Figure 3: The Top Ten Organizations with highest number of documents and related citations



Source: configured by the authors

The figure-3 provides data on the top ten organizations ranked by the number of documents they have produced and the citations these documents have received. It is observed that the school of management, Jiangsu University, China has topped in producing the highest number of papers, with 4 documents obtaining 115 citations. The college of business, Abu Dhabi University has the highest number of citations (1,261) despite having only 3 papers. This suggests that the documents produced by this institution are highly influential and had a significant impact in their field. Further, the third highest citations of

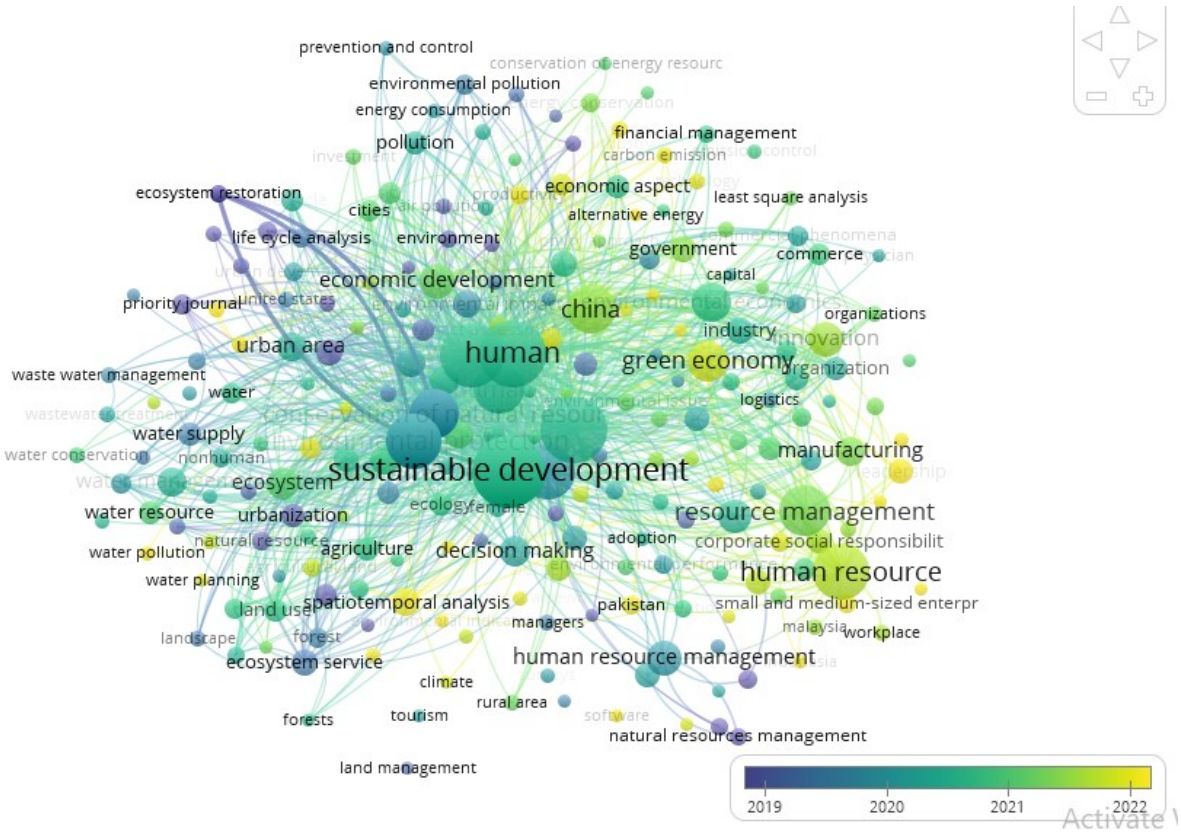
documents are observed with the Adnan Kassar School of Business, Lebanon, with 3 documents and 963 citations. Further, Montpellier Business School, France published 3 documents and obtained 421 citations. Coming to the lower citation counts, the School of Civil Engineering and Geo, Netherland, has 2 research papers only with 90 citations, indicating a lower impact per document. So as the School of Hotel & Tourism Management (Hong Kong) has produced 2 documents and got 168 citations, this organization's impact of documents is modest compared to others in the list. Overall, the data highlights that the number of documents does not necessarily correlate with higher citations. Some institutions, despite producing fewer documents, have achieved significant academic impact, emphasizing the quality and relevance of their research. This analysis underscores the importance of both quantity and quality in academic publishing and how different institutions navigate this balance to achieve recognition in their fields.

Figure 4: Author – Co-authorship Network visualization

Source: configured by the authors

In Figure 4, nodes (dots): represent individual authors or researchers and labels (text) correspond to the names of these authors. It shows several clusters of nodes, indicating groups of authors who collaborate closely with each other. These clusters may represent research teams, departments, or collaborative projects. Proximity indicates the strength or frequency of collaborations. Closer nodes suggest stronger or more frequent collaborations. Color Coding represents different clusters or groups, which could indicate research teams, institutional affiliations, or thematic research areas. Central Cluster refers that there are several small clusters in the center of the map, with names like "Rehman, S.U.; Kraus, S.; Shah, S." and "Kim, Y.J.; Kim, W.G.; Choi, H.-M." These clusters indicate groups of authors who frequently collaborate with each other. Peripheral Clusters like "Pinzone, M.; Guerc, M.; Lettier" and "Rockström, J.; Falkenmark, M.;" are positioned more on the periphery, indicating they are either more isolated in their collaborations or part of smaller, distinct research groups. Strong Collaborators such as Jabbour,C.J.Cappears multiple times in various clusters, suggesting extensive collaboration across different groups. El-Kassar,A.-N.andSingh,S.K. are some names also appear in multiple clusters, indicating significant collaborative roles. The map uses specific colors to group authors. For example, green nodes might represent one research team, blue nodes another, and so forth. This can help identify thematic or institutional boundaries within the collaborative network.

Figure 5: Co- occurrences – Index Keywords



Source: configured by the authors

The Figure 5 appears to be a co-occurrence network visualization representing index keywords associated with sustainable development and related topics over a timeline (2019-2022). The most central and interconnected theme is "sustainable development," as indicated by its size and the density of connections. Keywords such as "human," "resource management," "economic development," and "green economy" are also prominent, signalling key thematic areas within the network. The colour gradient from purple (2019) to green (2022) suggests that the keywords have been colour-coded based on the years they gained prominence. These highlight evolving trends in research focus and priority areas over time. This co-occurrence network highlights how interconnected various fields are with sustainable development. The shift in research focus from environmental restoration and water management (early years) to economic and human resource management topics (recent years) suggests that sustainable development discourse is becoming more interdisciplinary, integrating economic, social, and environmental considerations.

MANAGERIAL IMPLICATIONS

The integration of Green Human Resource Management (GHRM) into organizational practices is essential for attracting and retaining environmentally conscious employees, which, in turn, can provide a competitive advantage and enhance environmental performance. Managers should recognize that the successful implementation of GHRM requires more than just understanding the concept; it demands active and consistent application of environmentally friendly HR practices across all levels of the organization. This includes fostering a corporate culture that prioritizes sustainability, which can strengthen the employer brand and reduce recruitment costs. Moreover, GHRM's role is important to focus on social, economic, and environmental performance that cannot be overstated. Managers must, therefore, prioritize the development and execution of GHRM strategies that not only meet current environmental standards but also drive innovation, cultural diversity and ensure long-term sustainability to the organization.

LIMITATIONS

While Green Human Resource Management (GHRM) is instrumental in promoting sustainability and attracting environmentally conscious employees, several limitations hinder its widespread and effective implementation. Firstly, GHRM is still an emerging field, with limited research and practical guidelines available, leading to inconsistent application across organizations. The concept's novelty means that many HR professionals may lack the necessary knowledge and training to effectively integrate green practices into HR operations. There is also the risk that the focus on GHRM could divert attention from other critical HR functions, potentially leading to an imbalance in overall HR strategy. Furthermore, the long-term benefits of GHRM, such as enhanced employer branding and operational efficiency, are difficult to quantify, making it challenging for organizations to justify the initial investments required. Lastly, the effectiveness of GHRM may vary across different industries and regions, particularly in areas where environmental concerns are not yet a priority for the workforce or the organization.

CONCLUSION

Green Human Resource Management (GHRM) plays a pivotal role in attracting and retaining environmentally conscious employees, ultimately contributing to an organization's success. While the concept emerged in 1996, has gained traction now too. There is still a need for greater application and scholarship in this field. By integrating environmentally friendly practices into HR operations, organizations can build a strong employer brand, reduce hiring costs, and enhance operational efficiency. GHRM aligns HRM practices with environmental goals, supporting sustainability and offering a competitive advantage. As public concern for environmental issues grows, corporations are increasingly pressured to adopt and promote green policies. The HR department, therefore, has a significant role in implementing these policies, contributing to the triple-bottom-line approach to business sustainability that focuses on social, economic, and environmental performance. Moving forward, it is essential for both academics and HR professionals to explore and embrace the innovative and diverse aspects of GHRM to foster sustainable growth and environmental stewardship.

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CONFLICT OF INTEREST

Theauthorsdeclarenopotentialconflictofinterest regarding the publication of this work. In addition, the ethical issues including plagiarism, informed consent, misconduct, data fabrication and, or falsification, double publication and, or submission, andredundancyhavebeencompletelywitnessedby the authors.

ABBREVIATIONS USED

GHRM	Green Human resource management
HRM	Human resource management
AMO	Ability, motivation, and opportunity
SCM	Supply Chain Management
PUB	Publication
TC	Total Citations
ES	Environmental Science
BM&A	Business, Management and Accounting
SS	Social Sciences
EE&F	Economics, Econometrics and Finance
US	United States
UK	United Kingdom
UAE	United Arab Emirates

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