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BALKAN JOURNALS

Research Trends and Knowledge Structure in Green Human Resource Management: A Bibliometric Analysis

Dr. Ruby Mittal, Ritu Bhardwaj, Atul Chauhan

Abstract

This bibliometric study provides a comprehensive analysis on research trends in Green Human Resource Management (GHRM). It addresses the gap in systematic reviews of this emerging field. This study used VOS viewer software to analyse 88 papers from the database - Dimensions AI (2017-2024) and it helps to explore the publication growth, regional distributions, authors contribution, keywords, and networks. Result of the study highlights that GHRM's role in integrating sustainability into HR practices, with implications for policy and future research on economic and social sustainability dimensions. This bibliometric study offers valuable guidance for scholars and practitioners addressing global environmental challenges.

Keywords: Bibliometric, Green Human Resource Management, GHRM, Sustainable organization, Environmental strategy.

Introduction

The field of green human resource management, or GHRM, is a developing field that emphasizes ecologically friendly methods within HRM frameworks. It combines environmental management and human resources policies to support sustainable operations. Faisal's (2023) review defines GHRM as an approach that aligns HR practices with environmental sustainability, emphasizing dimensions like green recruitment, training, compensation, and employee relations to support sustainable outcomes. Another recent study by AlKetbi and Rice (2024) identifies GHRM as a strategy that positively impacts employee attitudes and organizational performance, highlighting its role in enhancing employee satisfaction and ecological responsibility. According to Xie and Lau (2023), GHRM has evolved through an increasing emphasis on both empirical research and theoretical frameworks, reflecting diverse approaches to integrating green practices across various HR functions.

Khan & Muktar (2020) describes GHRM as the adoption of HR policies that support sustainable resource use and encourage eco-friendly practices within organizations, emphasizing the need for green initiatives in HR to promote environmental responsibility. Pham, Hoang, and Phan (2020) define GHRM as a critical element in sustainable organizational strategies. Their review highlights GHRM's role in aligning HR functions—such as recruitment, training, and employee engagement—with environmental goals, creating an integrated approach to sustainability in workforce management. Benevene and Buonomo (2020) emphasize the alignment of HR practices with ecological goals, identifying practices like green recruitment, training, and performance appraisals as essential dimensions that contribute to organizational sustainability. Faisal (2023) provides a broad definition of GHRM, positioning it as a system that includes green recruitment, training, and compensation practices, which collectively support a company's environmental objectives by encouraging employees to engage in sustainable behaviors.

Green HRM, according to Mampra (2013), is the use of HRM regulations to encourage the sustainable use of organizational resources and advance environmental principles, which further boost staff morale. In terms of organizational sustainability, the most crucial component is Green Human Resource Management (GHRM). Although experts define "green HRM" in a variety of ways, they all place an emphasis on using organizational resources sustainably. Additionally, studies show a favorable relationship between the performance of the firms employing various environment management techniques and parameters (Yang et al., 2010; Iraldo et al., 2009).

These studies collectively suggest that GHRM practices not only contribute to sustainability but also enhance employee motivation and performance, forming a foundation for future research in organizational sustainability and environmental responsibility. Researchers advocate for expanding the scope of GHRM studies to include dimensions such as employee empowerment and organizational culture, which are integral to achieving lasting environmental benefits in business contexts . Therefore, this study aims to analyze green HRM and organizational sustainability linked research published in different academic journals. The main purpose is to systematically review the existing literature focusing on Green HRM to identify current research trends and implementation levels for organizational sustainability and explore opportunities for future research.

Table 1:

Definitions of Green Human Resource Management (GHRM) Identified in Literature Review

Author (Year)	**Definitions**
AlKetbi et al., (2024)	Employee green attitudes, customer green satisfaction, employee green behavior, and organizational green performance are all favorably predicted by G-HRM practices. Organizations looking to match their HR procedures with environmental sustainability objectives must comprehend these predictive correlations.
(Alaghbari et al., 2023)	Green human resource management uses human resources in the process of applying innovation to achieve environmental performance, waste reduction, social responsibility, and modest benefit through ongoing learning and development, as well as by putting environmental goals and strategies that are connected to the organization's policies and objectives into practice.
(Merlin & Chen, 2022)	In order to enhance an organization's environmental performance, GHRM integrates a number of conventional strategies, such as employee engagement, recruitment, awards, and training.
(Kuo et al., 2022)	Green HRM adopts an environmental perspective and seeks to establish a green workplace that motivates employees to carry out their duties in the most ecologically conscious way possible.
(Ren & Hussain, 2022)	The integration of environmentally friendly practices into HRM strategies and policies is commonly referred to as GHRM."

Author (Year)	Definitions
(Farrukh et al., 2022)	Agencies are taking a proactive stance to improve their overall performance and environmental impact by implementing GHRM policies. Organizations seek to promote good attitudes, behaviors, and overall performance by incorporating GHRM techniques into HRM initiatives.
(Haldorai et al., 2022)	GHRM refers to an awareness of the connections between a company's operations that impact the environment and the development, assessment, implementation, and impact of human resource management.
(Albloush et al., 2022)	Both organizational performance and human capital development have a strong correlation with G-HRM, indicating that incorporating sustainability into HR strategy can improve an organization's environmental status.
(Benevene & Buonomo, 2020)	Environmentally conscious and socially conscious corporate cultures can be fostered with the help of G-HRM.
(Pimonratanakan & Pooripakdee, 2017; Pham et al., 2019)	Current green HRM policies and practices state that top management should encourage environmental responsibility and teamwork among employees in this area as well as hire, satisfy, and mentor people in accordance with the institution's goals.
(Ren et al., 2018)	Employee attitudes and behaviors about environmental sustainability are greatly influenced by G-HRM policies, which instill a feeling of ecological responsibility in workers.
(Mandago, 2018)	"Green compensation and rewards are crucial components of green HRM practices, whereby any organization provides its employees with incentives and compensation."

Source: Own Research

Research Objectives

To provide readers with a fundamental understanding of green HRM to use bibliometric measures, such as author productivity, document citation, co-occurrence, and publication count, to calculate the impact and output of GHRM research.

- To identifying the key authors, institutions, and countries engaged in GHRM research.

- To identify the key authors, institutions, and countries contributing to Green Human Resource Management (GHRM) research."
- To highlight different significant works on green HRM by other workers, and elaborate on various green practices that can be incorporated for building a Green workplace.
- To make few suggestions for HR's eco-friendly projects.

Material and Methods

This study employed VOSviewer software to analyse 88 documents on Green Human Resource Management (GHRM) retrieved from the Dimensions AI database (period from 2017–2024). Reason being for selected the database Dimension AI- its broad interdisciplinary coverage and inclusive indexing. These databases are particularly helpful for documenting cutting-edge, practice-oriented studies like GHRM. The selected span of time corresponds to the significant expansion and conceptual advancement of GHRM research. This time frame also aligns with the growing emphasis on environmental responsibility and sustainability around the world.

The bibliometric analysis included co-authorship, keyword co-occurrence, author co-citation, document and country citation analysis, and bibliographic coupling. The co-authorship analysis identified three prominent authors among 337 authors, while the keyword co-occurrence analysis revealed 29 frequently occurring keywords. A total of 23 sources that have significantly contributed to the GHRM knowledge base were identified through a co-citation analysis. Nine countries meet the criteria for the most referenced papers, authors, and countries, based on citation analysis. Country-level linkages were also depicted through bibliographic coupling analysis, uncovering nine articles grouped into two clusters with a total link strength of 26,903. Density visualization analysis revealed 80 key phrases, offering insights into the intellectual framework and current trends of GHRM research.

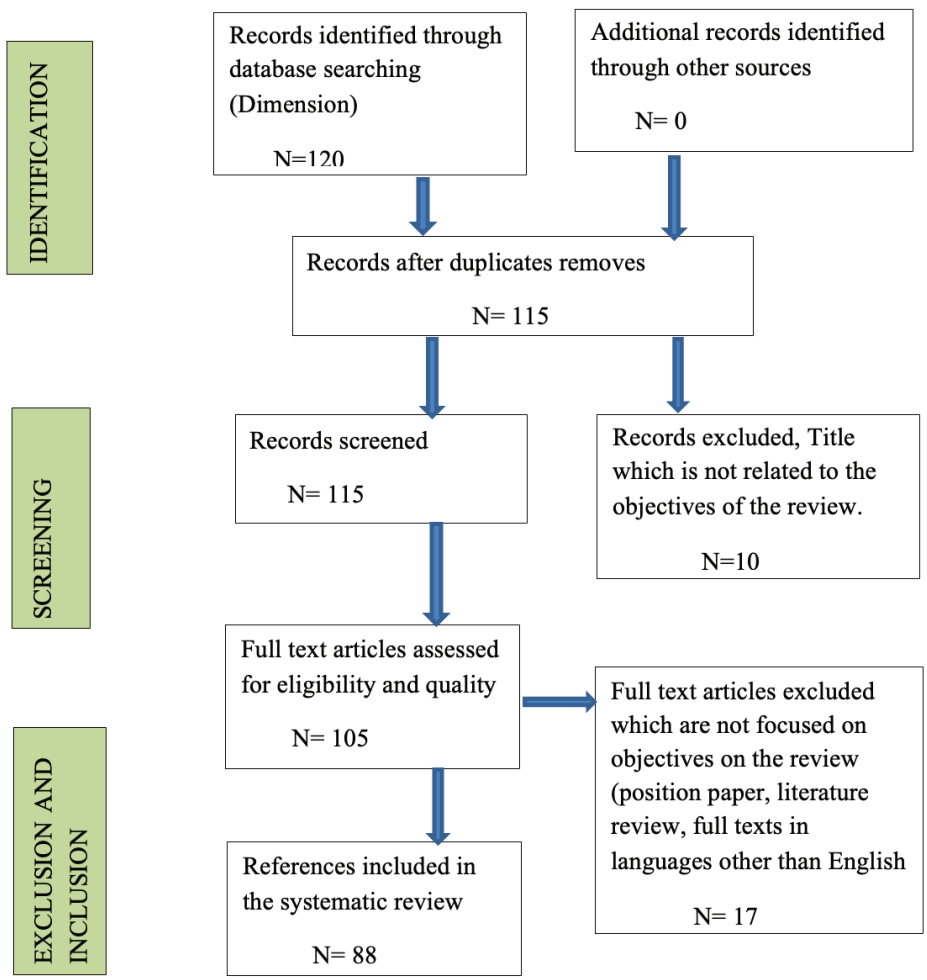
Article Selection

As shown in Figure 1(a), the study used the PRISMA paradigm to conduct a systematic literature review before choosing 88 articles for synthesis. Dimension AI (120) was included in the preliminary investigation using the previously defined keywords as search strings. There were 115 articles for title screening after duplicates were eliminated. Because the titles of the articles that had nothing to do with the objec-

tives were removed, the abstract screening process produced 105 articles. 17 articles were eliminated after the abstracts were screened, leaving seventeen full-text articles evaluated for quality and eligibility. Ultimately, 88 articles were chosen for assessment on the basis of their significance, distinctiveness, and well-articulated goals.

Figure 1(a):

Systematic Literature review using PRISMA model



Source: Own Research

Data Analysis and Results

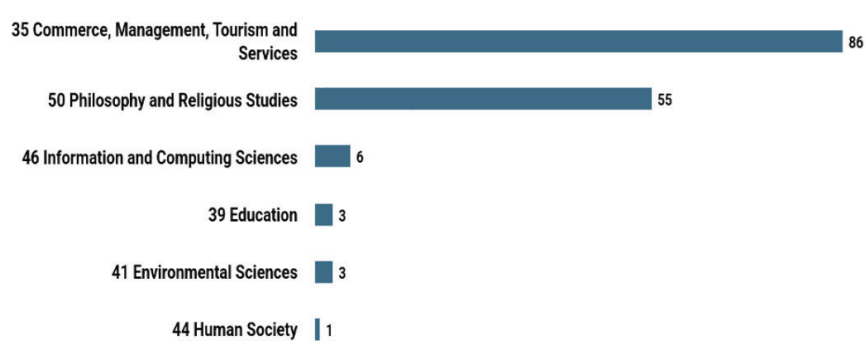
This research paper gives an overview of the subject matter by providing a bibliometric analysis of 88 papers on Green Human Resource Management (GHRM) published between 2017 and 2024. Using VOSviewer for visualization, it focusses at co-authorship, keyword co-occurrence, author co-citation, document and country citations, and bibliographic coupling. While the study accomplishes an excellent job of mapping research behaviour, it lacks precise methodological insights and ignores less-cited authors. Analyses show that GHRM has an important effect on environmental performance, with the UK, China, Indonesia, Egypt, Saudi Arabia, Cyprus, Malaysia, Pakistan, and Portugal contributing major contributions. Green assessment of performance, green payment, and green training are all important GHRM practices that encourage long-term organizational success. In additionally underlining the need for further studies on external variables influencing GHRM, the study delivers useful insights to companies seeking at integrating their hiring practices with environmental goals.

Trends of Publications of Document Year From 2017-2024 And Publications in Each Research Category

This part of the paper presents the trends of publications of document year from 2017 – 2024 and publications in each research category. Figure 1(b) shows the publication trend for "Green HRM" research in the Dimension AI database shown in Figure 1(a). In total, 154 publications were included. This demonstrates the publishing industry's considerable rise in publications, which can be linked to both the acceptability of sustained development for organizations worldwide and global changes in this field.

Figure 1(b):

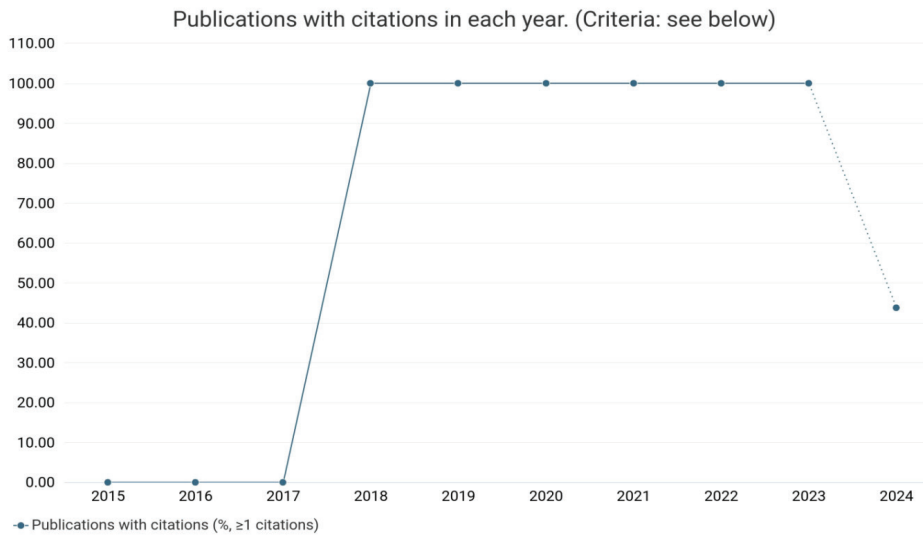
Publications Trend



Source: Own Research

Figure 1(c):

Number of Publications from 2017 to 2024.



Source: Own Research

A bar graph with x-axis labeled "Year" ranging from 2017 to 2024, and the y-axis labeled "Number of Publications with Citations" ranging from 0 to 110. Each year is represented by a bar, with height of the bar indicating the number of publications with citations in that year, showing a general upward trend with some fluctuations between years. This visualization suggests that research output and the number of cited publications within this field have been steadily growing over the past several years, with a notable surge in recent times.

Bibliometric and Network Analysis

This section presents a mapping study of the Green Human Resource Management publication using VOS viewer from five perspectives: examining data between authors and co-authors, Co-occurrences with all keywords, citation analysis of documents, nations, and authors, bibliography coupling with sources, and co-citation with cited authors.

Co –Citations with Cited Authors

According to the visualization tool VOS viewer indicates that Figure 1(c) displays the reference co-citation network by publications. Of the 9989 authors, 127 meet threshold and minimum number of citations of an author 20. We will choose the authors with the strongest overall link. The size of the node that represents a reference in Figure 1(d) represents the total number of citations we utilize to cite the reference. A co-citation relationship is symbolized by a link between two nodes; the more citations a source has, the thicker the link. Grouping the things based on their locations (Items- 63, Cluster- 3, Links- 1953, TLS- 69127).

Every reference is shown as a node in Figure 1(d), and the size of each node represents the total number of citations for that reference. A link between two nodes represents a co-citation relationship; the link's thickness indicates how frequently co-citations occur. Three separate clusters that correspond to the three colors are shown when the objects are grouped according to node positions and colors. 37 authors were chosen from Cluster 2, which had 1953 links with an overall link strength of 69127 and the Table 2 shows the lists of top 37 co-cited writers in detail.

Table 2:

Identifies the Co-citations with Cited Authors

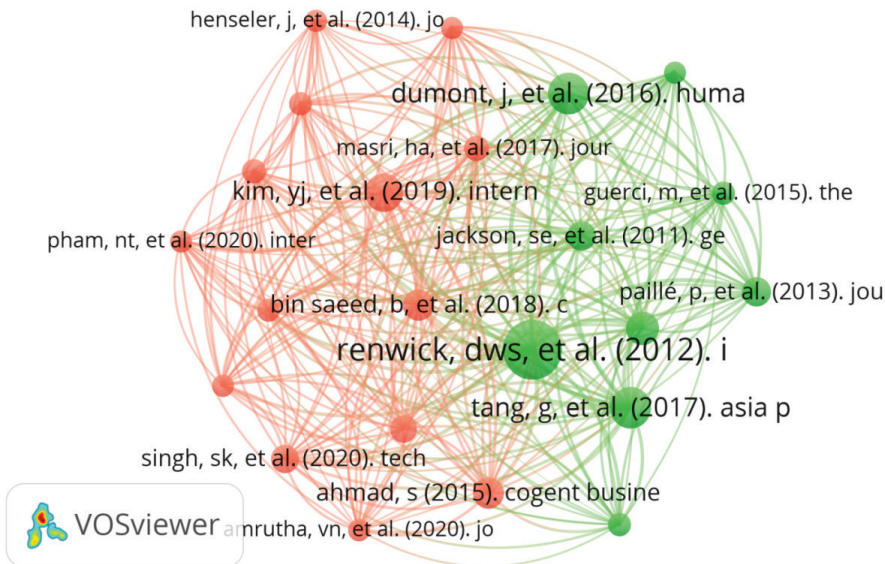
S.No.	Authors	Citations	Total Link Strength
1	Jabbour, Charbel José Chiappetta	135	6441
2	Jabbour, Charbel Jose Chiappetta	90	4450
3	Guerci, Marco	85	4033
4	Chen, Yang	77	3444
5	Boiral, Olivier	73	3280
6	De Sousa Jabbour, Ana Beatriz Lopes	60	2723
7	Maguire, Stuart	58	2431
8	Afsar, Bilal	56	2494
9	Deng, Xin	56	2354
10	Dumont, Jenny	56	2354
11	Fawehinmi, Olawole	54	2591
12	Jackson, Susan E.	53	2428
13	Jaaron, Ayham A.M.	51	2481
14	Chen, Yu-Shan	44	1262

S.No.	Authors	Citations	Total Link Strength
15	Aboramadan, Mohammed	43	1424
16	Daily, Bonnie F.	41	1901
17	Jiang, Yuan	40	1786
18	Choi, Hyung-Min	39	1604
19	Jia, Jin	39	1769
20	Kim, Yong Joong	37	1504
21	Chaudhary, Richa	35	1707
22	Hameed, Zahid	34	1581
23	Lettieri, Emanuele	33	1681
24	Han, Heesup	32	1078
25	Ahmad, Shoeb	31	1363
26	Arulrajah, A. Anton	31	1519
27	Del Giudice, Manlio	31	1180
28	E. Jackson, Susan	31	1398
29	Kee, Daisy Mui Hung	31	1351
29	Khan, Imran	31	1528
30	Afridi, Muhammad Asim	29	1449
31	Bin Saeed, Bilal	29	1449
32	Hafeez, Shakir	29	1449
33	Jin, Jiafei	29	1275
34	Luu, Trong Tuan	29	1385
35	Jabbour, Charbel J. C.	27	1327
36	Mani, Venkatesh	27	1376
37	Farrukh, Muhammad	26	1153

Source: Own Research

Figure 1(d):

Co- Citations with Cited Authors



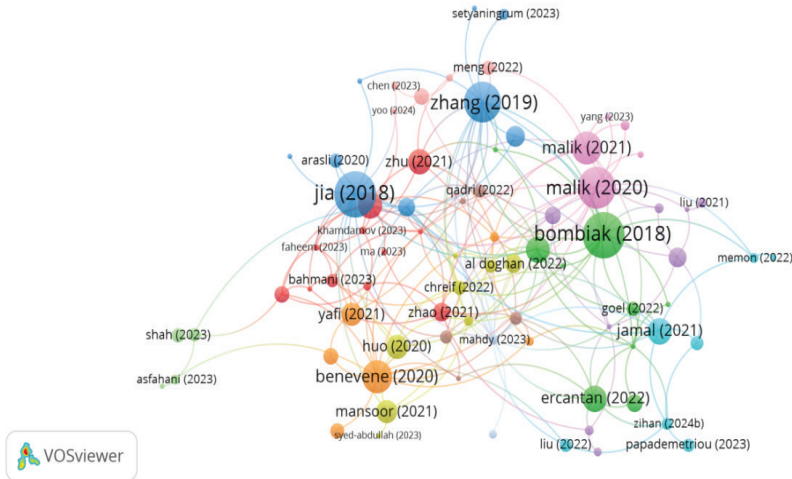
Source: VOS Viewer Software output

Documents, Authors, Country with Citations

In figure 1(e) there are 12 clusters isolated by VOSviewer program, of 88 documents 88 meet threshold. This figure shows the citation counts for 88 different documents and their links. This figure could be used to identify the most influential documents within a research area, as indicated by the highest citation counts. It can also help researchers identify relevant papers to review based on their citation patterns. The highest document is Bombiak (2018) with 237 citations and 15 links.

Figure 1(e):

Visualization Network Created based on Documents with Citation



Source: VOS Viewer Software output

Table 3:

Describes the Different Country with Citations and Their Total Link Strength

S.N0	Country	Documents	Citations	Total Link Strength
1	China	24	1219	125
2	Saudi Arabia	21	643	120
3	Pakistan	18	582	78
4	Malaysia	16	648	74
5	Egypt	6	176	62
6	United Kingdom	6	96	37
7	Cyprus	6	187	36
8	Portugal	6	170	26
9	Indonesia	5	89	14

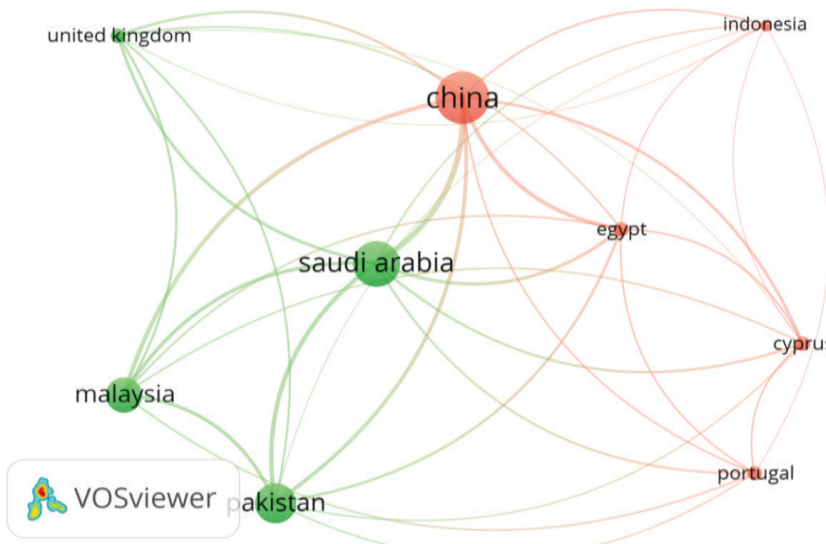
Source: Own Research

In the nation citation, we discovered that there was a maximum of 38 countries per document and a minimum number of 5 documents. Of the 38 countries, 9 meet threshold, as indicated in table 3. A total strength of citation relationships with other nations will be computed for each of the 9 countries. The document with the

largest number of citation link and total link strength will be selected. The nation that possesses the strongest connectivity overall will be chosen. There the highest publication of research paper in China with the greatest total link strength of 125 and 1219 citations and lowest publication in Indonesia with 89 citations and 14 total link strength. The distribution study of geographical location is represented by the bar diagram with 3 colors that are green for total link strength and red for citations and blue for documents publications in 2017 to 2024. So the number of authors to be selected is 9 shown in Figure 1(f) and 1(g),(h).

Figure 1(f):

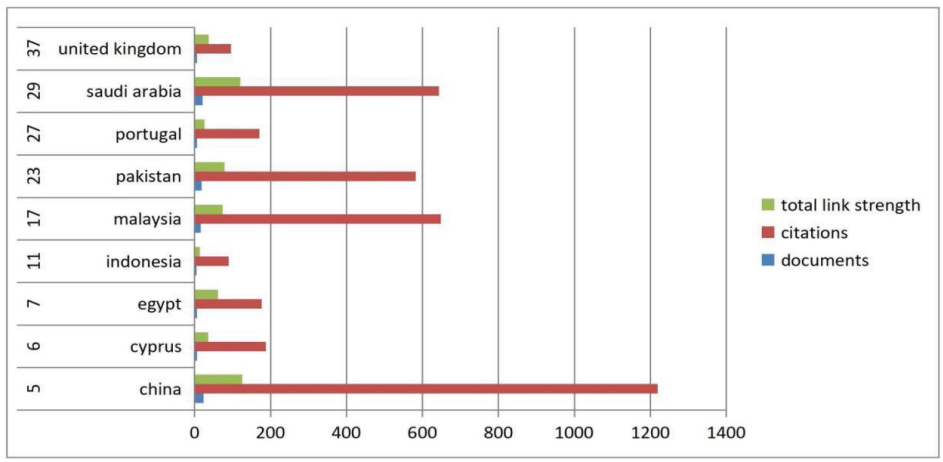
It Reflects the Visualization Network Which Is Based on The Country with Citation.



Source: VOS Viewer Software output

Figure 1(g):

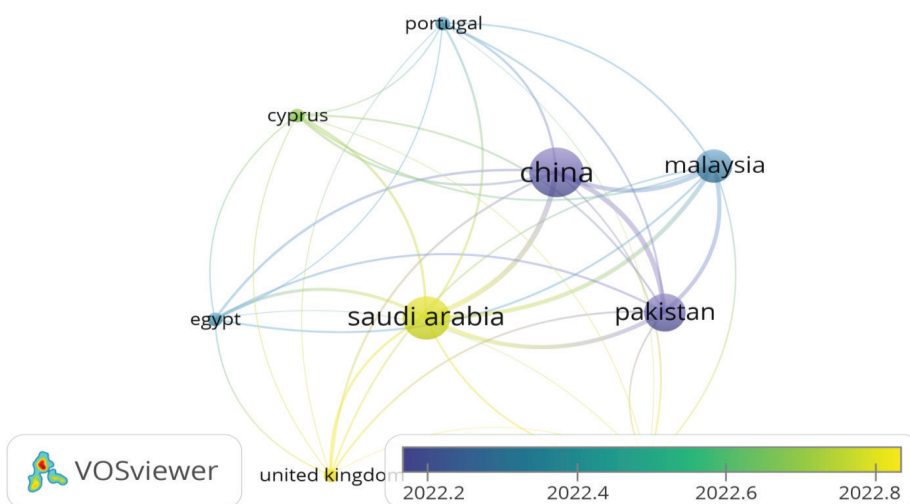
Distribution of Studies by Geographic Locations



Source: Own Research

Figure 1(h):

Reflection of Bibliographic Coupling with Countries

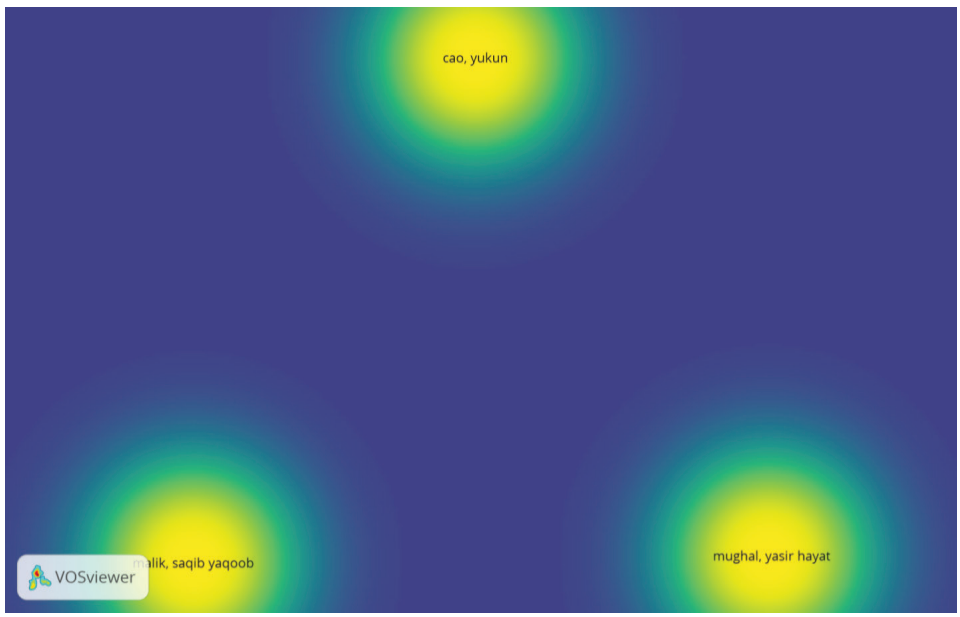


Source: VOS Viewer Software output

There is a maximum of 25 authors per document and a minimum of 3 documents in the citation of authors. Of the 337 authors, and 3 of them meets the threshold. The overall strength of the citation linkages with other authors will be determined for each of the 3 authors. The analysis looks at how strongly these 3 authors are linked to other authors by checking which documents they cite in common. The writers that have the strongest links overall will be chosen. The authors are characterized by sharing a substantial number of co-cited documents with their peers within the dataset, indicating significant bibliographic connections. Thus, as illustrated in Figure 1(i): 3 authors are to be chosen (clusters-1, Link-3, TLS-12).

Figure1(i):

Three Authors with Citation



Source: VOS Viewer Software output

Co-Occurrence with All Keywords

When investigating the influence of Green HRM on sustainable organizational performance, co-occurrence analysis of keywords is a crucial and useful tool to enhance knowledge mining and offer a perspective of the knowledge structure and research to better understand the research themes of publications. The minimum quantity of times a keyword appears 60 of the 836 keywords, or 5 of them, meet

the requirements. The overall strength of the co-occurrence relationships between each of the 60 keywords and other keywords will be determined. We will choose the terms with the highest overall link strength. There are twenty-eight keywords to choose from, displayed in Table 4. Additionally, the map analysis in Figure 1(j) and 1(k) indicates that there are 28 keywords to choose from, along with cluster 3 linkages totaling 264 and their relevance score overall.

Table 4:

The keywords co-occurrence network of publications

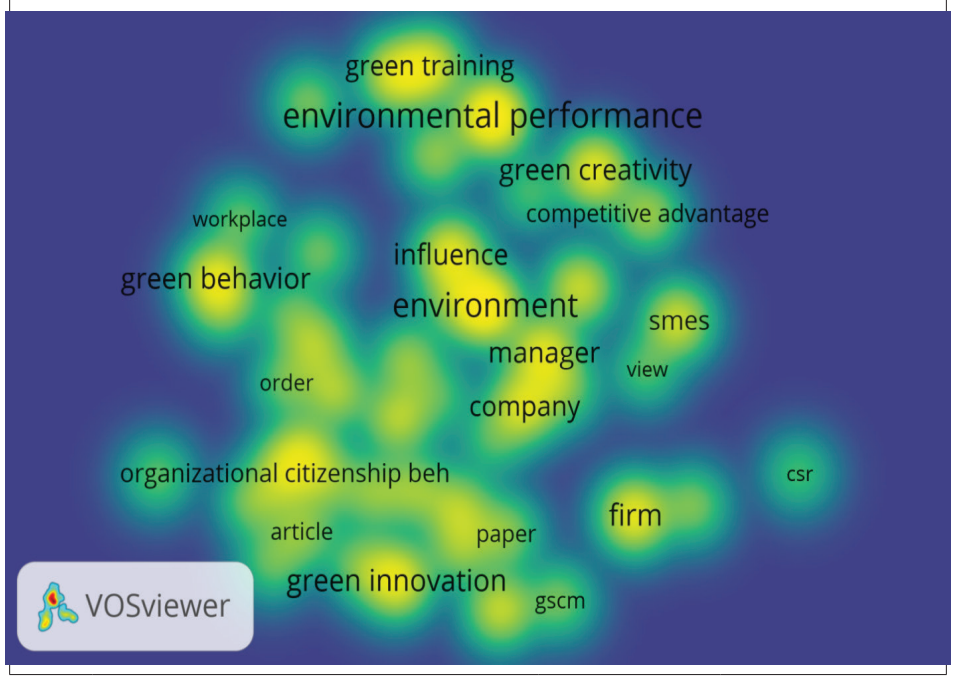
S.No	Terms	Occurrences	Relevance Scores
1	Green Human Resources Management	10	1.5339
2	Green Innovation	10	0.8073
3	Green Training	10	1.1781
4	Order	11	2.4854
5	Business	12	0.9862
6	Concept	12	0.7408
7	Mediating Effect	12	0.7476
8	Addition	13	0.9205
9	Paper	13	1.3881
10	Practitioner	13	0.6833
11	Company	14	2.5632
12	Evidence	14	0.7567
13	Gap	14	0.7266
14	Implementation	14	2.7019
15	Environmental Performance	15	1.1823
16	Green Hrm	15	0.7703
17	Mediator	15	0.6103
18	Pls Sem	15	1.0427
19	Importance	17	1.1817
20	Resource	18	0.5213
21	Mediating Role	19	0.4974
22	Ghrm Practice	20	0.6056
23	Manager	20	0.7134
24	Context	22	0.5697
25	Influence	22	0.4334

26	Literature	22	0.4754
27	Development	23	0.4956
28	Questionnaire	24	0.5162

Source: Own Research

Figure 1(j):

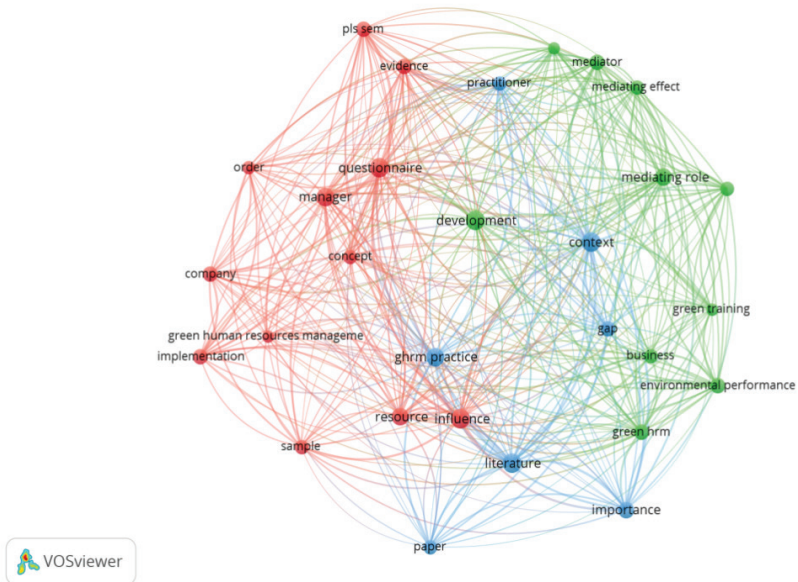
Density visualization of keyword co-occurrence network of publications



Source: VOS Viewer Software output

Figure 1(k):

The keyword co-occurrence network of publications



Source: VOS Viewer Software output

Bibliographic Coupling with Organizations

In the bibliographic coupling with organizations, the minimum number of organizations per Document is 25 and the minimum number of documents of an organization is 3, of 221 organizations,9 meet the thresholds shown in Table 5. For each of the 9 organizations, the total link strength of the Bibliometric coupling links with other organizations will be calculated. The organizations with the Greatest link strength will be selected. In figure 1(l) number of organizations selected was 9, clusters2, links founds was 36 and total link strength 3656.

Table 5:

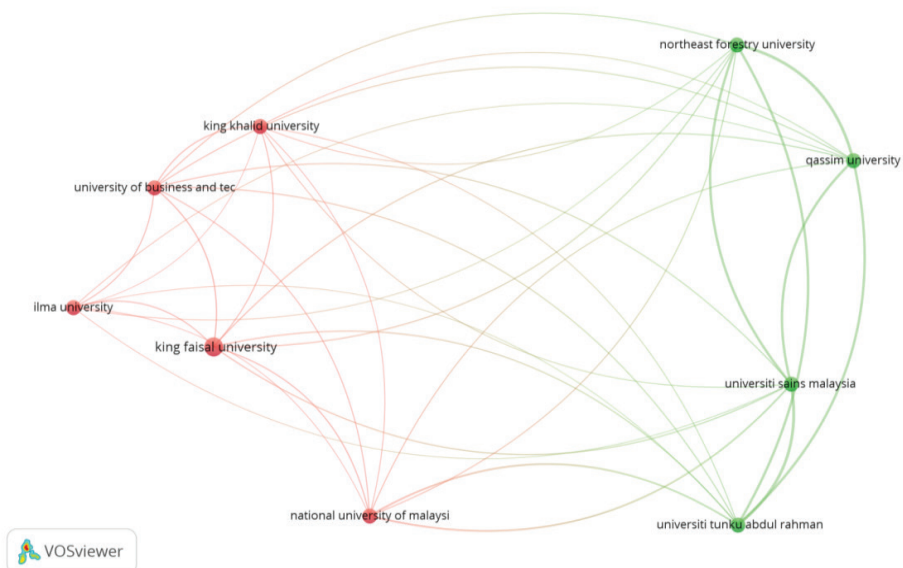
Bibliographic Coupling with Organizations

S.No.	Organization	Documents	Citations	Total Link Strength
1	Universiti Sains Malaysia	3	356	1298
2	Universiti Tunku Abdul Rahman	3	356	1298
3	Northeast Forestry University	3	313	1221
4	Qassim University	3	313	1221
5	National University Of Malaysia	3	64	581
6	King Faisal University	5	171	523
7	University Of Business And Technology	3	50	489
8	King Khalid University	3	11	364

Source: Own Research

Figure 1(l):

Bibliographic Coupling with Organizations



Source: VOS Viewer Software output

Conclusion

The bibliometric analysis of Green Human Resource Management (GHRM) research in geographical contexts such as China, Indonesia, Malaysia, United Kingdom, Egypt and Saudi Arabia reveals that various Green HRM (GHRM) practices not only improves environmental performance but significantly enhance organizational sustainability, economic, social sustainability. While most studies focus on environmental outcomes, more research is needed to explore GHRM's impact on economic and social sustainability. Organizational culture and leadership are crucial for adopting GHRM practices. GHRM, especially through training, rewards, and employee involvement, shapes employee behavior, fostering a sense of commitment and motivation and greener workplace. Additionally, employee involvement is essential, as participative practices enable individuals to contribute to sustainability initiatives, creating a collective impact. These insights can guide researchers, practitioners, and policymakers in integrating GHRM into strategies and policies.

The findings emphasize the importance of employee sustainable behavior, green leadership, and top management support in achieving organizational sustainability and promoting a green culture. Leaders who champion sustainability initiatives create an organizational culture that prioritizes environmental values and encourages employees to adopt green practices.

Future research is necessary to explore these dimensions and establish a comprehensive understanding of GHRM's role in sustainability.

Table 6:

Future Direction Research

Focus Area	Description	Suggestions for Future Research
Top Management Commitment	Investigate how the commitment of senior management influences the adoption and development of GHRM practices.	Explore leadership styles and strategies that foster GHRM integration in diverse organizational settings.
Stakeholder Involvement	Analyze the role of internal and external stakeholders in shaping GHRM practices.	Study the collaboration mechanisms between organizations and stakeholders to advance green goals.
Corporate Social Responsibility (CSR)	Examine the influence of CSR initiatives on the implementation of GHRM.	Investigate the synergy between CSR and GHRM in driving environmental and social benefits.
Employee Outcomes	Evaluate the effects of GHRM on employee engagement, empowerment, and behaviors.	Assess the role of green training and rewards in enhancing employee alignment with environmental goals.
Corporate Performance and Sustainability	Determine how GHRM practices impact overall corporate performance and long-term sustainability.	Develop longitudinal studies to measure the tangible benefits of GHRM in sustainability metrics.
Challenges and Barriers	Identify obstacles that hinder effective GHRM implementation across industries and regions.	Explore industry-specific challenges and develop context-sensitive solutions for implementation.
GHRM Models and Frameworks	Design and evaluate comprehensive models and frameworks for implementing GHRM practices.	Test and validate frameworks in various organizational and cultural contexts for practical application.

Source: Own Research

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