

## **Green Human Resource Management and Organizational Sustainability: A Systematic Literature Review and Bibliometric Analysis**



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<https://doi.org/10.18280/ijspd.180430>

### **ABSTRACT**

**Received:** 28 January 2023

**Accepted:** 25 March 2023

#### **Keywords:**

*Green Human Resource Management, GHRM, organization sustainability, sustainability, bibliometric analysis, systematic analysis*

Adopting Green Human Resource Management (GHRM) practices is rapidly seen as the modern industrial revolution. The development of strategies for achieving organizational sustainability depends heavily on GHRM. Hence, organizations are continuously adopting such practices to gain a competitive edge and achieve sustainability. This article offers a comprehensive overview of current developments in the field of GHRM and organizational sustainability by using a systematic literature review and bibliometric analysis. As bibliometric study also develops the linkage between various concepts. The data analysis was conducted using a software package developed [1], version 1.6.16. The results demonstrated through a systematic literature review that GHRM considerably affects sustainable performance, with employee behavior serving as the primary mediator. Though the study was the first of its kind, it focused on identifying key GHRM indicators and exposed some imperative relationships between GHRM and organization sustainability that may provide support in developing a strong conceptual foundation. This study shows that by combining the key elements of these two concepts into a single idea, a new research topic can be developed, introducing new research opportunities in both the broad field of GHRM and the relatively emerging and contentious area of sustainability.

## **1. INTRODUCTION**

The effective and efficient management of people in a company or organization contributes to their business's ability to obtain a strategic advantage is known as human resource management (HRM or HR). It is made to maximize worker performance in support of a company's strategic goals. In order to effectively manage people inside firms, human resource management focuses on policies and systems. The design of employee benefits, recruitment, learning, growth, job evaluation, and reward management, including pay and benefits administration, fall within the purview of HR departments. HR is also concerned with organizational change, labor relations, and reconciling organizational requirements with those imposed by collective bargaining agreements and legal restrictions. The terms sustainability and sustainable development have grown significantly in importance in academic studies of environmental problems, environmental management policies, and industrial output. Due to its widespread adoption by progressive organizations around the world, Green Human Resource Management (GHRM) has become the driving force behind businesses in the current century. GHRM is regarded as a resource that can create a long-term competitive advantage. In recent years, the concept of "sustainability" has gained more significance in both society and industry. According to research studies. The firm's social-environmental performance may be closely associated with its ability to succeed economically and strategically. As all the Human Resource (HR) decisions will be taken up by

HR personnel from the perspective of the shareholders, the human resources department has the potential to make a substantial contribution to the development of a sustainable strategy within their organization. Familiarizing HR procedures with sustainability principles introduce competence to any organization. Therefore, many organizations now emphasize sustainability to their ability to compete, maintain a positive reputation, and recruit and hold best-performing talents [2]. Multiple sectors, including manufacturing, sports, tourism, and hotels, have found success in implementing sustainable Human Resource Management to achieve organizational sustainability. Gupta [3] presented a methodology for managers to assess their organization's sustainability performance by investigating the efficacy of Green Human Resource Management (GHRM) practices in the manufacturing sector. Kim et al. [4] looked at how eco-friendly practices and staff dedication helped hotels reach their sustainability objectives. It has been shown that GHRM policies may enhance the sustainability performance of organizations with little environmental damage in the financial sector and the health services sector. Those findings may be seen in the study [5]. As a result, the new field of GHRM has fused environmental management with human resource management to provide industry-specific HR solutions that effectively include and inform workers about their impact on the environment.

The term "sustainability" is used to describe the dynamic state of an organization that arises when its actions provide everlasting value for its stakeholders and shareholders [6]. The

stimulating aspect of familiarizing sustainable value to an organization is the ability to provide value additional perspectives to its shareholders and consumers by serving responsibly to the community and environment [7]. According to Dyllick and Muff [8], sustainability is a set of activities that helps improve earth maintenance, protects living beings, extends the valuable life of organizations, renews the biosphere, and enhances the capabilities of society to uphold itself and manage issues in welfare, participation in humanity, and current and future personal freedom. Therefore, sustainability is a cutting-edge method of doing business and a crucial aspect that brings about a positive and creative shift in company culture. According to Dyllick and Muff [8], a culture like this would motivate people to do their best work and make the most of their resources, yielding positive social, environmental, and economic outcomes. Developing suitable framework criteria and defining relevant indicators is essential for assessing the sustainability performance of industries.

In consideration of the emergent need and significance of GHRM in organizations, this study proposed to plot the relevant past GHRM and organizational sustainability studies through systematic literature review and bibliometric analysis in the consideration of contemporary aspects and contribute to the knowledge of literature by highlighting the fresh perspectives of GHRM from 2012 - 2022 towards organizational sustainability. This research fills the gap in existing literature as previous studies were conducted only in consideration of GHRM aspect and ignored organizational sustainability, many researchers conducted the bibliometric analysis with GHRM studies [9-11].

According to Ellegaard and Wallin [12], bibliometric analysis uses software packages to conduct quantitative examinations of previous scientific studies. It represents the subjective understanding of the previous studies through a rigorous quantitative investigation and therefore emphasizes various dimensions of the research topic with the source of secondary information from journals, organizational whitepapers, publications, and different countries' data and information. The sophisticated digital metrics like page ranks, download statistics, and so on have potentially introduced the techniques to conduct and improve the review procedure of the most prominent studies and reproduce them in methodical and transparent ways. Zupic and Cater [13], asserted that the research findings yielded by using such statistical analysis are gathered on the basis of bibliographic information of previous scientific partnerships or citations.

This study conducted a systematic and bibliometric investigation, the systematic review involves the extensive review of previous studies while bibliometric analysis was conducted by using the visualization of similarities (VOS) plotting method from the VOS viewer software package. To understand different green HRM initiatives that lead to organization sustainability, this study proposed to: (1) identify relevant and most cited literature; (2) plot the various organization sustainability dimensions of the studies through analysis of keywords (3) identify and examine the chronological progress of the paradigms. Further sections of the study discuss the stages of the data collection methods and analysis. The data was collected based on the keywords search, that is matching and mapping with the bibliometric data in SCOPUS. The next section presents the limitations and scope of further studies in relevance to GHRM leading to organizational sustainability. The last section includes

implications and concludes the study by presenting how the objectives of the study were fulfilled.

## 2. LITERATURE REVIEW

Numerous academic researchers mentioned, implementing Green Human Resource Management (GHRM) practices may enhance a company's overall environmental performance, according to academic research [2, 14]. However, previous studies do not explain how GHRM efforts might create a green organizational culture or how such a culture influences the environmental performance and sustainable growth of a company. This is a major gap in the research in this area. The purpose of this article is to investigate the connection that exists between GHRM practices, the facilitators of green organizational culture, and the environmental performance of a company. The survey feedback from Chinese manufacturing companies stated that environmentally friendly human resource management techniques, such as recruiting, training, performance reviews, and incentive programmes, contribute to the development of green organizational culture enablers. According to the authors findings, the factors that are most likely to foster a culture of environmental stewardship in a firm include a focus on leadership, message credibility, peer engagement, and employee empowerment. The study explains the facilitators of green organizational culture positively moderate the link between GHRM practices and environmental performance. Hristova et al. [15] studied Green HRM in pursuit of sustainable competitive advantage discovered the emergence of Green Human Resource Management (HRM) as one of the primary strategic concepts that aims to shape employee behavior in order to assist organizations in achieving a sustainable competitive advantage. In actuality, enterprises have been making a rigorous effort to cultivate green organizational cultures inside their own companies. At the organizational level, the benefits of the implementation of Green HRM are linked with the creation of an environmentally friendly organizational culture and work climate. This, in turn, leads to the increased efficiency of various resources, the formation of a positive corporate image, and increased environmental performance.

Usman and Mat [16] studied implications of Green Human Resource Management toward environmental performance in developing countries investigated the impact of GHRM environmental performance. This research advocates for the use of Green Human Resource Management (HRM), which is seen as an essential strategy for evaluating the effectiveness of environmental performance. However, there is a dearth of research that investigates the connection between Green Human Resource Management and environmental performance in the context of developing nations. In addition, the conclusions are fairly contradictory when it comes to the significant or key components of green HRM. The use of sustainable HRM practices has the potential to boost environmental performance. Hmeedat and Albdareen [17] emphasized the impact of GHRM practices on the commitment to social responsibility and sustainable performance and investigated whether or not environmentally friendly human resource management techniques had a moderating effect on the connection between a company's commitment to social responsibility and its ability to remain sustainable. In order to accomplish the purpose of the research, data was gathered by means of a questionnaire that was given

to the study population, which comprised 200 responses. Simple regression analysis was used to investigate the impact of the independent variable on the dependent variable, and hierarchical multiple regression was utilized to investigate the impact of the moderating variable. Both analyses were utilized in order to examine the data from the study and investigate its variables. The findings indicate that the commitment of the organizations to social responsibility has a favorable and substantial influence on the companies' capacity to achieve sustainability in their performance.

Green Human Resource Management involves combining corporate environmental sustainability goals into the HR strategies of recruiting and selection, learning and development, talent management, and compensation [18, 19]. Green human resource planning anticipates how many and what kinds of workers will be required to carry out their organizational sustainable management activities and programmes involved in the production, packing, supply and logistics, and so on. In fact, these methods are primarily successful business events that are used to deal with environmental concerns. New roles and skill sets are needed to implement corporate environmental management efforts. This situation necessitates the use of green HRM strategies. In addition, these businesses may outsource as well as participate in strategic planning to satisfy the anticipated demand for environmental activities (for example, by hiring consultants or specialists to conduct energy or environmental audits). It is unclear whether actions qualify as "green human resource planning" from the available literature. However, certain green HR practices may be identified via surveys of relevant sectors and organizations.

Companies that are concerned about organizational sustainability usually formulate sustainable policy frameworks. Companies require employees that are environmentally conscious to put environmental policy into action. There are two paths that businesses may take to train employees to be environmentally conscious: The first is to start with green recruiting. The second is enhancing the current workforce's environmental protection-related knowledge, skills, and attitudes. To be proactive, firms wisely choose the former rather than opting for the second and subsequently initiating various measures. Thus, it is crucial for businesses to look for green recruiting techniques that work. Some businesses are incorporating environmental policies and initiatives into their recruiting practices. More than seventy-five percent of respondents to a study conducted by the British Carbon Trust said it was crucial for potential employers to have a proactive environmental strategy to cut carbon emissions [20]. Contrarily, job candidates actively seek out and prefer to work for eco-friendly businesses. High-achieving graduates in the United Kingdom consider a company's environmental performance and reputation when deciding whether or not to apply for a job, suggesting that environmental concerns play a role in the recruiting strategies of many firms [21, 22].

Some businesses use a candidate's demonstrated care for the environment as a factor in the hiring process. Companies like these often include questions about applicants' environmental awareness in their interviews and selection processes [23]. The primary objective of GHRM is to visualize the green job performance of employees. The concepts of "common good HRM" and "triple bottom line HRM" are also referenced in the GHRM literature. Triple bottom line HRM seeks to simultaneously achieve financial, social, and environmental

goals in order to create a win-win situation for all parties involved. Hence, it complies with the inclusive definition of sustainable HRM that offers "generic sustainable HRM." Without such sustainable approaches, no company can guarantee its long-term environmental performance (at the business level). Since green HRM touches on every HRM function, its effects must be evaluated separately for each activity in order to be taken into account in the organization's framework for performance evaluation. There should be a close match between the standards used to evaluate employees' green performance on the job and the standards used to evaluate the organization's environmental performance. Employee learning at the organizational level to raise workers' consciousness about environmental issues is also crucial for improving environmental performance. Organizations also require environmental education which leads to a shift in mindset and practice among management and non-managerial staff [24]. Fuji Xerox Singapore, for instance, provides its whole team with eco-awareness training and its sales forces with instruction on the environmentally friendly features of its product and supplies. In addition, some companies have yearly "environmental day" celebrations at the business or organization level, complete with a variety of competitive events for both regular workers and the children of upper-level executives. This is a great way to teach employees and their families about the importance of environmental preservation.

Green HRM is also extended to the employee's well-being and security issues, which supports the HRM sub-function. It encompasses the more commonplace environmental management practices in addition to health and safety procedures. Consequently, many businesses are expanding the role of "health and safety manager" to include "health, safety, and environmental management" in an effort to better protect their employees and the surrounding environment. The preservation of biodiversity and the strengthening of local communities are two such examples. For this reason, green health and safety management is crucial in every organization. A "green workplace" is one that takes into account environmental factors, conserves resources, and gives back to the community [25]. Sustainable HRM practices are now integrated into the company's union and employee relations management. When it comes to implementing corporate environmental management strategies and programmes, green HRM places a premium on employee relations and union backing (in the setting of a unionized workforce). To ensure that trade unions back corporate environmental management efforts, some businesses adopt proactive measures (such as collaborative discussions, gain sharing, and recognizing unions as a significant partner in environmental management). Therefore, improving a company's environmental performance is a smart move.

HRM is progressing to incorporate sustainability, and the term "sustainable HRM" is one of the dimensions of the growing organizations that are publicly disclosing their sustainability efforts [19]. This is because the company is committed to HRM practices that are not damaging to employees, their families, or communities and is driven by regenerative connections that benefit all stakeholders [17, 26]. When it comes to most complex industries like manufacturing and construction strategic human resource management (SHRM) is essential, since it helps to direct the efforts of workers toward the achievement of the company's long-term objectives. SHRM is "the pattern of planned deployments and activities of human resources designed to help an organization



**Table 1.** Details of GHRM and organizational sustainability studies

No.	Author	Summary of significant studies in GHRM and Organizational sustainability
1.	Agarwal and Kapoor [31]	They studied the inhibitors of green HRM and examined the cause-effects of such barriers and demonstrated how to overcome them to foster organizational sustainability. Overall, ten barriers have been identified that interplay in understanding the organization's issues and regressing the decision-making process. Anomalies in assessing the effect of GHRM on the organization, absence of proper sustainable structures, support from leaders, lack of green culture at work, and no sustainable proficiency by the workforce are some of the factors that barricade the execution of green HRM practices.
2.	Alenzi et al. [32]	This study demonstrated the mediating role of organizational sustainability and employee behavior and its association with GHRM and the sustainable performance of the organization. It was found GHRM significantly influences sustainable performance and employee behavior is the key mediator for such impact.
3.	Amjad et al. [33]	The techniques for enhancing organizational sustainability were proposed by this study. According to the authors, eco-friendly and employee performance play an intermediary role in green learning and development, performance evaluation, and green compensation that favorably influences organizational sustainability. Additionally, it was suggested that GHRM offers a fresh approach to the sustainable growth of the textile and manufacturing sectors, particularly in emerging nations.
4.	Amrutha and Geetha [34]	They mentioned the triple bottom line of sustainability—socio, economic, and environmental—found that the GHRM concept was least researched in terms of social elements. They emphasized the significance of GHRM on social sustainability. Corporate social responsibility must be used as a tool to achieve social sustainability, which can involve workers at businesses or communities as well as individuals in society, as social equity, social health, and well-being were stressed.
5.	Genty [35]	Through GHRM practices, author investigated organizational sustainability in Nigerian industries. The results demonstrated how eco-innovation and employee sustainability behavior strengthen sustainability. Green education could therefore help people comprehend the environment better.
6.	Sule and Omoankhanlen [36]	This study discovered a strong association between GHRM and employees' pro-environmental conduct in Nigeria. The study's two GHRM components, green recruiting, and green performance management, advise implementing them in Nigerian firms to promote environmentally friendly behavior.
7.	Zahrani [37]	GHRM can develop cutting-edge corporate strategies for achieving organizational sustainability. The study focused on the creativity of green teams and looked at its causes, effects, and impact of GHRM policies on Saudi businesses. Training and development, performance and compensation, performance appraisal, employee involvement methods, and top management assistance were among the many green HRM practices that were covered. All the independent factors revealed a strong correlation between GHRM and the inventiveness of the green team, which in turn showed a strong correlation with organizational sustainability.
8.	Benevene and Buonomo [38]	In their systematic review of the GHRM literature, authors identified organizational and employee-related antecedents, with the former being green organizational culture and relationships with stakeholders and the latter being green human capital, green intellectual, and green behavior. The direct, moderating, and mediating effects on organizational and employee-related repercussions were also covered in the study.

**4.2 Bibliometric mapping of data**

This section provides the bibliometric presentation of the data.

**4.2.1 Keywords occurrence**

To visualize the network data related to keywords VOS viewer was used, Figure 2 keyword “Organizational sustainability” was used mostly in articles 5 times and 2 times with “Organizational sustainability” the difference is the

spelling in letter ‘z’ or ‘s’ in “organizational” but usage is same. The second most keyword is “Sustainability” occurred 4 times then “Green Human Resource Management” “Human Resource” occurred 3 times, then again ‘GHRM’ and ‘sustainable development’. Therefore, it is concluded that on map organizational sustainability has direct linkage with GHRM. Table 2 shows the author with most number of citation, [39] got the maximum citation count followed by [34]. These two papers are most influential and published in top ranked journal, Journal of cleaner production.



**Figure 2.** Keyword occurrence

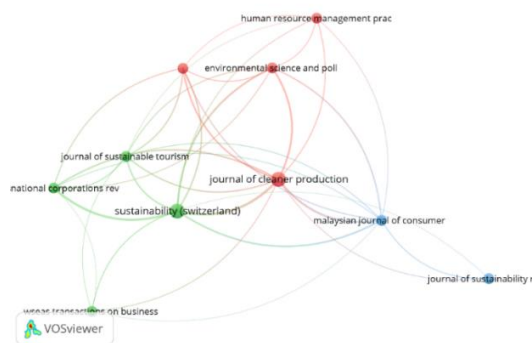


**Table 2.** Top five most cited articles of GHRM and organizational sustainability

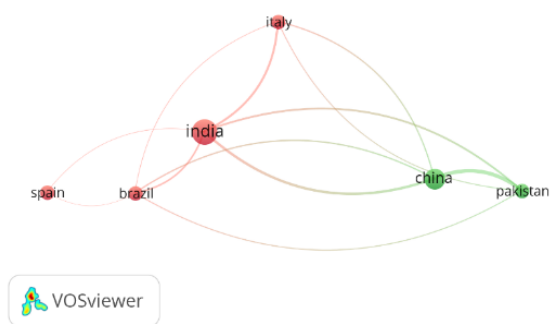
Author	Journal Name	Citation
Jabbour et al. [39]	Journal of Cleaner Production	348
Amrutha and Geetha [34]	Journal of Cleaner Production	110
Benevene and Buonomo [38]	Sustainability (Switzerland)	38
Amjad et al. [33]	Environmental Science and Pollution Research	20
Saifulina et al. [40]	Journal of Sustainability Research	10

#### 4.2.2 Bibliographic coupling

Figure 3 represents bibliographic coupling mapping of the document's sources. Three clusters were identified in journal (sources). Red represents cluster-1, green cluster-2, and blue cluster-3 respectively. Figure 4 represents bibliographic coupling mapping of the countries. The minimum number of documents of a country was fixed one and minimum number of citations was selected 10 then six countries meet the threshold as shown in Figure 4. Cluster analysis found two clusters of the countries. The first cluster consists of Brazil, India, Italy, and Spain. The second cluster consist of China and Pakistan. India has the maximum three documents while China has two documents, rest of countries represents one document each, but highest no. of citation was found in Brazil.



**Figure 3.** Bibliographic coupling of journal (sources)



**Figure 4.** Bibliographic coupling of countries

## 5. CONCLUSIONS

The ability of businesses to minimize negative effects must be improved, especially in light of the size and scope of corporate influence on environmental and social issues.

Sustainability has recently become a crucial factor in gaining a competitive edge and improving bottom line results, despite previously being viewed as an unnecessary expense. Sustainable HRM and GHRM emphasize the importance of tailoring international best practices to local contexts, in contrast to conventional management practices. Green HRM emphasizes the importance of the relationship between corporate objectives and global sustainability goals. A company may benefit from GHRM practices and policies in some areas, including its public image, may benefit from GHRM practices and policies. GHRM helps businesses become more environmentally friendly in other ways as well. In addition, GHRM has the potential to impact the voluntary and mandatory pro-environmental actions of the corporate personnel. The purpose of this study is to provide new perspectives to the theoretical aspects of Green HRM practices contribute to achieving sustainable organization performance using systematic and bibliometric analysis. Also, it intended to fill the gap in GHRM and organizational sustainability literature by focusing the influence of GHRM practices on organizational sustainability. The bibliometric analysis was performed along with systematic literature review to attain the research objectives. This study contributes to enrich existing literature and provides many detailed directions for future research. In summary, it was found GHRM significantly influences sustainable performance and employee behavior is the key mediator for such impact. GHRM plays a vital role in formulation of the strategies towards attainment of organizational sustainability. The bibliometric analysis of keywords also indicates the relationship between organizational sustainability, sustainability and Green HRM. Keywords analysis conveys meaningful information to clarify the conceptual points of GHRM and organizational sustainability. The bibliometric coupling analysis of countries specify that India has most the no. of publication related to above mentioned topic. Still there is paucity of articles related to GHRM and organizational sustainability.

Companies that want to become green should implement GHRM immediately. Several businesses employ GHRM to benefit their staff and increase revenue [41]. So, GHRM benefits both the environment and businesses by assisting them in retaining their top talent. Although it is widely acknowledged that GHRM strategies are helpful in making an organization's operations more environmentally friendly, some researchers [42], argue that "greening" processes are the key factors in improving financial performance. Numerous authors have shown that the major factors influencing economic performance are employee outcomes connected to environmentally friendly activities including competence, involvement, and motivation [39]. Naturally, it might be appealing for a company to hire people who care about the environment because they are more likely to be selected for sustainable activities and more willing to participate in environmental training to advance their skills. This assertion is in line with the findings [43], who found that such an approach will enhance the financial performance of the organizations.

## 6. LIMITATIONS AND FUTURE DIRECTIONS

Every research contains some limitations; current study is no exception to this. There are few limitations, only articles extracted from the Scopus database were used for this study

and did not utilize other databases like Web of Science (WoS), ABDC, etc. However, it can be assumed that this constraint is addressed because Scopus has a wide coverage and includes more publications in comparison to WoS and ABDC. Next, the analysis did not consider the conference proceedings or the books. This might have affected how far the articles were studied. Finally, while all relevant publications have, to the best of our knowledge, been used in accordance with the selection criteria, it is possible that some articles might have been missed. Future researchers may look into the holistic perspectives with green orientation, employees collaboration, management commitment, and green workplace culture are the pioneering components in assuring sustainable development both at the corporate and individual level. Green HRM is still in its infancy. There are many key components of GHRM which can focus of separate streams of sustainability. Researchers may also attempt to conduct a few empirical studies by considering the relationship between GHRM and corporate sustainability and employee green values, attitudes, and intentions. This method could help determine whether or not they are willing to develop sustainable organizations.

#### ACKNOWLEDGMENT

This study is supported via funding from Prince Sattam Bin Abdulaziz University project number (PSAU/2023/R/1444).

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