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# Unveiling trends in green HRM: A bibliometric analysis using R

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### Abstract

In order to fully understand Green HRM (GHRM), this study will use Scopus data to conduct a comprehensive bibliometric analysis.

A total of 405 documents were initially identified, and after careful evaluation of relevance and quality criteria, 245 were chosen for final analysis. An in-depth analysis was conducted using the R package Bibliometrix to thoroughly examine publication trends, key research themes, influential authors, and collaboration networks within the GHRM literature.

This valuable article examines the GHRM research environment, highlighting key advances and opportunities for additional study. Mapping the growth of GHRM research helps academics, practitioners, and policymakers integrate environmental sustainability into HR practices. The findings demonstrate the growing importance of GHRM in addressing global sustainability issues and the role of HR practices in attaining organisational sustainability.

Ultimately, this bibliometric study deepens our comprehension of GHRM research's present status and advancement. This tool provides insights into the most influential publications, prolific authors, and critical field focus areas. The study also highlights the importance of conducting empirical studies in various contexts and exploring innovative GHRM practices for future research. This analysis helps researchers improve GHRM and supports efficient, environmentally friendly HRM practices.

**Keywords:** Green HRM, sustainable HRM, bibliometric, science mapping, R studio

### Introduction

GHRM arose from the growing understanding that corporations must address environmental concerns and contribute to sustainability. As organizations attempt to become more environmentally conscious, GHRM is crucial in integrating HR practices with environmental aims. GHRM promotes resource conservation in enterprises and environmental sustainability. Develops techniques to improve environmental performance, reduce waste, and promote environmental responsibility. Green human resource management includes hiring, training and development, performance management, and remuneration and rewards, according to Renwick *et al.* (2013) <sup>[20]</sup>. GHRM's value comes from its ability to support an organization's sustainability agenda. As customers, investors, and regulators urge companies to demonstrate their environmental sustainability, GHRM practices grow more crucial. These practices assist organizations in reducing their environmental impact, improving their business image, and increasing staff engagement and retention (Daily & Huang, 2001) <sup>[7]</sup>.

### Green Human Resource Management Practices

- 1. Green Recruitment and Selection:** Finding and hiring environmentally conscious professionals who support the company's sustainability efforts. Green recruiting may include promoting the company's environmental values and include environmental elements in job descriptions and selection (Wehrmeyer, 1996) <sup>[25]</sup>.
- 2. Green Training and Development:** Organizations must give workers the information and skills necessary to do their jobs ecologically responsibly. It may include training on waste reduction, energy efficiency, and sustainable practices pertinent to the employee's work (Jabbour & Santos, 2008) <sup>[11]</sup>.
- 3. Green Performance Management:** Performance management systems evaluate employees based on their environmental contributions. This includes setting green targets and adding environmental factors in performance evaluations (Jackson *et al.*, 2011) <sup>[12]</sup>.

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- 4. Green Compensation and Prizes:** To encourage staff to adopt sustainable habits, organizations might provide incentives and prizes for meeting environmental targets. Financial prizes, recognition programmes, and nonmonetary incentives such as extra time off or professional development opportunities can all be considered (Renwick *et al.*, 2013) <sup>[20]</sup>.

### Challenges and Future Directions

Implementing GHRM practices is not without its hurdles. Organizations may encounter reluctance to change, a lack of knowledge and experience in green practices, and possible conflicts between environmental and economic goals. However, the growing relevance of sustainability and proof of the benefits of GHRM indicates that these practices will continue to evolve and acquire popularity.

Future GHRM research should focus on identifying best practices examining GHRM's impact on organisational performance and its role in different cultures and industries. Further empirical research is needed to support GHRM's theoretical frameworks and models. GHRM emphasises environmental sustainability in HR operations, transforming HR management. GHRM boosts environmental performance, competitiveness, and sustainability. As the field improves, it offers more opportunities for research and practice, supporting sustainable development.

### Literature Review on Green Human Resource Management (GHRM)

GHRM has gained popularity as companies integrate sustainable practices into their HR activities. Rani and Mishra (2014) <sup>[19]</sup> evaluate GHRM literature and offer a model emphasizing critical green practices. GHRM may benefit businesses and practitioners by promoting environmental responsibility.

Hameed *et al.* (2020) <sup>[10]</sup> test an integrated model that includes the indirect impacts of GHRM policies on workers' environmental performance. Their study emphasizes GHRM as a strategic business approach to organizational sustainability. Arulrajah, Opatha, and Nawaratne (2015) <sup>[4]</sup> also examine GHRM approaches across HR departments, emphasizing HRM's ability to promote environmental management in organizations.

Psychological green atmosphere and employee green values affect employee workplace behaviour in GHRM, according to Dumont *et al.* (2017) <sup>[8]</sup>. Employee views of a green organizational atmosphere can influence good environmental behaviour through GHRM initiatives. Rubel, Kee, and Rimi (2021) <sup>[22]</sup> show that green information sharing mediates the effect of GHRM on green service behaviours.

Renwick, Redman, and Maguire (2008) <sup>[21]</sup> provide an early and vital assessment of GHRM, highlighting key publications and providing a process model for future study. They emphasize integrating environmental management with HRM for organizational sustainability. Muisyo *et al.* (2022) <sup>[17]</sup> find that a green innovation culture moderates the link between GHRM practices and green competitive advantage in manufacturing organizations.

Ullah (2017) <sup>[24]</sup> thoroughly reviews GHRM methods that emphasize employee participation in their implementation. Bangwal and Tiwari (2015) <sup>[5]</sup> discuss the problems organizations experience in adopting green practices and the absence of a clear definition of GHRM.

Finally, Mehrajunnisa *et al.* (2022) <sup>[14]</sup> prioritize GHRM approaches for UAE policymakers. They emphasize the necessity for environmental and organizational-specific GHRM initiatives. GHRM is a crucial field of study for sustainable corporate operations. GHRM methods have been studied across industries, showing their advantages and drawbacks. Mousa and Othman (2020) <sup>[16]</sup> created a conceptual framework to analyze how GHRM practices affect healthcare organization sustainability. Their study found that GHRM practices improve sustainability by optimizing resource use and encouraging environmental responsibility. The framework emphasizes the necessity of incorporating GHRM into an organizational strategy for long-term sustainability.

Mehta and Chugan (2015) <sup>[15]</sup> addressed how GHRM policies and practices may help businesses operate sustainably. They claimed that HRM policies integrate sustainability within business culture, affecting the organization's environmental performance. Their study sheds light on GHRM adoption and its potential to boost corporate sustainability. Zubair and Khan (2019) <sup>[26]</sup> stressed the importance of GHRM in sustainable development. They suggested that HRM departments go green to improve organizational sustainability. Their research shows that HRM functions must go beyond traditional tasks and actively contribute to environmental sustainability through GHRM practices.

Leadership moderates the association between GHRM practices and employee green in-role behaviour. GHRM approaches, especially when backed by spiritual leadership, appear to improve employees' environmental behaviour. According to this study, leadership is crucial to GHRM adoption. GHRM promotes healthcare sustainability. GHRM practices significantly impact collective voluntary environmental behaviour. Their research shows that GHRM may promote environmental stewardship and organizational sustainability.

According to the study, Alzgoool (2019) <sup>[2]</sup> examined how GHRM and Green Management promote green values in organizations. GHRM methods and effective Green Management boost employee green values. Integrating sustainability into the organizational culture is essential. Chowdhury *et al.* (2017) <sup>[6]</sup> noted that GHRM promotes CSR in Bangladesh's textile sector. They indicated that GHRM methods foster ecologically responsible employee behaviour, which is crucial for industry sustainability. Sharma and Gupta (2015) <sup>[23]</sup> introduced GHRM for environmental sustainability. They studied GHRM practices and their influence on resource sustainability. According to their analysis, HR practices must assist in environmental sustainability.

Ercantan and Eyupoglu (2022) <sup>[9]</sup> considered university students as future workers to examine how GHRM practices foster green behaviour. They found that GHRM practices strongly affect individual pro-environmental behaviours, which shapes future workforce sustainability views. Finally, AlHawari *et al.* (2021) <sup>[1]</sup> examined how GHRM policies affect employees' green innovation and pro-environmental behaviour. Their study shows that GHRM methods increase job meaningfulness and inventiveness. The research shows that GHRM may spur innovation and innovative sustainability solutions.

GHRM literature shows its importance in fostering sustainability across organizational contexts. While progress

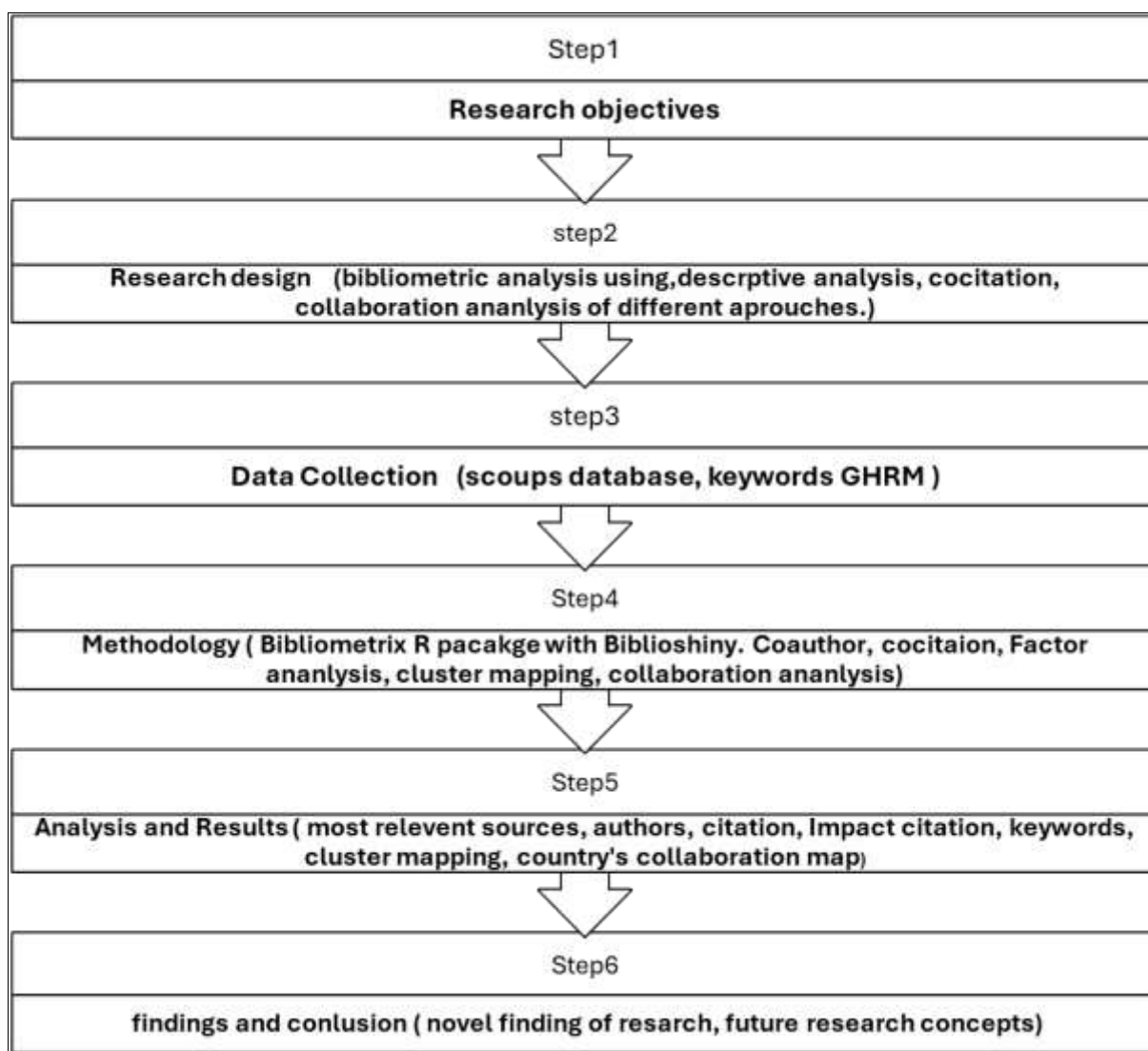
has been achieved, further study is needed to fill gaps and improve GHRM practices to maximize organizational and environmental benefits.

### The rationale of the study

Despite the rising literature on GHRM, substantial research gaps require more study. Comprehensive empirical investigations that support GHRM theoretical frameworks and models across varied organizational and cultural contexts are lacking. Much research focuses on specific industries or areas, fragmenting our understanding of applying and optimizing GHRM methods globally. There is little research on GHRM's long-term effects on organizational performance, employee behaviour, and environmental sustainability.

Another critical gap is the understudied problems and hurdles faced by GHRM. The advantages of GHRM are widely proven, but understanding the practical challenges organizations encounter in implementing these practices is essential for establishing effective methods to overcome opposition and improve implementation.

A bibliometric analysis of GHRM is needed to map the literature, detect trends, and identify understudied research topics. Bibliometric analysis can reveal the most significant works, topics, and researcher collaborations. This analysis can also identify new subjects and research areas, helping scientists fill gaps. Bibliometric research can improve GHRM understanding by synthesizing the literature, expanding the discipline and promoting more effective and sustainable implementation.



**Source:** Author's presentation of the bibliometric analysis process

**Fig 1:** Research Methodology and Bibliometric Process

### Research Objectives

1. Analyze the progress and trends from the literature on Green Human Resource Management (GHRM) from 2010 to 2024.
2. Discover the field's leading contributors, countries, institutions, and journals.
3. Gain a comprehensive understanding of GHRM research's thematic focus and interdisciplinary nature.

### Database Selection

Scopus has been selected as the primary database for its extensive coverage of scientific literature across various disciplines, including environmental and management sciences. Scopus offers various indexed journals and conference proceedings pertinent to GHRM. Scopus provides a wide range of peer-reviewed literature, ideal for conducting thorough bibliometric analysis in GHRM.

Data Cleaning and Preprocessing

Thoroughly cleaning the retrieved data to ensure it is

consistent and reliable for analysis, the Prisma approach has been applied to clean the data.

Table 1: Data cleaning and preprocessing summary

Basis	Insertion Criteria	Omission Criteria
Database	Scopus (n= 405)	Other Data Base
Subject Area	Social Science, Business Management, (n= 309)	Other subject areas (n= 96)
Document Types	Articles (n= 249)	Book chapters and Grey Literature (n= 60)
Language	English (n=245)	Other languages (n=5)

Statistical analysis

Biblioshiny in R Studio is a bibliometric analysis tool that provides a range of functions for exploring and visualizing bibliographic data. Biblioshiny enables the interactive examination of citation networks, coauthorship networks, and keyword co-occurrence, which facilitates the acquisition of a more profound comprehension of the organisation and development of research subjects, including GHRM (Aria & Cuccurullo, 2017) [3].

Stages in Bibliometric Analysis

Descriptive analysis involves the quantitative evaluation of publishing patterns, growth rates, and the geographical distribution of publications.

Network Analysis involves visualizations to examine co-citation, coauthorship, and keyword co-occurrence networks to find clusters and prominent nodes.

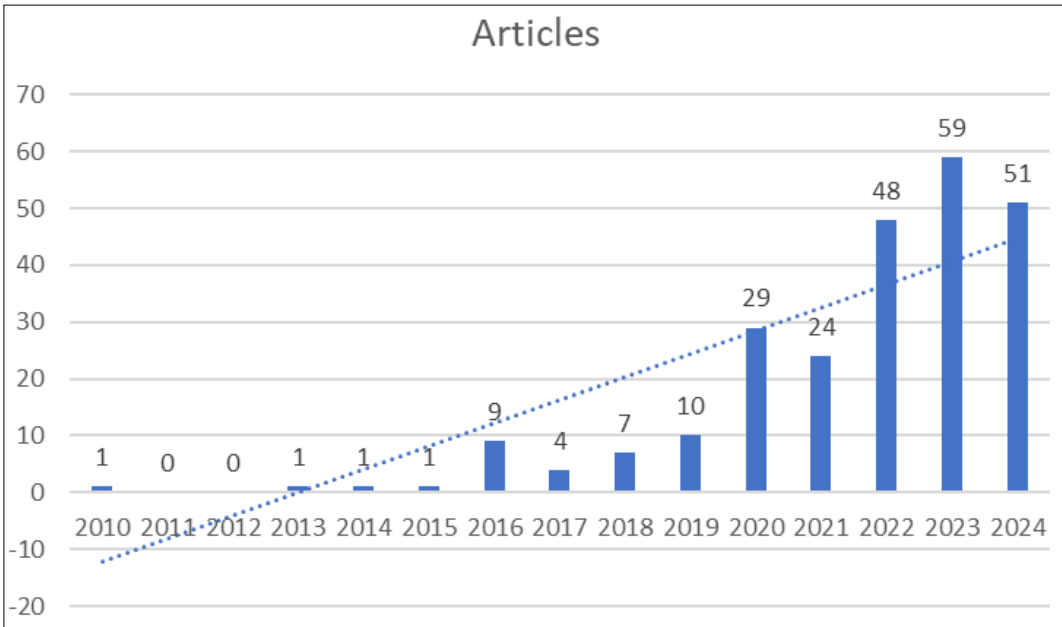
Statistical analysis involves using methodologies such as Law of Lotka and Law of Bradford to evaluate the productivity of authors and the patterns of citation in journals.

Data Analysis & Results

Table 2: Main information

Description	Results
Timespan	2010:2024
Sources (Journals, Books, Etc)	118
Documents	245
Annual growth rate %	32.42
Document average age	2.36
Average citations per doc	43.96
References	16055
Keywords plus (id)	318
Author's keywords (de)	674
Authors	695
Authors of single-authored docs	22
Single authored docs	25
Co-authors per doc	3.48
International Coauthorships %	45.71
Article	245

Source: Biblioshiny RStudio



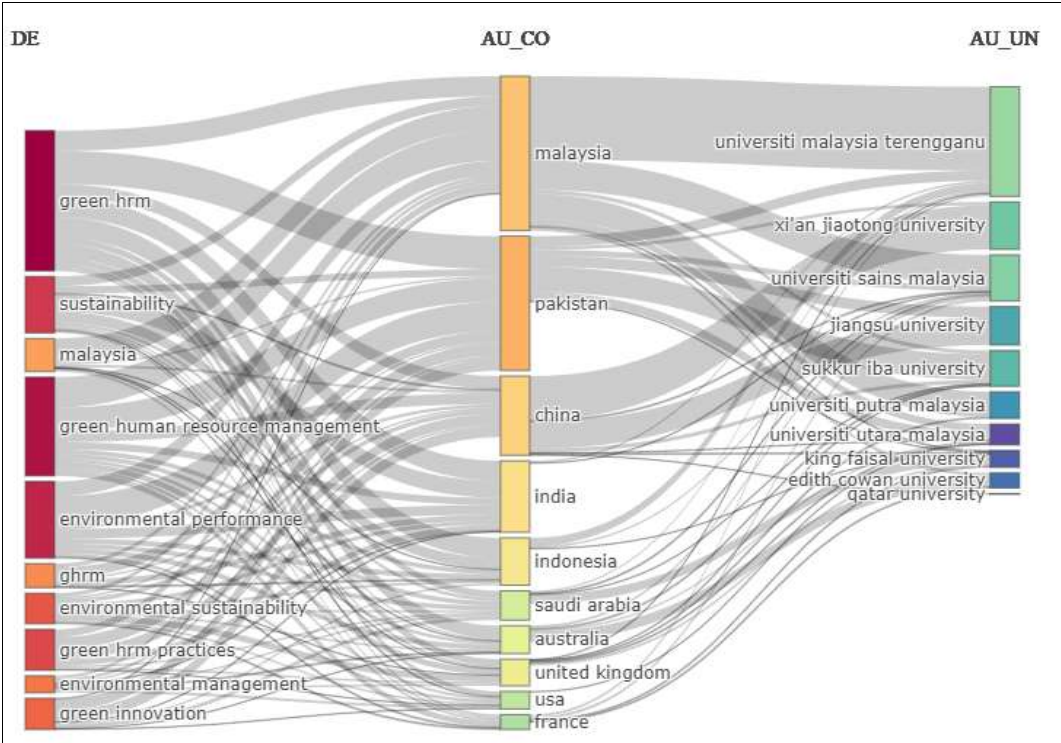
Source: Biblioshiny RStudio

Fig 2: Annual scientific production

From 2010 to 2024, the annual scientific production graphic generated by Biblioshiny demonstrates a substantial increase in research publications concerning GHRM practices. The initial years (2010-2015) exhibited minimal production, but a significant increase in publications occurred in 2016 when it soared to nine. This trend has maintained a consistent upward trajectory, culminating in a

significant apex of 29 publications in 2020 and a maximum of 59 in 2023. This upward trajectory indicates the growing global recognition of the significance of incorporating sustainable practices into HRM, fueled by the necessity of sustainable development in organizational practices and the increasing environmental awareness.



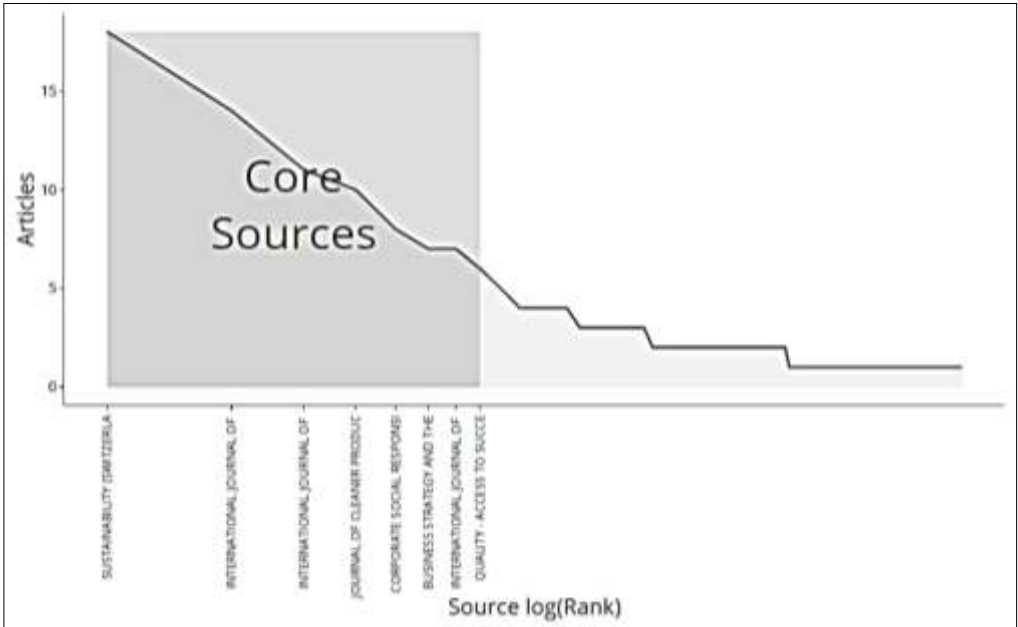


Source: Biblioshiny RStudio

Fig 3: Three field plot

Biblioshiny's three-field plot shows the relationships between Keywords (DE), Countries (AU\_CO), and Institutions (AU\_UN). Primary study subjects include "GHRM," "sustainability," "green human resource management," "environmental performance," "environmental sustainability," "GHRM practices," "environmental management," and "green innovation." Country and institution links to research themes depend on these keywords. Nations (AU\_CO): The middle column displays nations contributing to research areas. Major nations include Malaysia, Pakistan, China, India, Indonesia, Saudi Arabia, Australia, the UK, the US, and France. Malaysia's strong links to numerous keywords

indicate its significant contribution to various study fields. Institutes (AU\_UN): The rightmost column displays the research institutes. Universiti Malaysia Terengganu, Xi'an Jiaotong, Sains, Jiangsu, Sukkur IBA, Putra, Utara, King Faisal, Edith Cowan, and Qatar Universities are notable. Malaysian universities are notable because of their GHRM and sustainability research. Malaysia leads GHRM and sustainability research, as the plot shows strong links between keywords and Malaysian institutions. Global partnership with China, Pakistan, India, and other institutions is also evident. GHRM and sustainability research is interdisciplinary and global, as seen by this visualization.

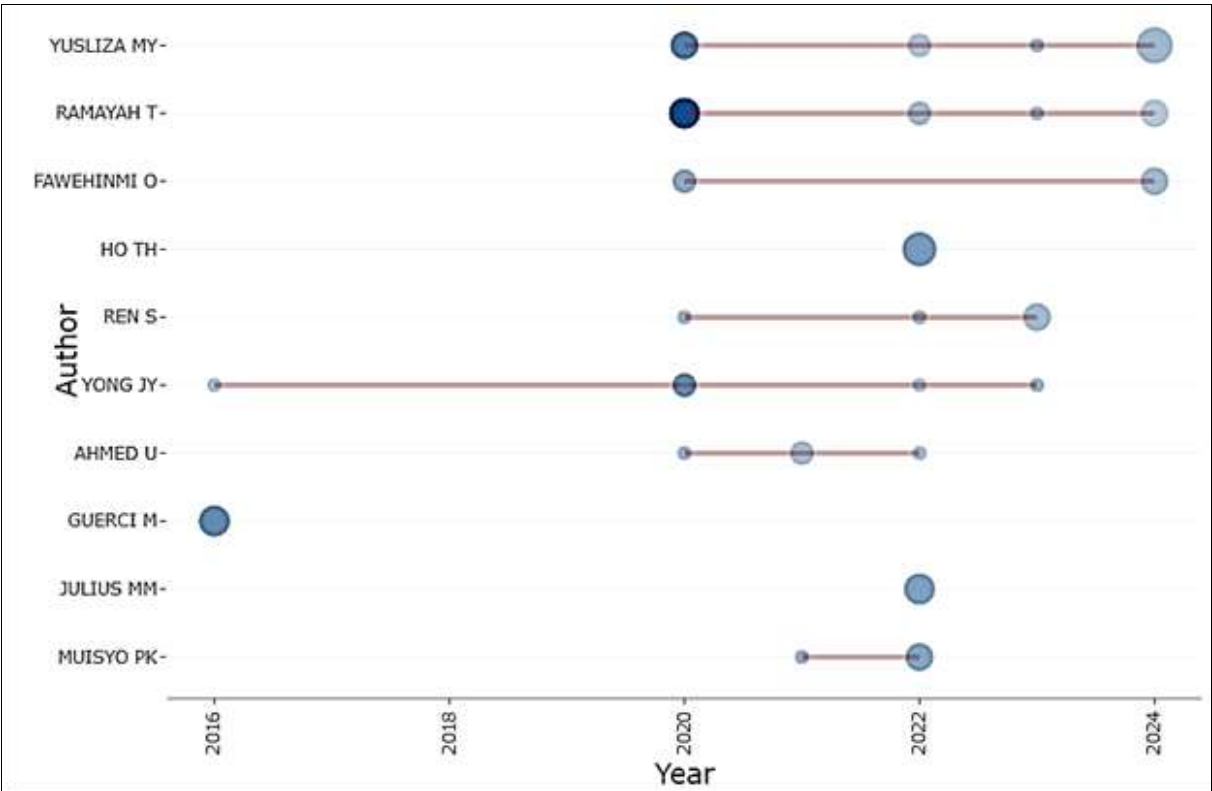


Source: Biblioshiny RStudio

Fig 4: Source clustering through Bradford's Law

Applying Law of Bradford to GHRM practices demonstrates that only a few journals have produced the most significant studies in the sector. Zone 1, which includes journals such as Sustainability (Switzerland), International Journal of Manpower, and Journal of Cleaner Production, has the highest frequency of publications. These key publications are essential for scholars working on

GHRM. Zone 2 contains periodicals such as Human Resource Management and Journal of Business Ethics, which, while less prolific, nonetheless make significant contributions. Zone 3 has a more excellent selection of journals with fewer publications, emphasizing GHRM research's diversity and multidisciplinary character.



Source: Biblioshiny RStudio

Fig 5: Author's production over time

The graphic depicts source clustering using Bradford's Law and author productivity using Lotka's Law in the Green Human Resource Management (GRM) context. Bradford's law classifies sources according to their frequency of recurrence, suggesting concentrations of research contributions. For example, academics like Ramayah T and Yuszila MY have produced prolifically over numerous years, indicating long-term interest in GHRM-related subjects. This constancy is consistent with Lotka's Law, which forecasts the productivity distribution among writers, emphasizing that a few productive scholars produce substantially more than the rest.

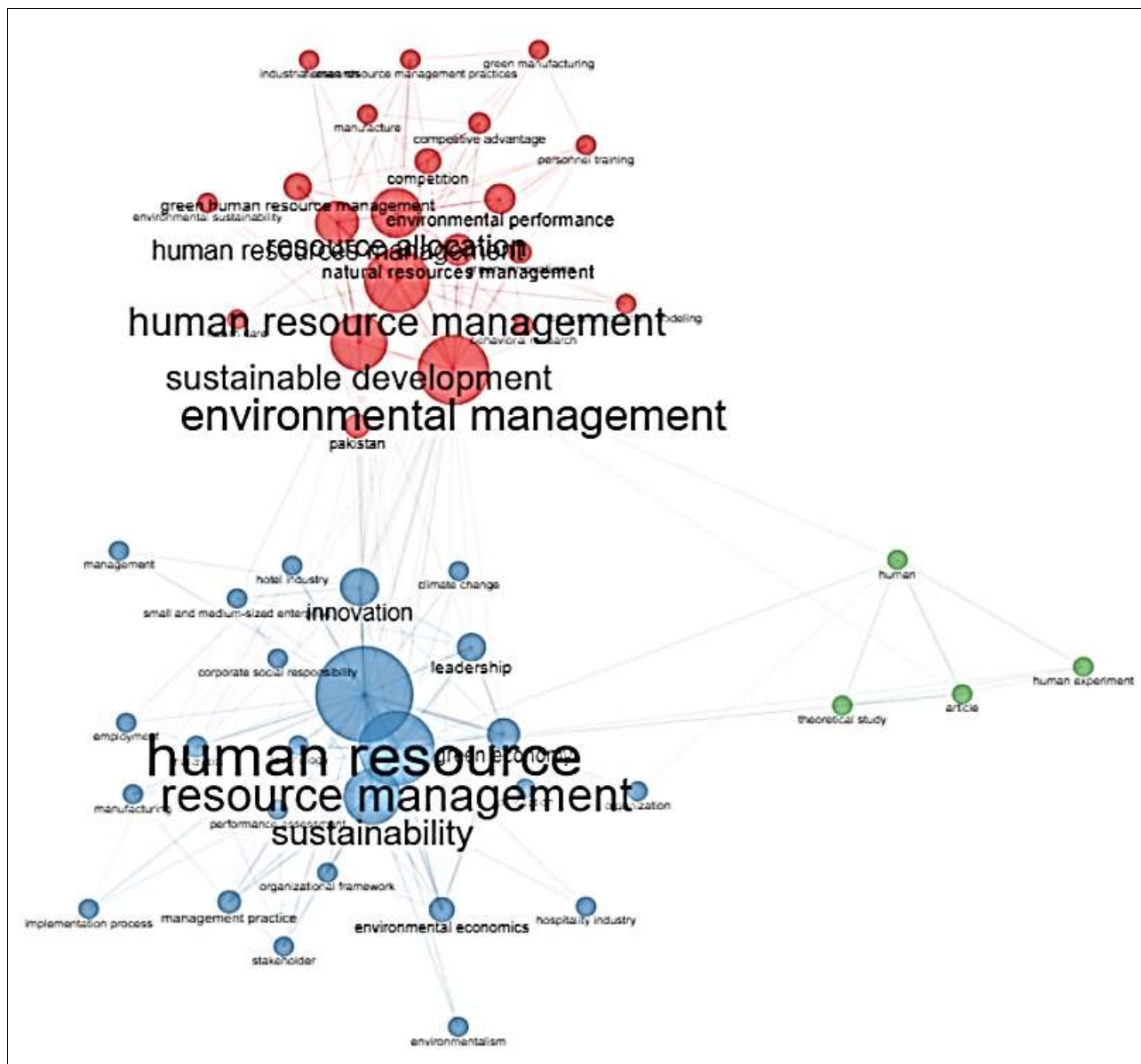
In the context of GHRM, this research reveals that specific scholars, such as Ramayah T and Yuszila MY, are critical to furthering knowledge in sustainable HR practices. Their constant output might imply leadership guiding conversation and innovation in this narrow subject. Understanding these patterns aids in the identification of prominent voices and trends, which guide future research paths and strategic activities aimed at advancing sustainable HR practices throughout organizations. Thus, using insights from Bradford's and Lotka's Laws can help identify significant contributors and develop successful strategies for adopting GHRM policies and practices internationally.

Table 3: Author's productivity through Lotka's law

Documents written	N. of Authors	Proportion of Authors
1	602	0.866
2	61	0.088
3	18	0.026
4	8	0.012
5	4	0.006
10	1	0.001
12	1	0.001

Source: Biblioshiny RStudio

The table demonstrates the implementation of Lotka's law in measuring author productivity within the framework of GHRM (Human Resource Management). The data reveals that a small fraction of writers (0.866) create the bulk of documents (86.6%). This indicates a highly imbalanced distribution where a minority makes an enormous contribution. This implies that a few influential writers in GHRM may significantly impact research output, potentially reflecting focused expertise or leadership in shaping discussions and expanding knowledge in sustainable human resource practices.



Source: Biblioshiny RStudio

Fig 6: Co-Occurrence Network

Software for conducting bibliometric Analysis Biblioshiny created the co-occurrence network. This network uncovers the connections between keywords based on their co-occurrence in papers.

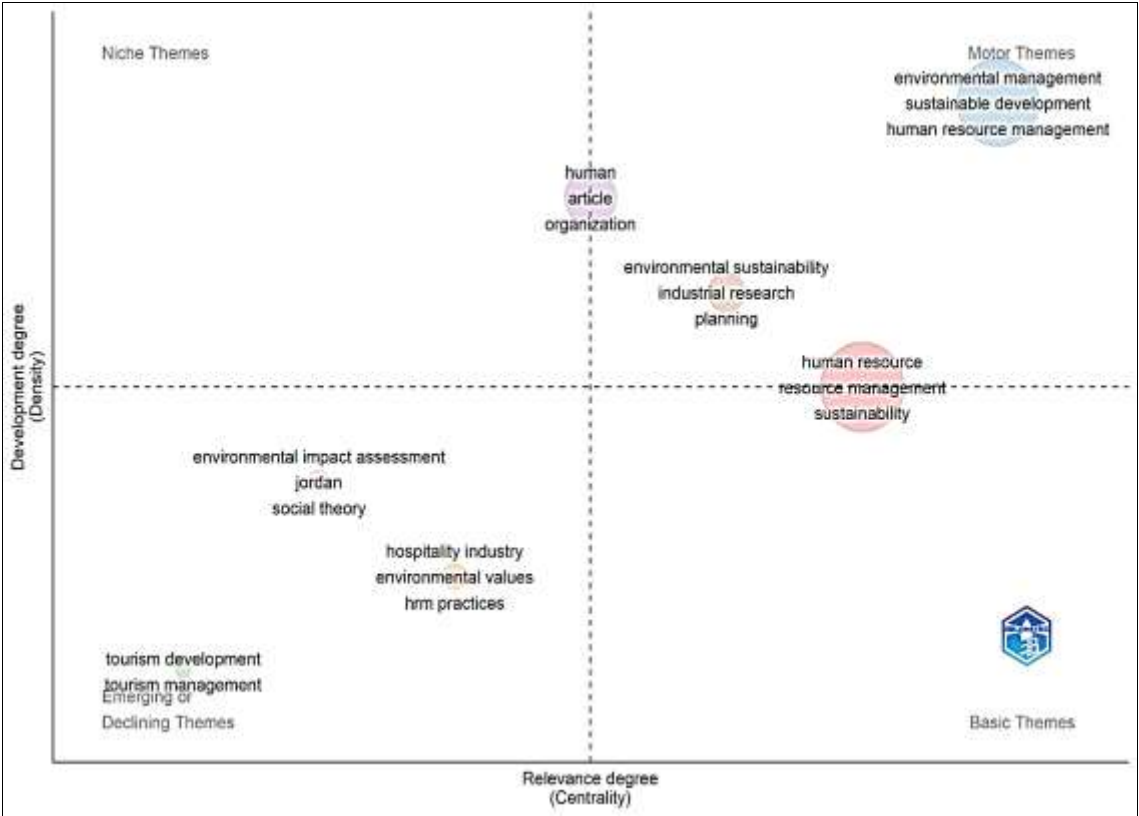
The red terms consist of "human resource management," "environmental management," and "sustainable development." The focus is on human resources strategies and the promotion of sustainability. Research on "natural resource management," "resource allocation," and "environmental performance" establish a connection between resource management and its effects on the environment.

The blue cluster emphasizes the concepts of "innovation," "leadership," and "sustainability." CSR and HRM are interconnected. This cluster focuses on sustainability leadership and innovation, explicitly addressing climate change, the implementation process, and environmental economics.

The Green Cluster is dominated by Human Resource Management (HRM) theory and practice. An "article" or "theoretical study" refers to fundamental or conceptual research.

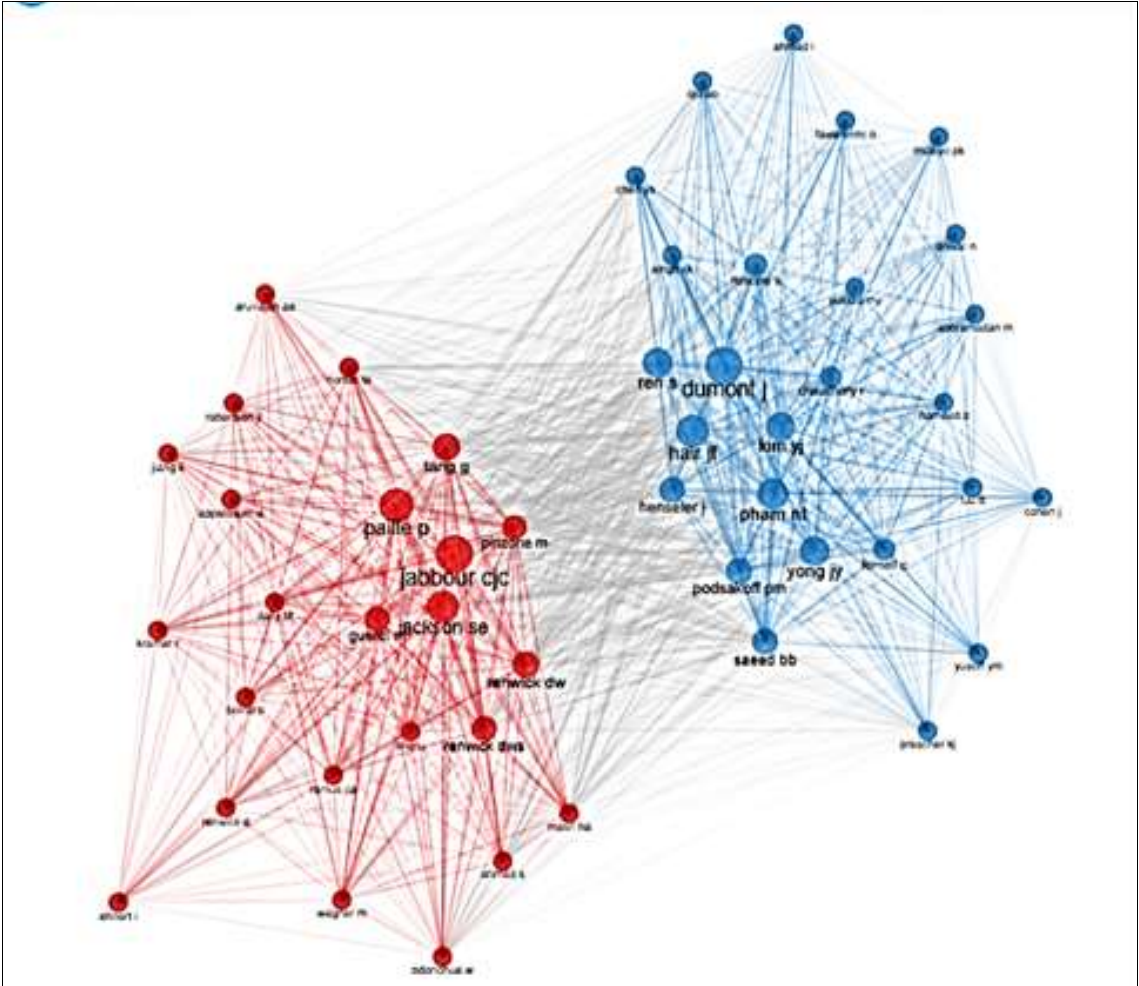
Using larger fonts emphasizes the critical sentences in literature. The book's central themes are indicated by crucial terms such as "human resource management," "environmental management," "sustainability," and "innovation." Keyword lines display the occurrence of many words together. These words are frequently used in literature with longer lines. The presence of robust connections between "human resource management," "sustainable development," and "environmental management" demonstrates the multidisciplinary nature of the research.

The network distinctly separates themes. The blue cluster prioritizes innovation and leadership, whereas the red cluster focuses on environmental and resource management. The incorporation of management, sustainability, and innovation is necessary. The co-occurrence network below establishes connections across HRM, environmental management, and sustainability studies. It addresses intricate environmental and managerial challenges by employing diverse methodologies, creativity, and practical guidance.



Source: Biblioshiny RStudio

Fig 7: Thematic map: Keyword plus



Source: Biblioshiny RStudio

Fig 8: Co-Citation network: Authors

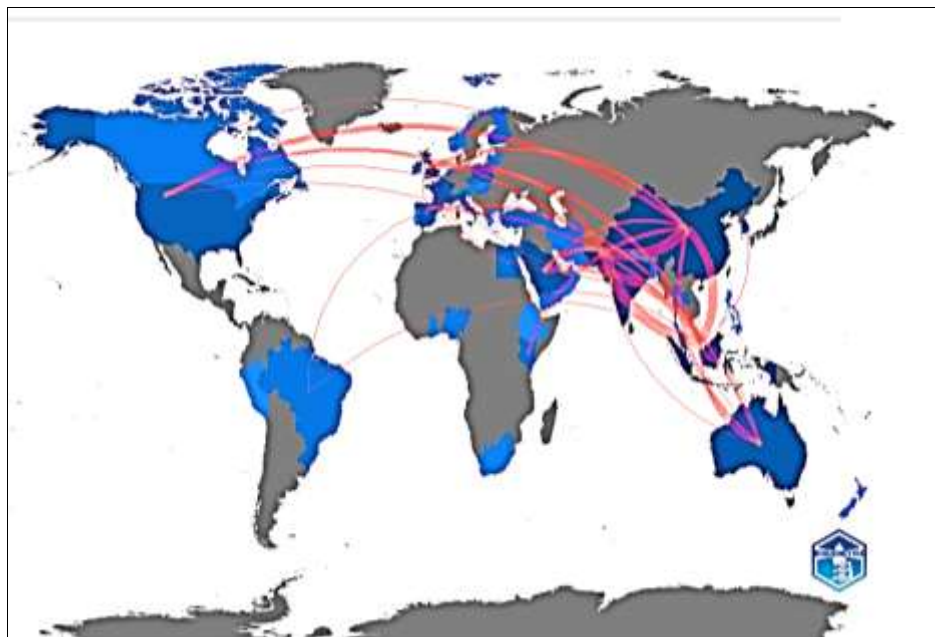


The graphic shows Biblioshiny's thematic map of research subjects by concentration and importance. Four quadrants plot themes:

- 1. Upper Right Quadrant-Motor Themes:** Well-developed and relevant themes. They advance the field. Themes including "environmental management," "sustainable development," and "human resource management" are fundamental and mature in study.
- 2. Upper Left Quadrant-Niche Themes:** Well-developed but less central themes. Includes "human" and "organization." These specialist issues may not be widely related, yet they are well-developed.
- 3. Lower Left Quadrant- Emerging or Declining Themes:** These themes are less established and critical, suggesting potential relevance shifts. Like "tourism development," "tourism management," "environmental impact assessment," "Jordan," and "social theory." These topics may be growing or declining.

**Lower Right Quadrant- Basic concepts:** Essential but underdeveloped concepts provide the study field's foundation. This plots "human resource," "resource management," and "sustainability". Essential and interconnected, these concepts need more elaboration to be more profound. According to the thematic analysis, environmental management, sustainable development, and human resource management dominate the study. However, tourism and specialist issues can be explored and refined.

Biblioshiny Co-Citation network finds key authors in GHRM research. The network is separated into two main clusters: red on the left and blue on the right. The red cluster, led by writers such as Paille P., Renwick D.W.S. and Jabbour C.J.C. is concerned with environmental sustainability and the integration of HR strategies. The blue cluster, which includes writers such as Ren S., Dumont J., and Hair JF, highlights methodological advances and theoretical frameworks in GHRM. The numerous links within and across clusters underscore GHRM research's collaborative and multidisciplinary character.



**Fig 9:** Collaboration World map

The Biblioshiny collaboration world map showcases international alliances in GHRM research. Notable collaboration centres are seen in China, Malaysia, and Australia, indicating robust ties with nations like the USA, Canada, France, and Saudi Arabia. China's vast network involves regular partnerships with Kenya, the USA, and several European and Asian nations, highlighting its pivotal position in GHRM research. Moreover, Malaysia's alliances with China, Saudi Arabia, and Australia underscore its noteworthy contribution. These collaborations highlight the global and multidisciplinary aspect of GHRM research, facilitating information sharing and advocating for sustainable HR practices on a global scale.

### Result and Discussion

The 2010–2024 analysis includes several papers from diverse sources and shows a 32.42% annual increase. On average, research documents are 2.36 years old. Their 43.96 average citations demonstrate their importance. The study covers 674 authors' keywords (DE) and 318 extra keywords

(ID) in GHRM research. Academic studies on GHRM practices have increased since 2016. Due to environmental awareness and the need for sustainable advancement, 29 publications in 2020 and 59 in 2023 promoted sustainable HRM practices.

The three-field structure links keywords, nations, and institutions. China, Pakistan, and Malaysia lead sustainable human resource management. According to Universiti Malaysia Terengganu and Xi'an Jiaotong University research, Malaysia leads GHRM. Bradford's law found Sustainability (Switzerland) and the Journal of Cleaner Production influential. Academics may identify GHRM articles using essential journals.

Lotka's law says specific authors are more productive. Ramayah T and Yusliza MY do abundant research. Researchers are expanding the GHRM conversation and innovating. Lotka's law states that a few writers write most publications, emphasizing GHRM. A few professionals dominate the study of this topic. The co-occurrence network clusters include human resource and environmental

management, innovation, leadership, and theoretical studies. These phrases' strong associations suggest an integrated HR, sustainability, and innovation strategy.

Thematic maps split research themes into motor, speciality, emerging/declining, and basic categories. Tourism may fluctuate, but environmental management and sustainable growth are essential. This highlights GHRM research and development possibilities. The MCA conceptual framework maps contrast eco-friendly and typical HR tasks. The sustainable practices cluster highlights HR's role in company environmental sustainability.

The GHRM co-citation network honours writers. The blue cluster promotes methodological improvements, whereas the red HR department emphasizes environmentalism. Multidisciplinary GHRM research requires collaboration. China, Malaysia, and Australia lead GHRM research collaborations. The relationships with the US, Canada, France, and Saudi Arabia demonstrate GHRM research's worldwide reach and dedication to sustainable HR practices. The paper examines GHRM research's accomplishments, impact, and collaboration. It stresses HRM sustainability for environmental and organizational sustainability.

### Conclusion of the Study on GHRM

Significant growth and evolution in the field are revealed by examining GHRM literature from 2010 to 2024. The interdisciplinary character of GHRM research is emphasized by the analysis of 674 authors' keywords and 318 additional keywords, which emphasizes its global impact and thematic diversity. Since 2016, publications have increased annually by 32.42%, indicative of the increasing academic interest driven by environmental awareness and sustainability commitments.

Key findings indicate that China, Pakistan, and Malaysia are the leaders in GHRM research, with notable contributions from institutions such as Universiti Malaysia Terengganu and Xi'an Jiaotong University. Bradford's law posits that the Journal of Cleaner Production and Sustainability are influential platforms, which indicates the field's academic centrality.

Lotka's law emphasizes the dominant role of a few prolific authors, such as Ramayah T and Yusliza MY, in influencing the discourse and innovation in GHRM. An integrated approach to sustainability is suggested by co-occurrence networks, which emphasize robust thematic associations in HR, environmental management, innovation, and leadership.

Thematic mapping is a method that organizes research into core, emergent, and declining areas, underscoring the enduring significance of environmental management and sustainable development in the context of GHRM. Global engagement in sustainable HR practices is emphasized by multidisciplinary collaboration, particularly between China, Malaysia, and Australia. In order to promote GHRM practices on a global scale, future research should continue to investigate emerging themes and broaden interdisciplinary approaches.

### Bibliometric analysis predictions for GHRM:

The bibliometric study of GHRM suggests many possible research avenues:

1. Technology Integration: AI and data analytics may improve GHRM practices. Studies might examine how digital advances can improve environmental HR

operations.

2. Impact on Employee Behaviour and Engagement: GHRM practices should be studied to see how they affect employee environmental sustainability attitudes, behaviours, and engagement. Research might examine how staff engagement in green projects drives organizational transformation.
3. Emerging topics and Innovations: Because sustainability difficulties are dynamic, future research should focus on GHRM topics such as circular economy principles, green supply chain management, and climate change adaptation's effects on HRM practices.
4. Policy and Regulatory Implications: GHRM practices, regulatory frameworks, and policy initiatives may reveal how governments and organizations might work together to achieve sustainable development goals.
5. Quantitative Meta-Analyses: Meta-analyses of empirical research on GHRM might integrate findings and give strong evidence on their overall influence on organizational performance and sustainability.

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