

Green HRM and Corporate Sustainability: A Bibliometric Perspective

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ABSTRACT

Green Human Resource Management, often known as Green HRM, is gaining more and more attention as a vital driver of business sustainability. Green HRM is a technique that integrates environmental responsibility into human resource policies and practices. A bibliometric analysis is utilised in this work to map the intellectual landscape of Green Human Resource Management (HRM) and its connection to business sustainability. The data for this analysis comes from the Scopus database. The research results indicate that Green Human Resource Management has a strong connection to important aspects of sustainability, such as green behaviour on the part of employees, corporate social responsibility, and green innovation. The co-authorship analysis highlights leading scholars and research collaborations across different regions, with China, the United Kingdom, and Australia playing central roles in shaping the discourse. However, challenges persist in measuring the long-term impact of Green HRM, aligning it with corporate strategy, and expanding international research collaboration. This study emphasizes the need for empirical validation, interdisciplinary research, and the integration of digital transformation in Green HRM practices. By addressing these gaps, Green HRM can serve as a transformative tool for fostering corporate sustainability and achieving long-term environmental and business goals.

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1. INTRODUCTION

The dynamic nature of modern business environments has increasingly spotlighted the importance of sustainability in organizational strategies. One of the key aspects of integrating sustainability into business practices is through human resource

management—particularly, Green Human Resource Management (Green HRM). Green HRM is an emerging field that aligns HR policies to promote sustainable business practices, influencing environmental management and corporate sustainability initiatives [1]. This approach not only helps in reducing the carbon footprint of a company

but also enhances its reputation and competitiveness in the global market.

Corporate sustainability, on the other hand, involves businesses operating in a manner that is environmentally, socially, and economically sustainable. This ensures that operations are conducted responsibly, not just for short-term profits but also for long-term ecological balance [2]. The integration of Green HRM into corporate sustainability strategies is vital, as human resources play a critical role in implementing and maintaining sustainability practices within organizations.

However, despite the growing relevance of Green HRM, academic literature exploring its impact on corporate sustainability is still fragmented. The relationship between Green HRM practices and their effectiveness in promoting sustainable outcomes remains under-researched. Bibliometric analysis offers a method to map out and critically evaluate the existing research on Green HRM and its contribution to corporate sustainability, identifying key trends, gaps, and future directions [3]. This approach also allows for the examination of the evolution of themes over time, the influence of various scholars and institutions, and the network of scholarly communication surrounding Green HRM. Such an analysis is crucial as it provides a comprehensive overview of the research landscape, helping stakeholders understand how Green HRM can be effectively integrated into corporate sustainability frameworks.

The relevance of Green HRM extends beyond environmental benefits, touching on regulatory compliance, employee satisfaction, and the creation of a sustainable corporate culture. Organizations that adopt Green HRM practices are better positioned to meet regulatory requirements related to environmental sustainability, thereby avoiding fines and benefiting from incentives [4]. Furthermore, these practices can enhance employee morale and attract talent interested in sustainable practices, which are critical components of organizational success in today's eco-conscious market.

Despite the recognized importance of Green HRM in driving sustainable business practices, there is a noticeable lack of comprehensive synthesis in the academic literature that fully explores the impact of these practices on corporate sustainability. There is a dearth of a systematic, bibliometric study of the existing corpus of research, which could help bridge this gap and provide a structured understanding of the evolution of the subject, significant contributors, intellectual structure, and developing trends. Having this shortcoming makes it more difficult for organisations to put into practice efficient green human resource management methods, which could lead to improved outcomes for both the environment and the company. The purpose of this research is to carry out a bibliometric analysis of the existing scientific literature concerning green human resource management and business sustainability.

2. LITERATURE REVIEW

2.1 *Green Human Resource Management (Green HRM)*

Green Human Resource Management (Green HRM) has become an essential strategy for promoting environmental stewardship via organisational human resource policies. According to [5], The term "green human resource management" refers to the intentional incorporation of environmental management into human resource operations. These activities include hiring, training and development, performance evaluation, and compensation decisions. The implementation of this integration helps to cultivate a culture of sustainability inside organisations by encouraging employees to engage in activities that are ecologically conscientious [6]. Numerous

studies have explored various facets of Green HRM, focusing on its implementation and impact. For instance, [7] highlighted how Green HRM practices are adapted to different cultural contexts, suggesting that the effectiveness of these practices can vary significantly across geographical regions. This variation underscores the complexity of implementing Green HRM practices globally and indicates the need for localized strategies that align with specific cultural and regulatory landscapes.

2.2 *Corporate Sustainability*

Corporate sustainability is comprehensively defined as the approach by which organisations address their financial, social, and environmental risks, responsibilities, and prospects—collectively known as profits, people, and planet [8]. Corporate sustainability extends beyond environmental management; it entails a comprehensive strategy designed to generate enduring value for both shareholders and stakeholders [9]. Numerous research have substantiated the connection between Green HRM and company sustainability [10] discussed how HRM practices could be aligned with environmental management systems to enhance organizational performance and achieve sustainable outcomes. Similarly, a study by [11] demonstrated that proactive environmental strategies integrated with HR practices lead to significant improvements in corporate environmental and financial performance.

2.3 *Bibliometric Analysis in Green HRM Research*

Bibliometric analysis provides a useful tool for assessing the extent and nature of research in a particular field. [3] advocate its use in management research as a means to identify the most significant studies, authors, and journals that contribute to a particular area of knowledge. In the context of Green HRM, bibliometric analysis has been employed to track the evolution of the field, revealing its intellectual structure, major contributors, and pivotal publications. For instance, [12] performed a bibliometric review of Green HRM literature and discovered that, although the volume of publications has significantly increased over the past decade, the research remains predominantly focused on certain domains such as environmental training and employee engagement. Their study advocates for a more extensive examination of Green HRM subjects, including green recruitment and green performance appraisal, which have been relatively overlooked.

2.4 *Integration of Green HRM with Corporate Sustainability*

Both academic scholars and business professionals are showing a significant amount of interest in the integration of green HRM with corporate sustainability goals. This integration is often viewed as a pathway to enhance organizational sustainability performance. [13] found that firms with robust Green HRM practices tend to exhibit higher levels of environmental

performance, which in turn contributes to overall corporate sustainability. Further, studies like [14] have explored how sustainability is embedded within HR practices and how these practices contribute to the sustainability of the workforce and the organization. Their findings suggest that sustainable HR practices not only benefit the environment but also support employee well-being and organizational viability in the long run.

3. METHODS

This study conducts a bibliometric analysis exclusively utilizing data sourced from the Scopus database to examine the literature on Green Human Resource Management (Green HRM) and its impact on

corporate sustainability. The analysis focuses on articles published from 2000 to 2025. Relevant articles were identified using search terms such as "Green HRM," "sustainable HRM," "environmental HRM," and "corporate sustainability." Only peer-reviewed articles written in English and explicitly addressing the integration of HRM practices with sustainability initiatives were included. The bibliometric data, including publication years, citation counts, authorships, journal distributions, and geographic contributions, were analyzed using the VOSviewer software. This software is instrumental in creating bibliometric networks, allowing for the visualization of the intellectual structure of the field, the identification of key authors and works, and the examination of thematic trends and shifts over time.

4. RESULTS AND DISCUSSION

4.1 Network Visualization



Figure 1. Network Visualization

Source: Data Analysis Result, 2025

The bibliometric visualization illustrates the key themes and interconnections within the research domain of Green Human Resource Management

(Green HRM) and corporate sustainability. The network consists of two primary clusters: one (green) focusing on environmental sustainability, sustainable development, and

environmental management, and the other (red) centering around Green HRM, corporate social responsibility, and sustainability. These clusters highlight the dual focus of Green HRM research—one on environmental resource management and the other on corporate governance and social responsibility.

The central node, "Green Human Resource Management," connects strongly with both environmental and corporate sustainability aspects, indicating its role as a bridge between these research areas. On one side, Green HRM is linked to "environmental performance," "employee green behavior," and "corporate social responsibility," demonstrating how HRM practices influence sustainable workplace behaviors and ethical business practices. On the other side, it connects with "sustainable development," "resource allocation," and "environmental management,"

sustainability," emphasizing the role of HR policies in fostering long-term ecological and economic benefits.

Additionally, the presence of terms like "green innovation" and "leadership" suggests that Green HRM is increasingly being studied in the context of strategic business transformation. The network indicates that organizations leveraging Green HRM practices are not only contributing to sustainability goals but are also driving innovation and leadership in environmental initiatives. The balance between corporate and environmental elements in the visualization suggests that future research should explore how Green HRM can further integrate these two dimensions for holistic sustainability.

4.2 Overlay Visualization

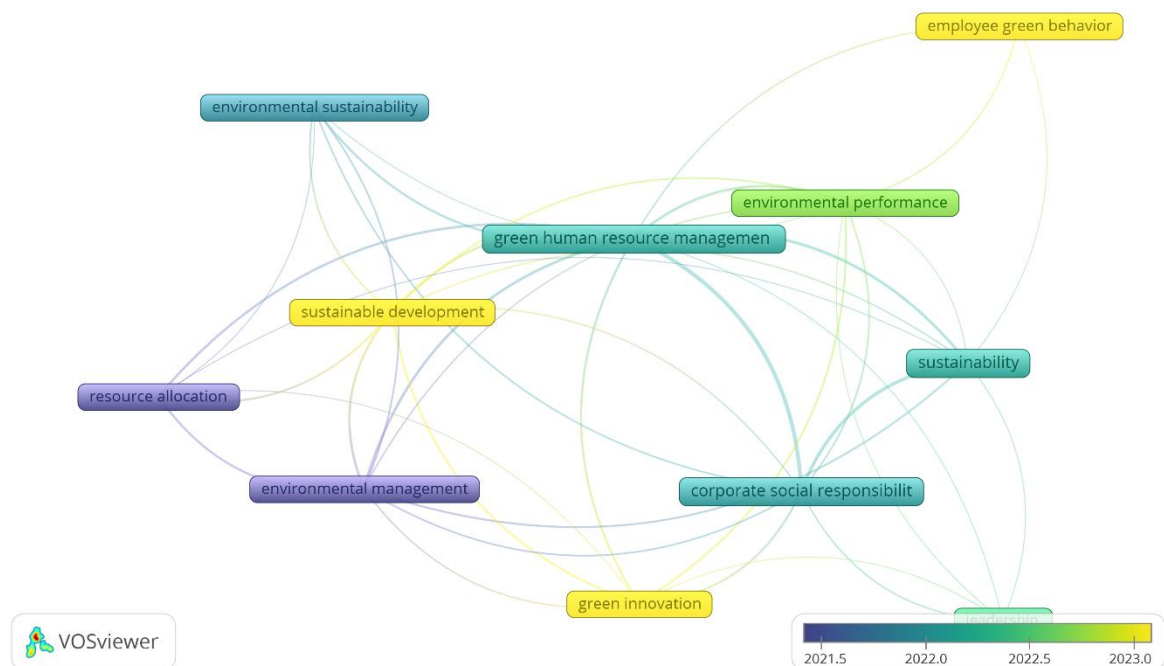


Figure 2. Overlay Visualization

Source: Data Analysis Result, 2025

This bibliometric network visualization represents the temporal evolution of research topics in Green Human Resource Management (Green HRM) and corporate sustainability. The color gradient,

ranging from purple (older research around 2021) to yellow (more recent studies in 2023), provides insight into how academic focus has shifted over time. Older research primarily focused on foundational topics such as

"environmental sustainability," "resource allocation," and "environmental management," indicating an initial emphasis on the theoretical and managerial aspects of sustainability within HR practices. As research progressed, Green HRM emerged as a central concept, linking multiple sustainability-related themes. Studies around 2022 began to emphasize corporate social responsibility, sustainability, and environmental performance, reflecting a growing interest in integrating HR strategies with corporate sustainability initiatives. The positioning of "green human resource management" at the center of the network suggests its crucial role in bridging various sustainability concepts, including corporate social responsibility and environmental

performance, to create a more holistic sustainable business strategy. More recent research trends, highlighted in yellow (2023), focus on "employee green behavior," "green innovation," and "sustainable development." This shift signifies an increasing recognition of the human factor in sustainability efforts, with studies exploring how employee behaviors and innovative HR practices contribute to environmental performance. The network suggests a transition from broad sustainability frameworks toward more specific applications, such as fostering green behaviors in employees and leveraging HR policies to drive green innovation.

4.3 Citation Analysis

Table 1. The Most Impactful Literatures

| Citations | Authors and year | Title |
|-----------|------------------|--|
| 269 | [15] | Envisioning the invisible: Understanding the synergy between green human resource management and green supply chain management in manufacturing firms in Iran in light of the moderating effect of employees' resistance to change |
| 265 | [16] | International hotel chains and environmental protection: An analysis of Hilton's we care! programme (Europe, 2006-2008) |
| 217 | [17] | Employees' Perceptions of Green HRM and Non-Green Employee Work Outcomes: The Social Identity and Stakeholder Perspectives |
| 206 | [18] | Top management commitment, corporate social responsibility and green human resource management: A Malaysian study |
| 154 | [19] | Green work-life balance: A new perspective for green HRM Green work-life-balance: Eine neue perspektive für umweltorientiertes personalmanagement |
| 133 | [20] | A paradox view on green human resource management: Insights from the Italian context |
| 123 | [21] | Corporate social responsibility, green human resources management, and sustainable performance: is organizational citizenship behavior towards environment the missing link? |
| 122 | [22] | Big data analytics as a roadmap towards green innovation, competitive advantage and environmental performance |
| 116 | [23] | Human resource management research and practice in Asia: Past, present and future |
| 99 | [24] | Green HRM, psychological green climate and pro-environmental behaviors: An efficacious drive towards environmental performance in China |

Source: Scopus, 2025

4.4 Density Visualization

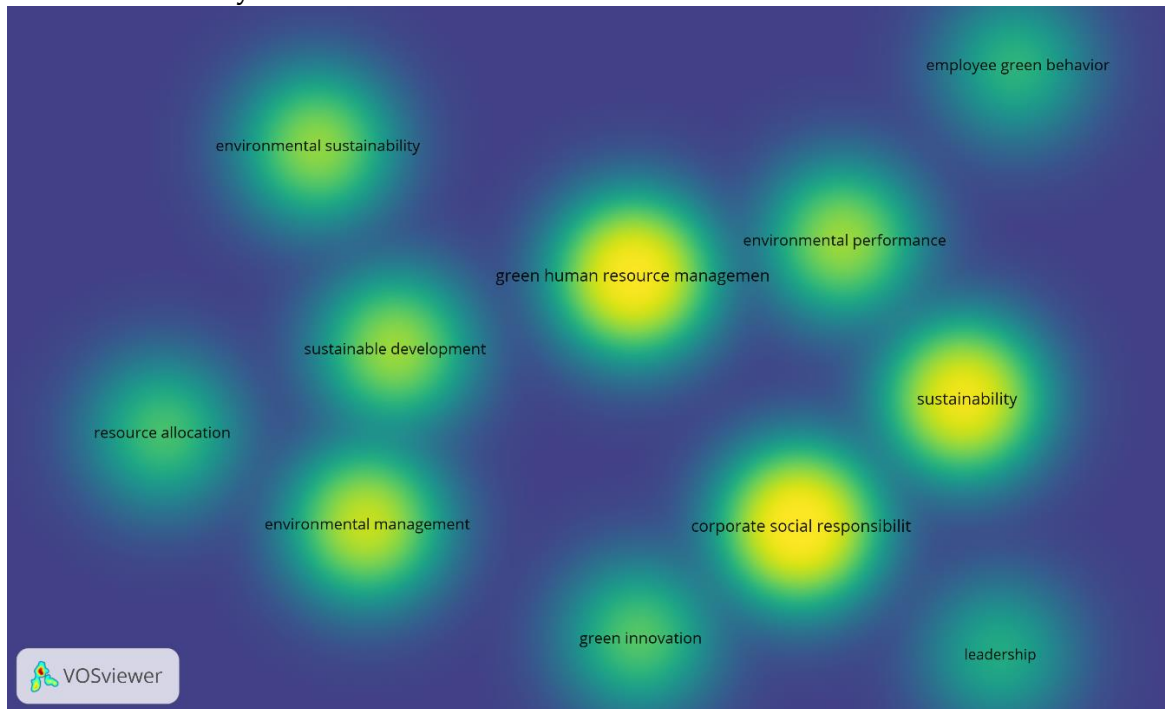


Figure 3. Density Visualization

Source: Data Analysis Result, 2025

The heatmap visualization generated using VOSviewer highlights the intensity of research focus on various topics within the domain of Green Human Resource Management (Green HRM) and corporate sustainability. The bright yellow areas indicate topics with a higher concentration of research activity, while the green and blue areas represent less intense focus. "Green Human Resource Management" appears as the most central and prominent topic, suggesting its pivotal role in connecting other sustainability-related themes. Other high-intensity areas include "corporate social responsibility," "sustainability," and

"environmental performance," indicating that these concepts are frequently explored in conjunction with Green HRM. The distribution of topics shows a well-balanced research landscape, with multiple interconnected themes. "Environmental sustainability," "sustainable development," and "environmental management" also exhibit moderate research intensity, emphasizing their importance in discussions related to Green HRM. Meanwhile, "employee green behavior," "green innovation," and "leadership" appear with slightly lower intensity, suggesting emerging but growing interest in these areas.

4.5 Co-Authorship Network

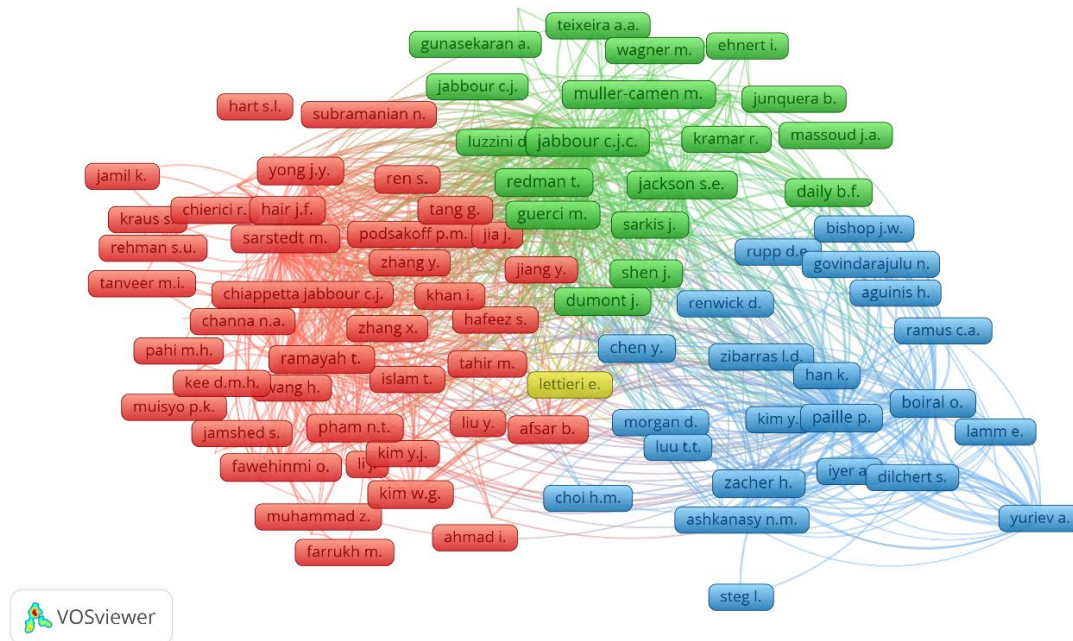


Figure 4. Author Visualization

Source: Data Analysis Result, 2025

This co-authorship network visualization illustrates the collaboration among researchers in the field of Green Human Resource Management (Green HRM) and corporate sustainability. The network is divided into three main clusters: red, green, and blue. The red cluster consists of authors focused on methodological and statistical contributions, with notable figures such as Podsakoff P.M. and Sarstedt M. The green cluster, which includes authors like Jabbour C.J.C., Jackson S.E., and Renwick D., represents scholars contributing significantly to the core themes of Green HRM,

sustainability, and corporate responsibility. The blue cluster, featuring authors such as Ramus C.A., Aguinis H., and Boiral O., is associated with research on organizational behavior, environmental psychology, and leadership's role in sustainability initiatives. The strong interconnections among these clusters suggest a highly interdisciplinary research field, where expertise in HRM, corporate sustainability, and organizational studies converge to advance knowledge in Green HRM practices and their impact on corporate environmental performance.

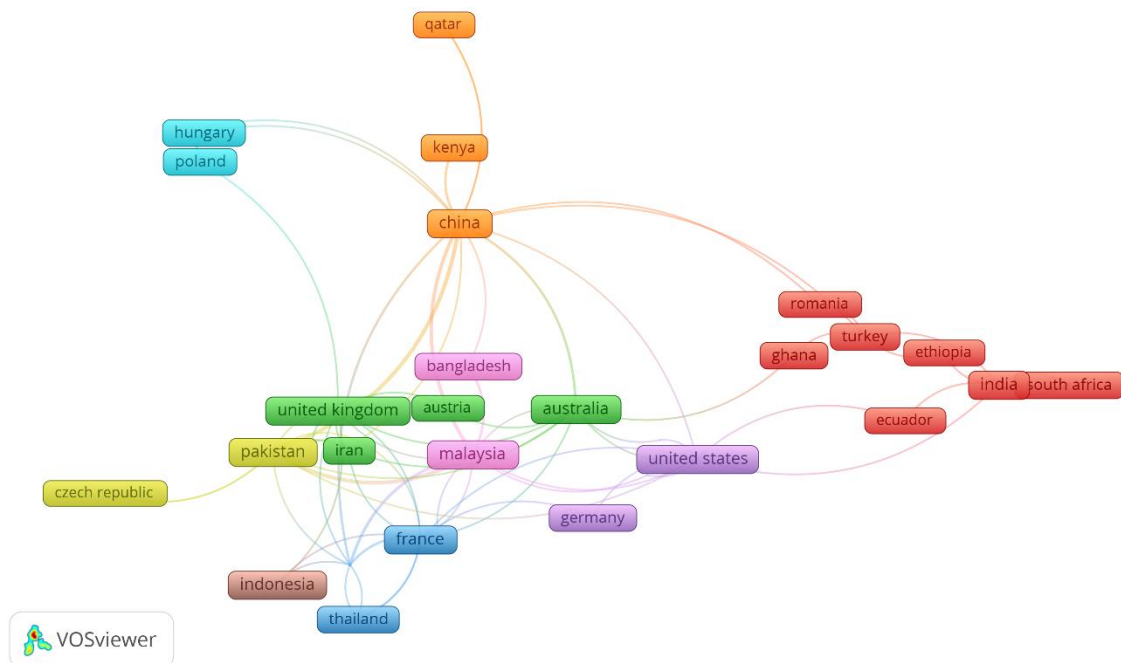


Figure 5. Country Visualization

Source: Data Analysis Result, 2025

This visualization represents a co-authorship network of countries involved in research on Green Human Resource Management (Green HRM) and corporate sustainability. The different clusters indicate regions with strong collaboration, with China emerging as a central hub, having strong research ties with Kenya, Qatar, Bangladesh, and Malaysia. The United Kingdom, Iran, Austria, and Australia also form a well-connected cluster, indicating active collaboration in sustainability research. Meanwhile, India, South Africa, Ethiopia, and Ghana appear in another distinct cluster, suggesting regional partnerships in sustainability-focused studies. The presence of multiple interconnected nodes, such as the United States, Germany, France, and Thailand, signifies global engagement in Green HRM research. However, some countries, such as the Czech Republic and Hungary, appear on the periphery, indicating relatively lower levels of collaboration.

Discussion

1. The Evolving Role of Green HRM in Corporate Sustainability

The concept of Green Human Resource Management (Green HRM) has emerged as an important driver in the field of corporate sustainability. This concept involves incorporating environmental responsibility into the policies and practices of human resource management. The bibliometric study makes it abundantly clear that the expanding scholarly attention on Green Human Resource Management is a reflection of the growing significance of this field in both the academic and corporate spheres. There is a growing recognition among organisations all over the world that sustainable human resource management techniques are not only advantageous for the preservation of the environment, but also for the enhancement of employee engagement, company reputation, and overall business performance [25]. The incorporation of sustainability into human resource policies, such as recruiting, training, and performance management, guarantees that employees at

all levels contribute to the achievement of sustainable development objectives.

Our findings indicate that Green HRM plays a dual role: first, as a facilitator of environmental sustainability through employee engagement and green behavioral initiatives; second, as a strategic element that aligns business objectives with corporate social responsibility [26]. An examination of the bibliometric literature reveals that there are significant research connections between Green Human Resource Management and important components of business sustainability, such as environmental management, corporate social responsibility, and green innovation. This underscores the necessity for companies to embed sustainability within their HRM frameworks to create long-term environmental and business benefits.

2. Green HRM and Employee Green Behavior

One of the key insights from the bibliometric mapping is the increasing attention given to "employee green behavior." Several studies suggest that employee commitment to environmental initiatives is directly influenced by Green HRM practices [27]. It is more likely that businesses that use green human resource strategies, such as training programmes that are focused on sustainability, green incentives, and regulations that are environmentally friendly in the workplace, would be able to create a staff that is actively involved in environmental projects. In addition, one of the most important factors that influences the environmental behaviours of employees is the culture of the organisation. Firms that integrate sustainability into their corporate identity often observe increased employee motivation and productivity, contributing to overall corporate sustainability goals.

However, challenges remain in ensuring that Green HRM practices translate into consistent employee behaviors. Some research highlights resistance among employees due to a lack of awareness or incentives [21]. Future studies should explore

how organizations can enhance employee buy-in for green initiatives by fostering an inclusive and participatory culture. Additionally, the role of leadership in promoting green behaviors should be further examined, as effective leadership has been found to be a key determinant in driving sustainable workplace practices.

3. Corporate Social Responsibility and Green HRM Integration

Corporate Social Responsibility (CSR) is another central theme in Green HRM research. The bibliometric analysis indicates that CSR and Green HRM are deeply intertwined, with studies suggesting that companies with strong CSR commitments are more likely to implement Green HRM strategies [28]. Green HRM enhances CSR by ensuring that sustainability values are reflected in the company's workforce policies and ethical guidelines. For example, firms that integrate sustainability into recruitment and talent management tend to attract employees who value environmental responsibility, further strengthening the company's sustainability credentials. Nonetheless, there is an ongoing debate on the depth of Green HRM's integration into CSR strategies. While some companies adopt Green HRM as a core business practice, others treat it as a superficial compliance measure to enhance their corporate image [29]. Future research should investigate the long-term impact of Green HRM on CSR performance, particularly in different industries and organizational structures. It is also crucial to assess the extent to which regulatory frameworks and policy interventions influence companies' commitment to sustainability-driven HRM.

4. Green Innovation and Sustainable Development

Another significant trend observed in the bibliometric analysis is the link between Green HRM and "green innovation." Organizations that invest in Green HRM often drive innovation by encouraging employees to develop sustainable solutions [30]. Green

innovation refers to the development of new technologies, processes, and business models that have the ability to lessen their impact on the environment while still preserving their profitability. Employees play a critical role in this process, as their ideas and engagement can lead to the development of eco-friendly products and services. However, fostering green innovation requires a proactive HR strategy that supports research and development, cross-functional collaboration, and knowledge sharing. Companies that fail to align HRM with innovation strategies risk losing their competitive edge in the sustainability domain. Future studies should explore how Green HRM can serve as a catalyst for sustainable business innovation, particularly in industries with high environmental footprints. Furthermore, sustainable development is closely linked to Green HRM initiatives. Organizations worldwide are increasingly aligning their HR policies with the United Nations Sustainable Development Goals (SDGs). Our findings indicate that sustainability-oriented HR practices contribute not only to environmental well-being but also to social equity and economic stability. A more comprehensive understanding of how Green HRM supports the SDGs could provide valuable insights for policymakers and business leaders.

5. Global Research Trends and Collaboration in Green HRM

The co-authorship analysis revealed interesting patterns of collaboration among researchers in Green HRM. The dominant presence of scholars from China, the United Kingdom, and Australia suggests that these countries are leading the research agenda in sustainability-focused HRM. This aligns with the increasing corporate sustainability initiatives in these regions, driven by regulatory frameworks and government incentives [3]. However, the network also highlights a need for greater collaboration between developed and developing countries. While European and North American researchers are well-connected,

studies from regions such as Africa and South America appear more isolated. Given the global relevance of sustainability challenges, strengthening international research collaboration could enhance the knowledge exchange and applicability of Green HRM across different economic and cultural contexts. Moreover, the role of emerging economies in Green HRM research is becoming more pronounced. Countries such as India, Malaysia, and Pakistan are actively contributing to the discourse, reflecting the increasing adoption of sustainability practices in developing markets. Future studies should explore how cultural and economic factors influence the implementation of Green HRM in different regions.

6. Challenges and Future Research Directions

Despite the growing recognition of Green HRM, several challenges remain in its implementation and effectiveness. One major challenge is measuring the actual impact of Green HRM practices on corporate sustainability performance. While many studies highlight the benefits of Green HRM, empirical evidence quantifying its long-term effects remains limited [31]. More longitudinal studies are needed to assess the sustainability outcomes of Green HRM initiatives over time. Another challenge is aligning Green HRM with business strategy. Some organizations struggle to integrate sustainability into their core HR policies due to budget constraints, lack of expertise, or competing business priorities. Future research should focus on identifying best practices for aligning Green HRM with overall corporate strategies to ensure its long-term viability. Additionally, there is a need for further investigation into the role of digital transformation in Green HRM. The rise of artificial intelligence (AI), big data, and remote work presents new opportunities for embedding sustainability into HR practices. Research on how digital tools can enhance Green HRM, such as AI-driven sustainability reporting and virtual environmental training

programs, could offer valuable insights for future applications.

5. CONCLUSION

This study provides a comprehensive bibliometric analysis of Green Human Resource Management (Green HRM) and its role in corporate sustainability, highlighting key research trends, influential scholars, and thematic connections. The findings indicate that Green HRM is increasingly recognized as a strategic tool for embedding sustainability into organizational policies, influencing employee green behavior, corporate social responsibility, and green innovation. Despite significant progress in this field, challenges remain, including the need for empirical

validation of Green HRM's impact, alignment with corporate strategies, and integration with digital transformation. Additionally, global research collaboration needs to be strengthened, particularly between developed and developing economies, to ensure a more inclusive understanding of Green HRM across diverse business and cultural contexts. Future research should focus on addressing these gaps by conducting longitudinal studies, exploring digital innovations in Green HRM, and assessing its contribution to sustainable business performance. Ultimately, Green HRM has the potential to be a transformative force in achieving long-term corporate sustainability, benefiting both businesses and society.

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