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GROWING GREENER: A BIBLIOMETRIC ANALYSIS OF GREEN HUMAN RESOURCE MANAGEMENT

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Abstract:

A new area of study in the field of human resource management (HRM) has evolved with the increasing interest towards the environment. The objective of this paper is to investigate the geographical dispersion, magnitude and development of the knowledge foundation by pinpointing noteworthy authors, publications, and terminologies while evaluating current works and emphasizing prevalent patterns of research on green human resource management (GHRM). Using a bibliometric technique, the intellectual framework of GHRM is examined. Findings suggest four clusters in the bibliographic coupling analysis presented in environmental management (cluster 1), employee behaviour towards organizational environmental performance (cluster 2), organizational citizenship behaviour towards the environment (cluster 3), and green supply chain management (cluster 4). The implications of this study suggest that GHRM is crucial to the theoretical and managerial aspects towards sustainable development.

Keywords:

Human Resource Management, Green Human Resource Management, Bibliometric Analysis, Bibliographic Coupling, VOS Viewer.

Introduction

Nowadays, human resource management (HRM) is seen as a strategic method for attaining a competitive edge through activities that emphasise recruiting, training, safety, health, and labour relations. Nevertheless, many businesses do not address the environmental impact of their HR policies and procedures (Krstić, 2021). There is a need to address the lack of environmental effect assessment in HR policies and practises due to the increasing pressure of global competition and the growing concerns of companies regarding cost reduction and environmental sustainability. According to scholars, such as Paillé et al. (2020), HRM plays a vital part in the pursuit of achieving sustainability. In addition, the United Nations has set a new roadmap through the Sustainable Development Goals (SDGs), for all nations to follow until 2030 including Goal 3 (Good Health and Well-being), Goal 8 (Decent Work and Economic Growth), Goal 12 (Responsible Consumption and Production), and Goal 13 (Climate Action) (Mousa & Othman, 2020).

Many studies in HRM have increasingly incorporated sustainability considerations (Bag & Gupta, 2020; Chams & García-Blandón, 2019; Kainzbauer et al., 2021). This emphasizes the organization's sustainability as well as the sustainability of other HRM activities (Macke & Genari, 2019). It involves incorporating environmental considerations into all facets of HRM, including recruitment and selection, training and development, performance management, compensation and benefits, and employee engagement (Pham et al., 2020). The growing recognition of environmental concerns has led corporations to adopt green human resource management (GHRM) as a means of addressing this demand (Luo & Mabrouk, 2022; Singjai et al., 2018; Tweneboa Kodua et al., 2022; Wang et al., 2023). This emphasizes the significance of sustainable development and the need for Green HRM research (Ali Khan et al., 2019). Hence, company leaders, governments, customers, and management researchers are becoming increasingly concerned with environmental sustainability. Studies have shown several important benefits for organizations adopting GHRM. Organizations can learn how to recruit, train, and retain diverse employees, as well as how to manage cross-cultural communication and collaboration hence improving overall performance (Ouyang et al., 2019). Shah (2019) asserted that GHRM contributes to the understanding of the implications of GHRM for environmental management and individual or organizational performance.

In terms of the theoretical foundations of GHRM, the most widely used framework is the abilities, motivation, and opportunities (AMO) model, as outlined by (Bailey, 1993). This model suggests that an employee's performance is influenced by their competencies, motivation, and opportunities to act on environmental sustainability, as described by (Jiang et al., 2012). Another theory, namely resource-based theory is a commonly applied concept that integrates HRM with other organizational areas, including green supply chains (GSC) (Jabbour & De Sousa Jabbour, 2016). As a result, research on GHRM has significantly increased, prompting this study to examine the field. Despite the growing interest in GHRM among practitioners and scholars, as noted by (Yong et al., 2019), there is a lack of a comprehensive bibliometric analysis that evaluates the expanding body of GHRM literature. Thus, this paper thoroughly discusses on GHRM concept, barriers during implementation and organizations' plans to effectively implement GHRM.

Literature Review

In recent years, there has been a growing awareness of the importance of organizations adopting environmentally sustainable practices. Pham et al., (2020) stated that by implementing GHRM practises, organizations can establish a culture of environmental

responsibility that not only benefits the environment but also enhances organisational performance. GHRM integrates green management elements into HRM to improve environmental behaviour. In other words, GHRM refers to the integration of green management elements into the job design, staffing, training and development, motivation, and maintenance functions of HRM to increase employee pro-environmental behaviour, comply with employee expectations, and achieve organisational goals (Shah, 2019). While sustainability refers to an organization's ability to meet its present requirements, without jeopardising future generations' ability to meet their demands (Mousa & Othman, 2020). A significant relationship can be seen between GHRM and sustainability remaining through green activities for instance waste separation and disposal, energy conservation, water conservation, green transportation, and community engagement (Mousa & Othman, 2020) helps to attain sustainability objectives by reducing negative environmental impacts and promoting sustainable workplace practises (Khalid et al., 2021). In summary, organizations should adopt environmentally sustainable practices to improve environmental behaviour and enhance organizational performance. GHRM integrates green management elements into HRM to increase employee pro-environmental behaviour and achieve organisational goals.

Empirical studies have shown the benefits of GHRM; however, the adoption of GHRM practices within an organization may face many challenges and issues which can be both strategic and tactical. The economic barrier was the most critical, with the lack of financial resources being the most significant sub-barrier (Tweneboa Kodua et al., 2022). Limited resources or budgets that an organization faces limit the ability of the organization to invest in green training programs, green technology, and other initiatives that promote environmental sustainability (Bansal et al., 2000). The organization has to allocate a budget for training, empowerment, and rewarding for pro-environmental behaviours towards green HR practices require a proper budget (Luu, 2018).

Thus, the inability of firms to invest in green innovation and technologies can hinder the implementation of sustainable practices and the achievement of Green Total Factor Productivity (GTFP) (Zhang & Vigne, 2021). This barrier is frequently related to a lack of top management support and commitment to GHRM practices where the senior leaders of an organization do not prioritize or allocate sufficient resources to implement GHRM practices (Pham et al., 2020). Concrete solutions can be formulated where the organization has to ensure that top management can support green HR by showing commitment to human resource management and supporting GHRM practices by participating in functional activities, recognizing and taking actions to promote the value of human resources, and mobilizing human resources to achieve green creativity (Huo et al., 2020). This support positively affects the level of collaboration with participating companies and has a direct impact on the company's environmental performance (Lee & Joo, 2020).

Thus, top management plays a critical role in considering the government budget when making decisions related to green initiatives. Government policies and funding can significantly impact the cost and feasibility of implementing green practices. However, businesses should also consider the long-term benefits of sustainability initiatives, such as increased efficiency and cost savings (He & Chen, 2021), improved reputation (Quintana-García et al., 2021), and reduced risk of regulatory non-compliance (Yang et al., 2020).

Methodology

Bibliometric Approach

Scholars in the fields of business and management are increasingly employing bibliometrics to evaluate authors, publications, and journals. The bibliometric approach is a quantitative strategy that employs a science mapping technique to evaluate bibliographic databases (Donthu et al., 2021). It is also a comparative quantitative evaluation method that employs bibliographic information from published academic publications. It examines a variety of bibliographic factors, such as the number of publications, citations, and major trends of themes. Numerous applications can be found, such as "assisting libraries to prioritise acquisitions; providing data for historiography and other studies of the history of scholarship; assisting researchers to obtain (potentially) more relevant information in their areas of specialisation; and providing limited measures of the relative impact or influence of publications and allowing scholars to evaluate or rank these" (Engler, 2014, p. 194).

In recent years, various studies have conducted bibliometric analyses on journal publication trends, discipline, institutions, and countries, as indicated by (Gao et al., 2021; Shahzad et al., 2021). This current study utilizes two key components of bibliometric analysis: performance and science mapping. Science mapping is utilized to depict the field's structure and dynamics, while performance analysis measures productivity and impact based on the number of publications and citations, as described by (Gao et al., 2021). To achieve our analysis's objectives, we present the following analysis.

Research Design and Data Collection Procedure

Data for this study was collected from the WoS Core Collection database, which is commonly used in bibliometric studies due to its impact factor and is widely recognized as the most significant index available, as noted by (Huertas González-Serrano et al., 2020). With over 14,000 journals, the database is regarded as of the highest quality, as stated by (Mongeon & Paul-Hus, 2016).

Search String

To search for this study, the search string listed in Table 1 was entered into the "subject" field of a document search on the WoS database. The search was not restricted to any specific document type, including scholarly journal articles, conference proceedings, books, book chapters, letters, and notes. The search was conducted on March 18, 2023, and the default language for the search was English for the title, abstract, and keywords. The search yielded a total of 633 publications published between 1993 and March 2023.

Table 1: Search String in WoS Database

Keywords	Justification
"green HRM*" OR "green human resource*" OR "GHRM*" OR "sustainab HRM*" OR "sustainab human resource*"	To determine the development of GHRM research.

Source: Web of Science

Result and Analysis

The analysis of publication trends and descriptive statistics was conducted using a dataset of 633 publications published between 1993 and 2023, as obtained from the WoS database. Although the earliest article was discovered in 1993, interest in the topic increased around 2022, about the time that GHRM became a leading management and organisation issue. Based on annual GHRM publications, the number of studies has continuously increased from the first year of publishing in 1993 to the most current year of publication in 2022. It is anticipated that the numbers will continue to rise in the future. Figure 1 displays the descriptive analysis based on the collected data.
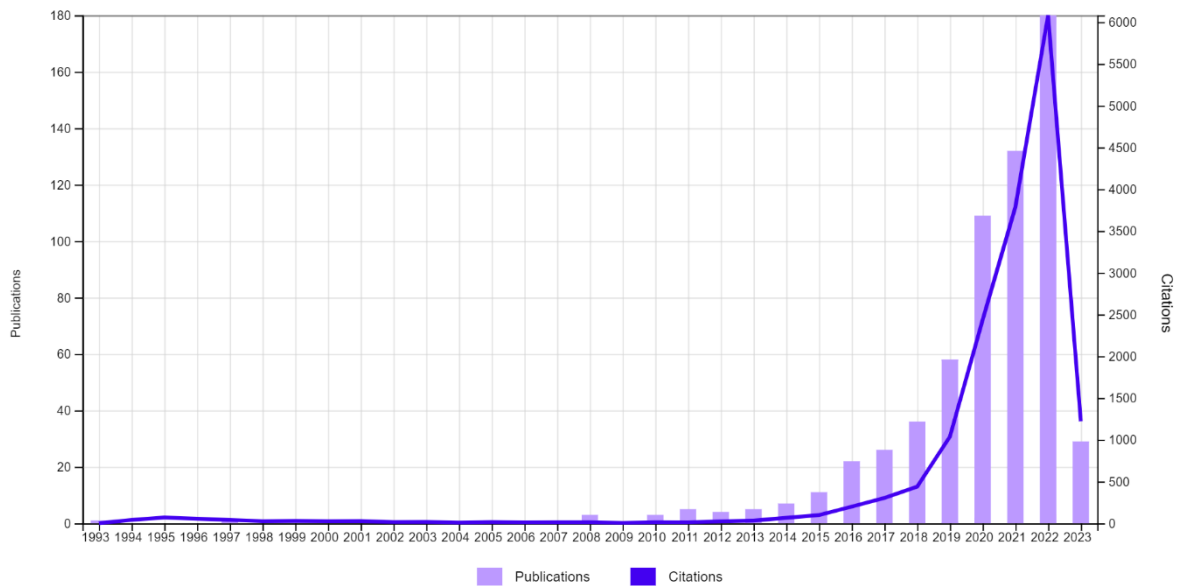
**Figure 1: Number of Publications and Citations on GHRM**

Findings and Discussion

TheMost Productive Countries

This section examines the contributions of authors worldwide to GHRM research. Table 2 displays the authors from different countries who have contributed more than five articles between 1993 and 2023. During this period, ten academic institutions had published at least five articles. These findings reveal that scholars and researchers from China, Pakistan, and Malaysia have made significant contributions to GHRM research. It is worth noting that some of these countries have a strong emphasis on GHRM and have high total link strength.

Table 2: Top 10 Countries of GHRM

| Rank	Publication	Documents	Citation	Total link strength
1	China	120	3275	371986
2	Pakistan	98	1804	341321
3	Malaysia	84	1900	293094
4	India	62	1021	177370
5	Australia	45	1971	152130
6	England	40	2529	133946
7	France	33	2294	129776
8	Saudi Arabia	23	530	95917
9	USA	28	1794	85886
10	Turkey	16	213	72017
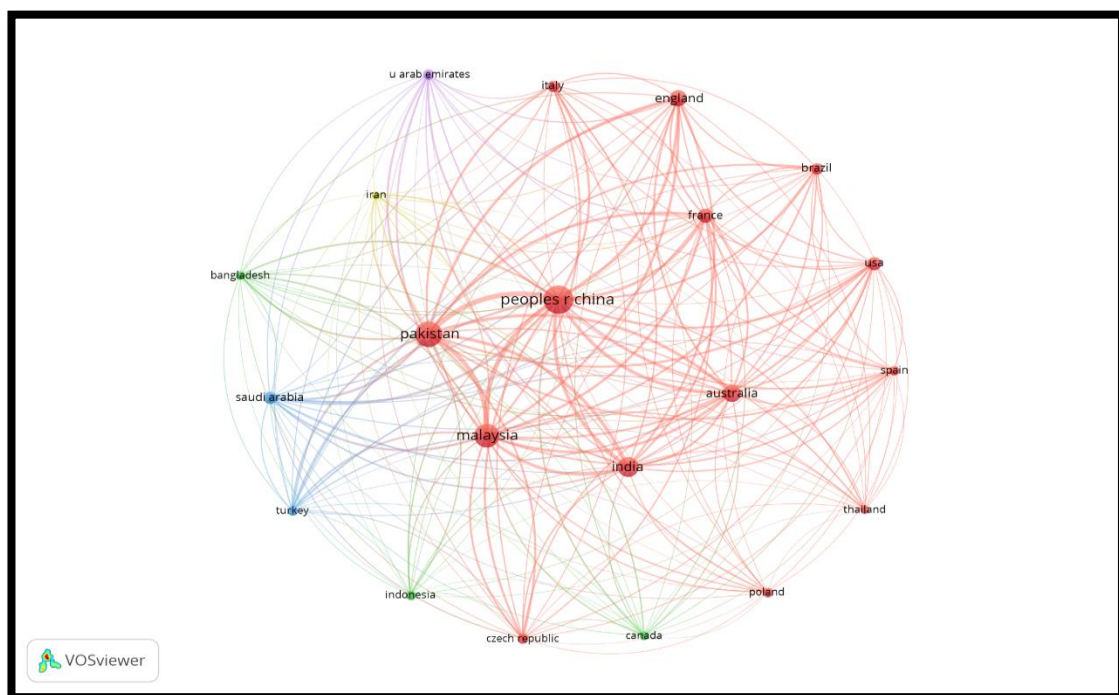
Figure 2: Top 10 Countries of GHRM

Bibliographic Coupling

Bibliographic coupling is a bibliometric technique that assesses the similarity or link between two scholarly publications based on their shared references. The bigger the number of citations shared by two documents, the stronger their bibliographic coupling. Out of the 633 documents, 63 documents met a threshold of 67 citations. These 63 documents create 4 clusters. The top documents based on total link strength (TLS) are Amrutha (2020) (960 TLS), Mousa (2020) (863 TLS) and Masri (2017) (847 TLS).

Table 3: Top 10 Documents in Bibliographic Coupling Analysis

Rank	Publication	Citation	Total link strength
1	Amrutha (2020)	111	960
2	Mousa (2020)	127	863
3	Masri (2017)	191	847
4	Pham (2020)	73	831
5	Zaid (2018)	221	814
6	Chams (2019)	111	807
7	Gupta (2018)	100	773
8	Yong (2020a)	144	749
9	Yong (2020b)	67	748
10	Yusliza (2019)	86	736

The network visualization of bibliographic coupling is depicted in Figure 3. The four clusters
are manifestly distinct from one another. The following section examines current GHRM
trends. The clusters are identified based on an inductive interpretation of representative cluster
articles and a synthesis of common themes and research streams.
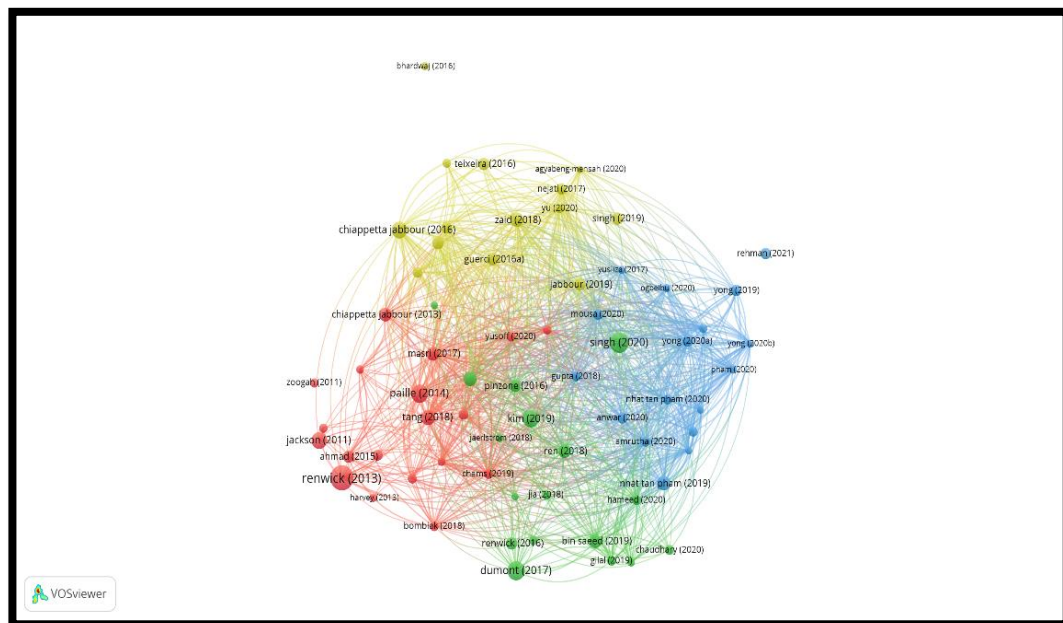
Figure 3: Bibliographic Coupling of GHRM

Cluster 1 (Red): Environmental Management (EM)

Jackson et al., (2011) suggested opportunities in the intersection of strategic human resource
management (HRM) and environmental management. Renwick et al., (2012) note that the
understanding of how GHRM practices affect employee motivation to engage in environmental
activities lags behind the understanding of how organizations foster green competencies and
provide opportunities for employees to participate in environmental management activities. In
a separate study, Paillé et al. (2014) found that environmental citizenship behaviour fully
mediates the relationship between strategic HRM and environmental performance and that
internal environmental concern moderates the effect of strategic HRM on environmental

citizenship behaviour. The representative studies show organizations should foster green competencies and provide opportunities for employees to participate in environmental management activities, as environmental citizenship strongly affects the relationship between strategic HRM and environmental performance.

Cluster 2 (Green): Employees Behaviour towards Organizational Environmental Performance

Dumont et al. (2017) discovered that GHRM has a positive influence on both in-role and out-of-role pro-environmental behaviour of employees but through different social and psychological mechanisms. More specifically, the study found that GHRM practices had a direct positive impact on employees' pro-environmental behaviour, while the relationship was mediated by pro-environmental psychological capital. Similarly, Saeed et al (2019) reported that GHRM leads to increased organizational commitment and eco-friendly behaviour among employees, which in turn has a positive impact on hotels' environmental performance, based on the findings from (Kim et al., 2019) study. In conclusion, GHRM practices have a direct positive impact on employees' pro-environmental behaviour, are supported by pro-environmental psychological capital, and have a positive impact on the organization's environmental performance.

Cluster 3 (Blue): Organizational Citizenship Behaviour towards Environment (OCBE)

Yong et al. (2020) highlight that green recruitment and training, two GHRM practices, have a positive impact on sustainability. Anwar et al., (2020) in their study discovered that the employees' engagement in organizational civic behaviour towards the environment (OCBE) serves as a mediator in the association between GHRM practises and the environmental performance of a university campus. In another study, Pham et al., (2019) study yielded both expected and unexpected results, including the direct effects of GHRM practices on OCBE, the interaction of three GHRM practices (training, performance management, and employee involvement) that can enhance employees' voluntary green behaviour depending on the level of green performance management and green employee involvement, and green training being considered a crucial mechanism for boosting employees' voluntary green behaviour. Green training plays a key mechanism for boosting voluntary green behaviour. As a result, GHRM practices have a positive impact on sustainability, with OCBE mediating the relationship.

Cluster 4 (Yellow): Green Supply Chain Management

Jabbour & De Sousa Jabbour (2016) asserted that despite the efforts of scholars in promoting green supply chain management (GSCM) and GHRM to foster sustainability in organizations, there has been a significant delay in the integration of these two contemporary areas. This delay can be attributed to a greater gap in integrating SCM and HRM. Guerci et al. (2016) conducted a survey with multiple respondents, including human resource managers and supply chain managers in Italy, which confirmed the hypothesized mediation model that green human resource practices have an impact on environmental performance. Zaid et al.(2018), found that GHRM practices have a direct impact on sustainable performance, with the mediating effect of green supply chain management practices. Thus, GSCM and GHRM have been promoted to foster sustainability, although there has been a delay in integration due to a gap in integrating SCM and HRM.

Conclusions and Future Directions

GHRM has gathered a great deal of interest from both researchers and practitioners. Prior research and the authors' review of GHRM-related publications indicate that this topic is expanding rapidly. Numerous factors contribute to this result. First, GHRM is integrated with industrialization, urbanisation, and environmental management. The objective of GHRM is to reduce the carbon footprint of every worker. GHRM also pertains to the management of resources and labour engagement for pollution control. It is also proposed that businesses should be aware of the resources and competencies that contribute to the sustainability of their human resource management.

The purpose of the bibliometrics analysis is to comprehend the dominant research trends in a particular topic or journal. It is a great method for gathering information regarding a certain field of study during a specified period. It assists readers in obtaining relevant information from many sources. This study examines GHRM-related research published in various journals between 1993 and 2023. We compiled bibliographic information using the WoS database. This study gives significant information on published articles, major contributors, and institutes conducting current GHRM research.

As such, it is highly recommended to complement this approach with a systematic qualitative literature review to obtain a more comprehensive understanding. Competent and motivated employees are essential for the successful implementation of sustainable development in organizations (Piwowar-Sulej, 2021). Furthermore, there is a need to conduct a study on the effectiveness of individual HRM functions in the context of sustainable HRM, which could potentially uncover additional barriers to implementation. According to Li et al. (2021), firms are granted subsidies by the government as a means to encourage investment in green technology and facilitate emission reduction within the framework of the cap-and-trade scheme. Future research should aim to investigate the impact of government subsidies and incentives on the promotion of green technology investment and the reduction of emissions.

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