

# Bibliometric Insights into Green Human Resource Management: A Connection with Business Ethics and Values

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## Abstract

In the burgeoning literature on Green Human Resource Management (GHRM) research, this study addresses a noticeable gap by systematically tracing the historical evolution and contemporary trends in the field. Employing bibliometric analysis from 2006 to 2023, 654 publications were scrutinized from the Scopus database, identified through references to GHRM in titles, abstracts, or keywords. The analytical tools utilized, including the Biblioshiny package of RStudio and VOSviewer (version 1.6.16), facilitated a comprehensive examination of the extracted data. This study goes beyond mere quantitative metrics, engaging in performance analysis to discern the number of publications and citations, highlighting the most productive outputs, influential authors, and pivotal articles. Additionally, a nuanced co-word analysis was conducted, exploring the semantic connections within GHRM literature. Notably, this research extends its purview to examine the ethical dimensions of GHRM by assessing the number of publications in universities and countries. By exploring international collaboration through a science-mapping tool, the study underscores the interconnectedness of global efforts and sheds light on how ethical considerations permeate collaborative research endeavors. The investigation delves into current trends within GHRM inherently touches upon ethical implications, given the field's focus on sustainable and responsible human resource practices. Furthermore, the insights provided into future directions within GHRM research inherently contribute to the discourse on business ethics and values, as they guide the trajectory of sustainable and ethically grounded practices within organizations. In essence, this study offers a comprehensive examination of GHRM literature as a research domain and a critical contributor to ethical considerations in contemporary business practices.

**Keywords:** Green Human Resource Management, Sustainability, Environmental Performance, GHRM, Bibliometric Analysis, Scopus.

## Introduction

The 2020 Sustainable Development Goals (SDG) report emphasizes the imperative for collective action from stakeholders to combat environmental pollution and climate change (UN, 2020). The heightened competition driven by globalization, digitalization, and technological advancements over the past two decades has raised concerns about the indiscriminate use of natural resources by organizations, neglecting the well-being of future generations (Cugueró-Escofet et al., 2019; Awasthi & Saxena, 2013). This rampant depletion of resources underscores the global imperative for environmental sustainability (Tutar et al., 2023; Kharbanda & Singh, 2022). To address these challenges, organizations are increasingly evaluating their operations and actively participating in initiatives that contribute to

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environmental solutions (Jabbour & De Sousa Jabbour, 2016). Renowned scholars, such as Nanda et al. (2020), D. W. S. Renwick et al. (2016), and Jabbour & De Sousa Jabbour (2016), have underscored the important role of Green Human Resource Management (GHRM) in this context. GHRM entails organizational policies and practices within Human Resource Management that foster a positive environmental impact and enhance the overall environmental performance of the organization. While an exact definition of GHRM

remains elusive, Guiyao et al. (2017) describe it as a scale for credibility and development, resulting in employees' green behavior and awareness through the adoption of a green perspective and the establishment of green communication channels.

Latan et al. (2018) and Imam & Ali, (2011) assert that the functions and measures of GHRM have tangible implications, influencing employees' daily tasks, positively affecting their lives, and enhancing their overall performance. According to D. W. Renwick et al. (2013), GHRM not only enhances organizational credibility but also fosters employee retention and attracts a more environmentally conscious workforce. This conceptualization firmly places GHRM within the realms of sustainability, environmental performance, ecological concerns, and environmental HR practices.

In the vast landscape of scientific publication analysis, bibliometric analysis stands out as a pervasive and widely utilized methodology. In the current bibliometric analysis of GHRM, authors contribute to the existing literature by uncovering the most cited authors, productive journals, and affiliations, conducting co-author analysis, exploring keywords co-occurrence, and performing co-citation analysis. This paper aims to provide an up-to-date analysis of GHRM literature, offering valuable insights for future studies to advance research in the field, particularly in the context of business ethics and values. The intersection of GHRM with ethical considerations and values is crucial for fostering sustainable practices and responsible corporate conduct, making this analysis pertinent to the broader discourse on ethical business practices and values-driven decision-making in contemporary organizations (Bhattacharjee, 2011). With this objective, the current study underpins the following research questions:

**RQ1** What is the current publication pattern of

GHRM research from 2006 to the present?

**RQ2** Who are the most influential authors and their contributions to GHRM literature?

**RQ3** What is the current state of collaboration of co-authors and countries?

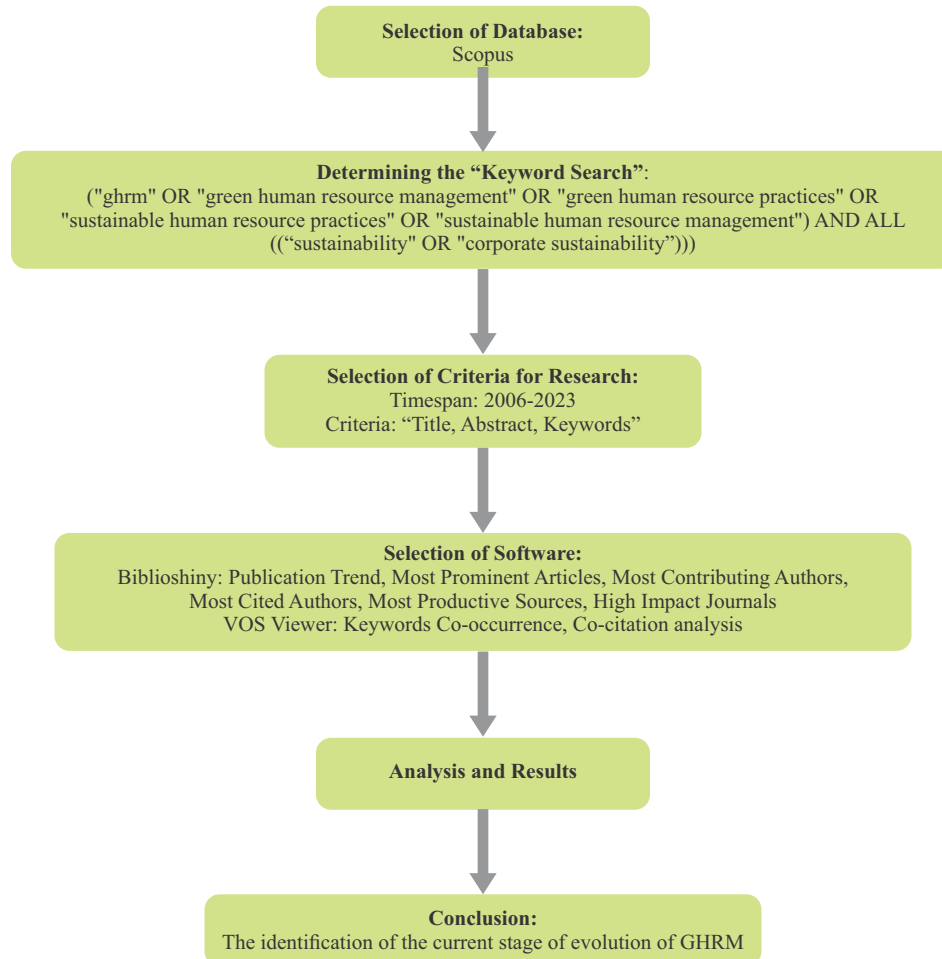
To explore the specified research queries, the investigation focused on two primary categories within bibliometric analysis: performance analysis and science mapping. Performance analysis entailed the evaluation of articles, authors, countries, and journals, incorporating metrics such as the number of publications and citations, as outlined in earlier studies (Donthu et al., 2021). This approach aids in identifying the most influential and impactful authors, articles, countries, and sources. Furthermore, the science mapping technique is employed to visualize the network of publications by considering the attributes and characteristics of the articles (Donthu et al., 2021; Zupic & Čater, 2015). In this study, two science mapping bibliometric techniques are employed. Firstly, co-author analysis investigates the relationships among author publications, providing insights into the evolving knowledge base of GHRM research over the years. Secondly, co-authorship analysis of countries. It shows the collaboration pattern of countries and their connection in GHRM research.

## Methodology

Bibliometric analysis has become a widely used method for researchers, which helps them to know the trend of research in respective domains; it allows authors and academicians to analyze the vast amounts of research studies with high-quality research output (Papademetriou et al., 2023). According to (Markoulli et al., 2017), bibliometric analysis is a systematic and scientific technique to analyze any field of study. This approach is more scientific and systematic as compared to the traditional methods; therefore, in this study, authors

have adopted a bibliometric analysis tool to give a more comprehensive review of research publications done in Green Human Resource Management. Figure 1 highlights the pictorial view of the systematic methodology chosen in this

paper. Figure 1 depicts that the methodology consists of five steps: selection of database, determining the keyword search, selection of criteria for research, selection of software, analysis and results, discussion, and conclusion.



**Figure 1. Overview of Bibliometric Review**

### *Choosing the Database*

The first step in the process of bibliometric analysis is to select the appropriate database to meet the stated objectives. Hence, the database must be unfailing and suitable for the study to accomplish the analysis (Rueda et al., 2007). The PubMed, WOS, ABDC, SSCI, and SCOPUS are considered as trustworthy and up to the minute. Therefore, in this study, the authors have used the Scopus database, which has a vast collection of research articles, conference papers and book chapters, etc.

In addition to that it is a widely used database by research scholars and academicians worldwide.

### *Scope of search*

The present paper includes studies related to specifically Green Human Resource Management. Only those papers have been extracted that specifically focused on GHRM and included environmental performance. Those papers were removed that did not address the objectives of our study.

### *Search Criteria*

Based on the previous research done on the topic of GHRM, search query is TITLE-ABS-KEY ("ghrm" or "green human resource management" or "green human resource practices" or "sustainable human resource practices" or "sustainable human resource management") and ("sustainability" or "corporate sustainability"). Upon entering this search string, the search result showed 853 documents related to GHRM from 2006 to 2023. However, documents were not included from all the subject areas, languages, publication stages, etc., after filtering by these criteria; the remaining documents were only 654. In addition, articles were retained for the study after ensuring that the selected sample was from GHRM literature.

### **Data Analysis and Visualization**

For analysis, the extracted final sample RStudio's "Biblioshiny" package, was used as it is largely used user-friendly performance analysis tool for bibliometric analysis (Aria & Cuccurullo, 2017) and for VOS viewer, science mapping using VOS viewer is used which produces a large volume of data in the form of a table, graph, plots and spatial visualization of data of different type such as keyword co-occurrence, co-authorship analysis, bibliographic coupling, etc. (van Eck & Waltman, 2010). By the recommendation of (Aria & Cuccurullo, 2017) and (van Eck & Waltman, 2010), both the software, RStudio's "Biblioshiny" and "VOS Viewer" respectively, were used for bibliometric analysis.

### **Results**

This section is primarily divided into two main subsections: the first provides an overview of the data extracted from the Scopus Database using RStudio, and the second presents bibliometric maps generated using VOSviewer (version 1.6.16). The Biblioshiny software provides information regarding publication trends of articles, most prolific authors, journals, and relevant keywords. Apart from the data analysis provided by Biblioshiny package, the VOSviewer software provides Bibliometric mapping of data for co-authorship and country collaboration. Both performance analysis and science mapping techniques were applied to analyze a dataset comprising 654 exported articles. In this study, performance analysis was conducted to extract data on the number of publications and citations spanning from 2006 to 2023, the publication trend, and the most influential authors, articles, and countries. Furthermore, the study delves into the primary research areas within the field of GHRM scholarship. In addition to this, co-authorship analysis, and collaboration among countries are analyzed using science mapping techniques.

#### *Overview of the search result*

The descriptive analysis, as shown in Table 1, highlights the timespan, total number of documents, year-wise growth trends, average citations per document, keywords, etc. The table reveals that the data collection process yielded 654 documents from 1738 authors, published in the English language between 2006 and 2023, as part of the GHRM research.

**Table 1 Overview of data**

Main information about data	
Timespan	2006:2023
Documents	654
Annual Growth Rate %	34.94
Average citations per doc	36.91
Keywords Plus (ID)	880
Authors	1738
Article	625
Review	29

*Sources, affiliations and countries*

Figure 2 displays the year-wise publication trend in GHRM research, with a noticeable surge in scholarship since 2006, where the number of publications, which was initially modest at n=1, increased to 163 articles in 2023. The first article published in the period between 2006 to 2023 was by (Andrew Brown et al., 2006) "Sustainable Human Resource Management in China: a study of a German multinational corporation". This article proposed three building blocks of sustainability regarding HRM attracting employees; employee

encouragement; and managing employees' needs. The number of publications was very low in the period between 2006 and 2012. However, after 2012, this figure started increasing gradually and after 2015, it increased exponentially from 4 in 2015 to 163 in 2023. In the previous five years, i.e., 2018 to 2023, recorded a total number of 602 articles, which is around 92% of the total publications from 2006 to 2023. The total publications increased from 1 in 2006 to 163 in 2023.

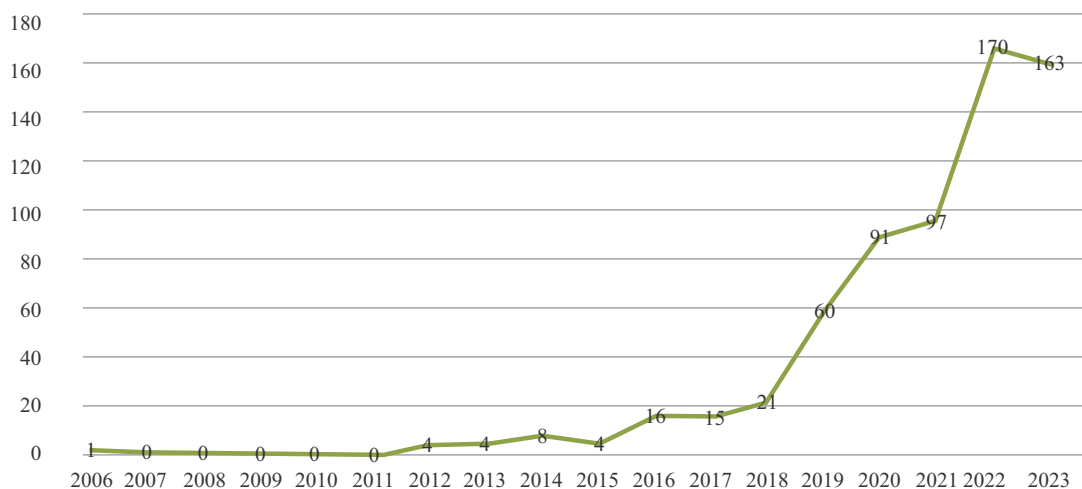
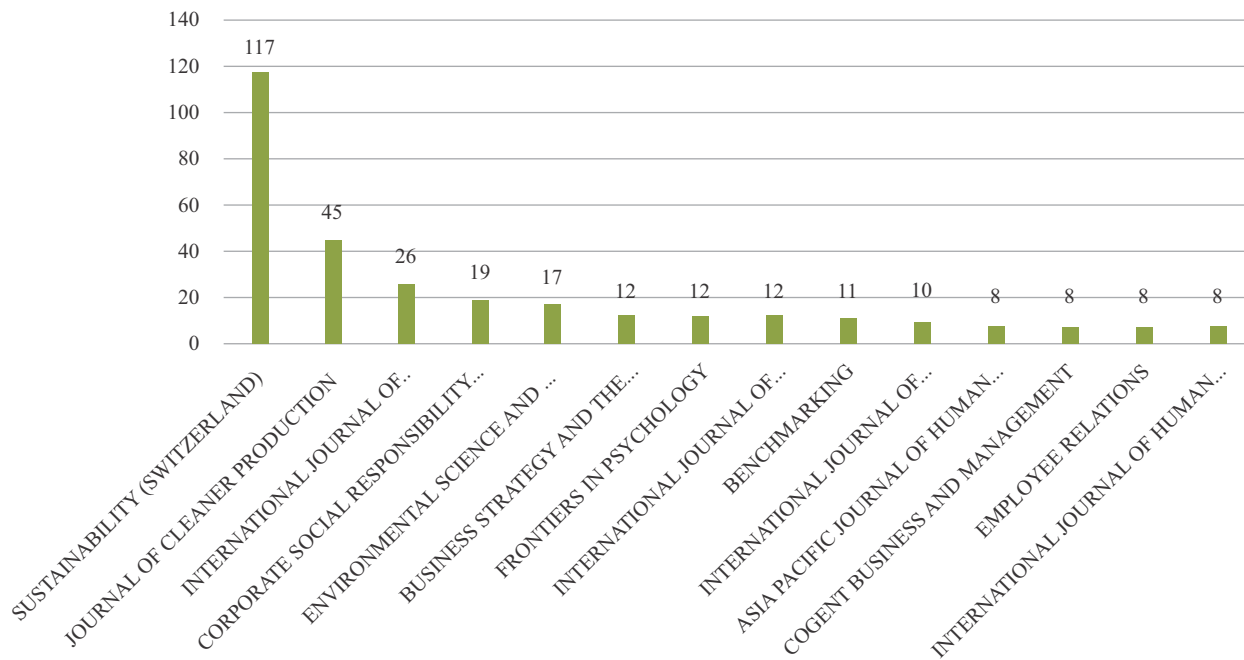
**Figure 2 Publication Trend**

Figure 3 presents insights into the leading journals in GHRM scholarship. Notably, the Sustainability, Journal of Cleaner Production, International Journal of Manpower, Corporate Social Responsibility and Environmental Management,

Environmental Science and Pollution Research, Business Strategy and the Environment, and Frontiers in Psychology stand out as the top seven journals with the highest number of published articles in this field. The Journal of Sustainability

has published the highest number of articles on GHRM with 117 publications followed by the Journal of Cleaner Production with a total number of 45 publications. It is interesting to note that out of 14 journals, top four journals are in the sustainability area and publications in these journals are increasing exponentially. This demonstrates a significant level of interest from researchers and academia in this field.

In addition to the data presented in Figure 3, Table 2 presents information about High Impact Journals within the field of GHRM. For instance, seven journals, each with an h-index surpassing seven, encompass the Journal of Cleaner Production, Sustainability (Switzerland), International Journal of Manpower, Corporate Social Responsibility and Environmental Management, Benchmarking, International Journal of Human Resource Management, and Employee Relations.



**Figure 3 Top Relevant Journals**

**Table 2 High Impact Journals**

Element	h_index
Journal of Cleaner Production	35
Sustainability (Switzerland)	27
International Journal of Manpower	16
Corporate Social Responsibility and Environmental Management	13
Benchmarking	10
Business Strategy and the Environment	8
International Journal of Hospitality Management	8
Employee Relations	7
International Journal of Human Resource Management	7
Asia Pacific Journal of Human Resources	6
Journal Of Sustainable Tourism	6
Cogent Business and Management	5
Environmental Science and Pollution Research	5
Frontiers In Environmental Science	5
International Journal of Contemporary Hospitality Management	5

Researchers studying in 86 universities published 204 articles. Of these universities, 194 articles were published by the top 10 universities as given in Table 3. Table 3 shows the most productive affiliations that have published 15 or more publications. Universiti Malaysia Terengganu (40),

Universiti Putra Malaysia (22), Xi'an Jiaotong University (20), University of Alicante (18), and Universiti Sains Malaysia (17) are among the top 5 universities that have contributed most to the GHRM research.

**Table 3 Most productive universities**

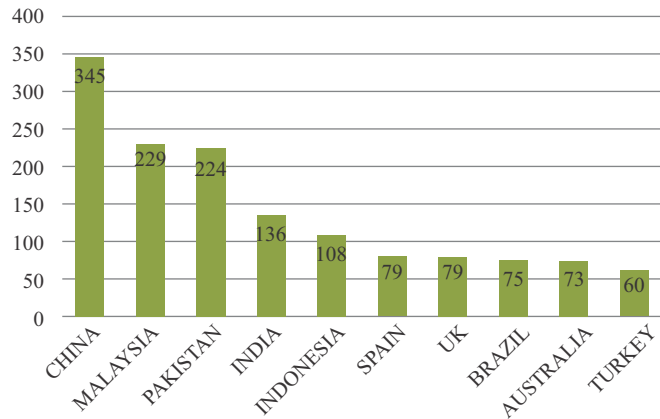
Affiliation	Articles
UNIVERSITI MALAYSIA TERENGGANU	40
UNIVERSITI PUTRA MALAYSIA	22
XI'AN JIAOTONG UNIVERSITY	20
UNIVERSITY OF ALICANTE	18
UNIVERSITI SAINS MALAYSIA	17
MONTPELLIER BUSINESS SCHOOL	16
SLOVAK UNIVERSITY OF TECHNOLOGY IN BRATISLAVA	16
EASTERN MEDITERRANEAN UNIVERSITY	15
JIANGSU UNIVERSITY	15
KING FAISAL UNIVERSITY	15

Figure 4 reports the top 10 countries out of 71 countries, published 2187 articles. The foremost contributing country is China, which published 345

articles comprising 15.77% of the total publications considered in this study. Additionally, other leading contributing countries include Malaysia with 229

publications, Pakistan with 224 publications, India with 136 publications, and Indonesia with 108 publications.

**Figure 4 Countries' Production Over Time**



#### *Most impactful authors and keywords*

This section offers insights into the most impactful authors. As illustrated in Table 4, Jabbour, C.J.C., Yusliza, M.Y., Yong, J.Y., Ramayah, T., Chaudhary, R., and Tang, G.Y. emerge as the leading figures in GHRM scholarship. The top publication of Jabbour CJ "Green Human Resource Management and Green Supply Chain Management: Linking Two Emerging Agendas" has also received much attention and appreciation. This list includes Renwick D S, who is a prominent scholar known for the seminal paper "Green Human Resource Management: A Review and Research Agenda,"

which has received 833 citations, indicating its substantial influence in the GHRM research. Other than this, Guerci M produced an article titled "Progressing in the Change Journey Towards Sustainability in Healthcare: The Role of 'Green' HRM", and Yusliza M's "Connection Between Green Intellectual Capital and Green Human Resource Management", Ramayah T's "Pathways towards Sustainability in Manufacturing Organizations: Empirical Evidence on the role of Green Human Resource Management" is considered as the top publications in the field of GHRM.

**Table 4 Authors of high impact factor**

Authors	h_index
JABBOUR CJC	15
YUSLIZAMY	12
GUERCIM	6
RAMAYAHT	6
YONGJY	6
CHAUDHARYR	5
CHENY	5
RENWICK DS	5
FARRUKHM	5
FAWEHINMIO	5



Co-word analysis, as mentioned by (Michel Callon et al., 1983), constitutes a valuable methodology for elucidating the conceptual framework of research within a specific field. The analysis reveals that, keyword such as 'environmental

performance,' 'hrm,' 'green hrm,' 'environmental management,' 'green behavior,' 'sustainable hrm,' 'supply chain,' 'human resource management,' 'corporate social responsibility,' 'supply chain management,'and



Figure 5 Most Relevant Words

**Bibliometric mapping of data**

*Co-authorship Analysis*

Figure 6 displays the network connections among the top 129 authors who have authored 2 or more publications in the field of GHRM between 2006 and 2023. Using VOS viewer software, fifteen author clusters were identified. The three authors with the highest linkages are as follows: Jabbour

CJC in the brown cluster (total links =25), having co-authored 26 documents with authors including Renwick D, Yousliza MY, Yong JY; Yousliza MY in the red cluster (total links=16), having co-authored 16 documents with authors including Jabbour, Ramayya, Fawehinmi; and Yong JY, also in the red cluster (total links =12), who has co-authored 7 documents with authors including Jabbour CJC, Ramayya T, Yousliza MY, and 3 others.

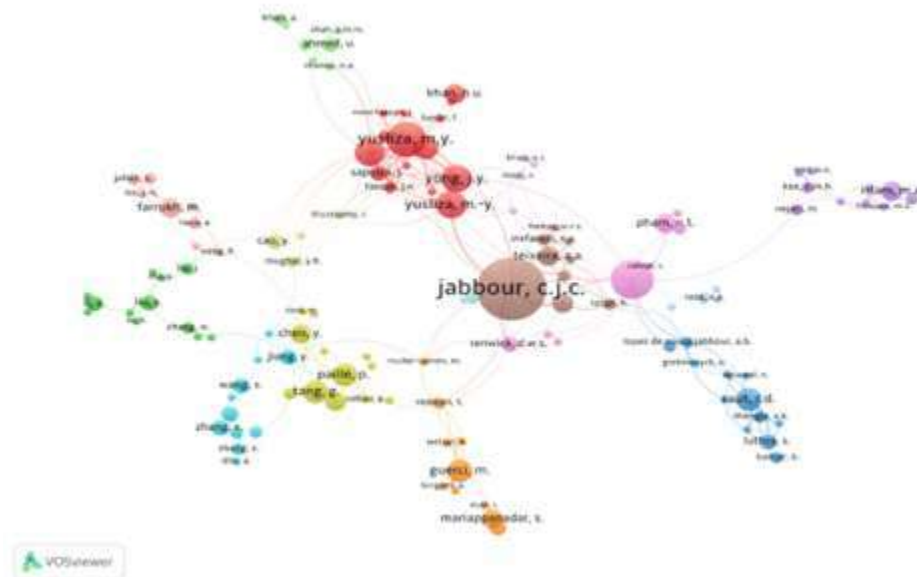


Figure 6 Co -authorship Analysis

### Co-authorship analysis of top 60 countries

7 shows a co-authorship analysis involving the top 60 countries that have co-authored 2 or more documents, resulting in 12 distinct clusters. Notably, China leads in co-authorship, having collaborated on the most significant number of documents, followed by Pakistan, Malaysia, India, the UK, and Australia in the top six countries in terms of document production. China has co-authored 133 documents, involving 40 countries, with majority of documents co-published with Pakistan, Malaysia, India, the UK, and others.

Pakistan identified in the orange cluster, having published 93 documents, collaborated with 29 countries, including India, the UK, Australia, Australia, and Malaysia. Malaysia, has contributed 90 documents, collaborating with 29 countries, including Australia, France, Indonesia, Saudi Arabia, and India among the key co-authors. India, positioned in the brown cluster, ranks as the fourth largest co-authoring country, having co-authored 62 documents with 15 countries, including Pakistan, China, Malaysia, Bangladesh, the UK, and Turkey, among the most prominent co-authorship partners.

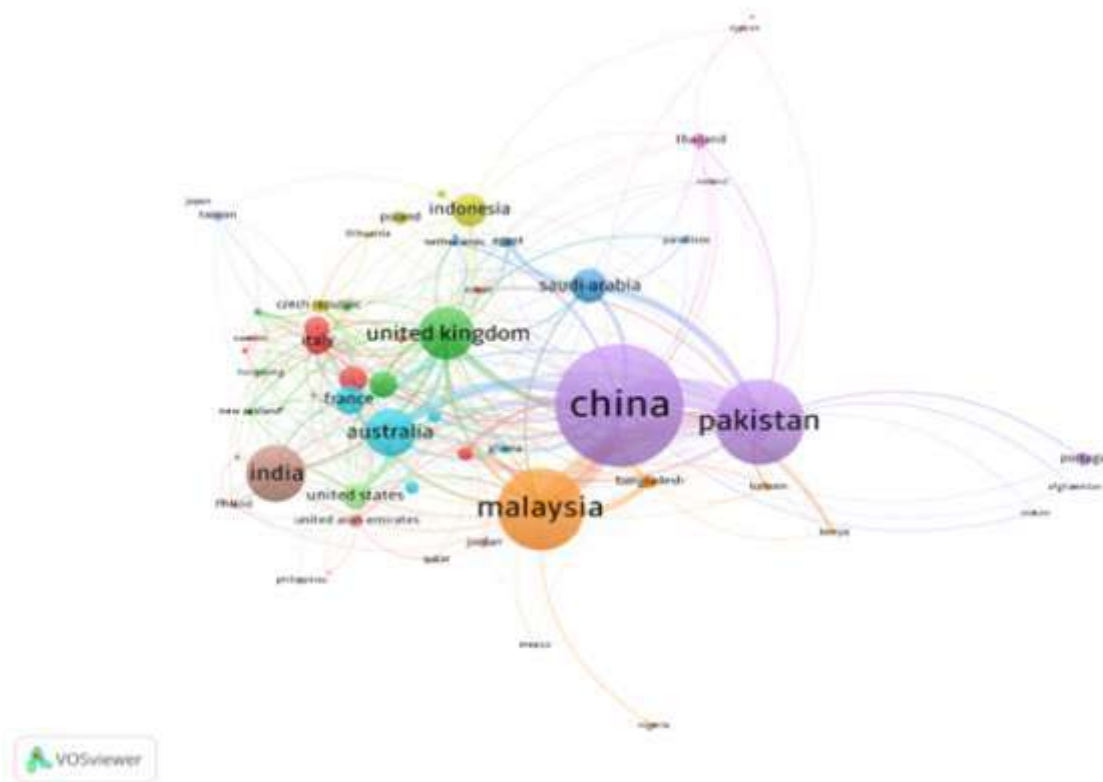


Figure 7 Co-authorship Analysis With Top 60 Countries

### Discussion

The current study made considerable support to the Green HRM literature by specifying notable and renowned scholars, trending keywords, and the high impact journals and articles. The findings reveal that some selected prominent authors (e.g., JABBOUR CJC, YUSLIZA MY, RAMAYAH T,

GUERCI M, YONG JY) produced the most impactful studies in the domain of Green HRM. The literature on GHRM is continuously growing with new research outcomes and gaining the attention of researchers globally (Bahuguna et al., 2023). The analysis of current research findings has revealed that the Sustainability (Switzerland), Journal of Cleaner Production, International Journal of

Manpower, etc. are top journals in the field of Green Human Resource Management. An analysis using Biblioshiny shows that Jabbour CJC, Yusliza MY, Daily B F, and Tang G have shown the increasing production of research articles over time, and analysis of the affiliations indicates that University Malaysia Terengganu, University Putra Malaysia, Xi'an Jiaotong University, University Sains Malaysia are the popular institutions doing research in Green HRM and measuring its impact on Environmental Performance of organizations. Crucially, this extensive analysis not only unveils the evolution of GHRM research but also underscores its intrinsic alignment with the intensifying focus on business ethics and values. GHRM, by its very nature, goes beyond conventional HR practices, delving into ethical considerations through the promotion of responsible resource usage, sustainable initiatives, and a heightened sense of corporate social responsibility (Ratna, 2018). The collaborative efforts among researchers and institutions across the globe serve as a compelling testament to a collective ethical commitment. This commitment is directed towards cultivating environmentally conscious human resource practices, thereby making a substantial contribution to the broader objectives of fostering sustainable and ethically driven business operations. In essence, the study not only sheds light on the academic landscape of GHRM but also reinforces its pivotal role in shaping a conscientious and values-driven approach within the realm of contemporary business practices.

### Limitations

In order to provide a complete analysis, it is also important to acknowledge and address some limitations of this research study. By using only one database, Scopus, this limitation constrains generalizability of results. Although the utilization of the Scopus database for search, retrieval, and analysis has been substantiated in previous

bibliometric studies, it is important to acknowledge that there is a potential limitation in terms of articles on GHRM that may not be included in the Scopus database but there could be journal article indexed in WoS (Web of Science) database. For exhaustive analysis, we recommend more database like WOS. Future research might explore the use of software that facilitates data integration from both WoS and Scopus database, while carefully addressing potential paper duplication. This consolidated dataset could then undergo comprehensive bibliometric analysis. Alternatively, forthcoming research endeavours could leverage the Web of Science (WoS) database to either validate or question the generalizability of the findings elucidated in this study. Secondly, due to the substantial size of the database, this current bibliometric analysis does not analyse the underlying theories, dimensions, constructs, interventions, and methodologies of the reviewed articles. An in-depth examination of each of these areas would necessitate distinct thematic reviews tailored to the specific research area. Future researchers are encouraged to consider separate, specialized reviews of GHRM theories, dimensions, or methodologies, providing a more comprehensive exploration.

The objective of our study was to identify the most influential authors, most productive journals, universities, and countries, co-word analysis, co-author analysis, and co-authorship analysis of countries using the science-mapping tool. Subsequent investigations could explore alternative bibliometric methodologies, including keyword co-occurrence, bibliographic coupling, social cohesion, network visualization mapping, and utilize diverse bibliometric software such as SciMAT.

### Conclusion and Future Research Agenda

The bibliometric analysis of this paper reveals the significance of GHRM as a growing field. The main objective of GHRM is to engage the human

resources working in the organization towards environmental sustainability along with the improvement of the organization's environmental performance. Several business organizations have already established their own procedure and protocols to implement environmental management practices. GHRM practices promote the pro-environmental behaviour of human resource working in the organization and instil a sense of answerability towards the organization (Ali et al., 2020; Blok et al., 2015; Munawar et al., 2022) (Ali et al., 2020).

To shed light on future research directions and provide valuable recommendations, the following actions might be considered: It is most important to give a precise definition of GHRM (Ari et al., 2020). Therefore, it is important to prioritize the examination of the relationship between GHRM and other related concepts. We are recalling the already studied concept by (D. W. Renwick et al., 2013), who delivered one of the first Systematic Literature reviews on the topic of GHRM. By clearly delineating its boundaries from other HRM areas, GHRM can be more precisely defined, conceptualized, and measured. This study provides valuable insights into the historical and contemporary trends within the field of GHRM research. The bibliometric analysis covering the past two decades is a valuable resource for students, emerging researchers, and academicians. Furthermore, the information on the most cited publications, prolific journals, influential authors, and leading countries is a valuable asset for anyone engaged in scientific inquiries related to GHRM. As organizations increasingly recognize the imperative of environmental sustainability, future studies could delve into the ethical considerations and values underpinning Green Human Resource Management practices. Exploring the ethical dimensions of GHRM, such as the alignment of environmental practices with organizational values and ethical decision-making processes, could provide a deeper understanding of the ethical

implications of GHRM strategies. Additionally, there is an opportunity to investigate the role of business ethics in shaping GHRM policies and the impact of ethical considerations on employee behaviour and organizational performance. This research could contribute to the development of a comprehensive framework that aligns GHRM with ethical principles and values, fostering a sustainable and responsible approach to human resource management. Moreover, examining the ethical perspectives of key stakeholders involved in GHRM implementation, including employees, management, and communities, could offer insights into the ethical challenges and opportunities in the pursuit of environmental sustainability. Overall, integrating business ethics and values into the evolving field of GHRM could guide organizations in fostering responsible and ethical practices, contributing to the broader goals of sustainable development.

In addition to this, Qualitative empirical research can be undertaken to understand the practices used by the business enterprises to carry out GHRM strategies, however, future research that could reveal the practices used by the business enterprises to implement Green HRM strategies would indeed help the field grow.

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