

## Green Human Resource Management and Environmental Performance: Bibliometric analysis

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### Abstract

In today's world of shrinking budgets and fierce global competition, it is imperative that all investments, but especially those made to further environmental goals, be subjected to strict standards of transparency. These days, environmental sustainability is a major focus of corporate social responsibility (CSR) efforts. This means that by employing GHRM, reliable forecasts of environmental performance can be made (EP). Bibliometric analysis was used to survey the state of research on GHRM and EP over time and pinpoint where knowledge gaps exist. This bibliometric review analysed literature on the topic of green human resource management (GHRM) and the practices it employs to improve environmental performance. Seventy-one Scopus articles were reviewed for this investigation of environmental performance and green human resource management. We used citation and co-citation analyses to determine the most frequently cited articles in this database. Network analysis of keywords was also performed, this time with the help of the VOS Viewer programme.

**Keywords:** Green HRM, Environmental performance, Bibliometric analysis

### Introduction:

For many years, businesses have been a driving force behind sustainability initiatives. It has been widely criticized for being the most serious environmental threat on a global scale (Moscardo et al., 2013). More and more people are demanding that companies take responsibility for their actions and mitigate any negative environmental impacts they may cause. This is essential for granting the next generation the chance to realise its potential. Corporations need to go beyond merely meeting legal requirements if they are serious about environmental sustainability (Shafaei, 2020).

Businesses and the delivery of goods and services will need to evolve in order to meet the goals of environmental sustainability. Environmental performance enhancements are only as good as the people who implement them (Nejati et al., 2017). This means that Green HRM can be seen as a way for businesses to improve their CSR efforts, cut costs, and build their employer brand (Deshwal, 2015).

Using "green HR practices and policies" can increase a company's commitment to environmental sustainability (Renwick et al., 2013). Green HR is concerned with both the welfare of employees and the planet (Mandip, 2012). Green human resource management (GHRM) helps businesses achieve their environmental objectives by incorporating HRM activities like training, performance evaluation, recruiting, engagement, and recognition (Ojo and Raman, 2019; Tang et al., 2018). Even though there is growing scholarly interest in the role of GHRM practices in environmental performance, there is a need to synthesise findings from key research and identify recent trends in GHRM and their relationship to environmental performance.

Therefore, the purpose of this study is, through a bibliometric review of related research, to better define the theoretical foundations of the field of GHRM and EP. These are the questions that the investigation sought to answer.

RQ1: What are the volume and growth trajectory of the literature on GHRM and Environmental performance?

RQ2: What does the analysis of highly-cited documents on GHRM and EP suggest about the direction of this emerging field?

RQ3: What are the related topic words in GHRM and EP based on the occurrence of keywords?

## **Literature Review**

### **Green HRM**

The implementation of environmentally conscious policies, procedures, and systems in the workplace has positive effects on everyone involved. Green HRM can be defined in many ways, but ultimately seeks to safeguard both human resources and the natural world for the future.

Human resource management (HRM) strategies that are more environmentally friendly help businesses streamline their operations, cut down on waste, and better match their products and resources to encourage more eco-conscious behavior among their employees. (Rayner & Morgan, 2018)

### **Green HRM Practices:**

Research on GHRM has shifted its focus to take a strategic view of HRM procedures (Daily and Dumont et al., 2017; Tang et al., 2018). It was proposed that a literature study may reveal the strategic role of procedures like selection and recruiting training and development, and reward and remuneration in employee participation in environmental projects.

### **The Green recruiting**

This approach recognizes the value of caring for the natural world and makes it a central focus for any business. Attracting and retaining personnel who share a firm's commitment to environmental stewardship is one way to show that dedication (Nishii et al., 2008).

### **Green training and development:**

Employees can be educated about environmental management best practices through introductory training sessions (Fernandez et al., 2017). As a result, individuals can gain an understanding of why it's essential to implement eco-friendly procedures at work (Govindarajulu and Daily, 2004) and how they can lend a hand to green efforts (Del Br'o et al., 2007).

### **Green performance management.**

Sustainable environmental performance cannot be attained without the widespread implementation of measures for tracking consumption and waste. So, EMIs (environmental management information systems) is crucial for progress in this field.

### **Green reward and compensation.**

An incentive system that motivates eco-friendly actions among workers could improve both organizational and environmental outcomes (Daily and Huang, 2001). A compensation system tied to the performance of green projects is needed to motivate ecologically responsible behavior. Employees can be rewarded monetarily through raises, bonuses, and cash incentives, while non-monetary benefits might include sabbaticals, special leave, and presents for employees and their families for their contributions to environmental management.

### **Green empowerment and participation.**

All workers' input is required for success when introducing eco-friendly practices. Consequently, the HR team needs to teach the upper management the value of fostering a positive workplace culture if the program is to succeed. An ideal example of such a setting is a workplace in which workers are encouraged to raise awareness about environmental challenges and brainstorm possible solutions (Jabbour and Santos, 2008)

**Environmental performance (EP)**

Environmental performance refers to actions taken to preserve natural resources such as air, water, soil, and ecosystems. Environmental performance refers to the degree to which a company or other entity minimizes its negative effects on the natural world in which it operates. These encompass sustainable development initiatives that aim to lessen pollution, waste, and emissions (Razab et al., 2015).

**Linking GHRM and EP:**

An important predictor of future environmental performance is the use of "green HRM practices" (Bhatti et al., 2021). Environmental practices and activities, such as GHRM, are said to have positive effects on the natural world by Lopez-Gamero, et al. (2009). GHR activities like environmentally friendly hiring and personnel, environmental training and development, and environmentally friendly incentive and assessment systems can all lead to better environmental results for a company (Guerci et al., 2016). Further, as stated by Guerci et al. (2016), EP-focused businesses are continuously seeking individuals with in-depth expertise in environmental matters. Jabbour et al. note that businesses that have been certified as environmentally friendly are more likely to hire individuals who have extensive knowledge and sensitivity of environmental issues (2010).

It is becoming increasingly clear that green HRM practices can have both indirect and direct positive effects on the environment. Green HRM was found to increase or maintain EP levels, resulting in better environmental performance (Renwick et al., 2013).

Several environmentally friendly initiatives can increase employees' willingness, encouragement, and dedication to the company's greening and EP goals.

**Analysis of a Library's Books:**

"the application of mathematical and statistical approaches to books and other means of communication," as Pritchard (1969) put it, is what bibliometrics is all about. Academics use bibliometrics to examine the breadth and depth of literature on a topic in search of recurring themes and trends (Vogel & Güttel, 2013). In bibliometrics, numerous approaches are used, each one adjusted to the particular data at hand (Van Raan, 2005). Analyses based on citations, shared words, and shared authors are the most common (VanEck and Waltman, 2014).

### **3. Methodology:**

#### **3.1 Data collection**

Finding out which databases will be most helpful in answering the research question at hand is the first step of any bibliometric analysis. Scopus Index, the most widely used database in the academic community, was used for our studies.

This literature review looks into how "green HRM" practices help the environment. Accordingly, we only considered studies that focused solely on the aforementioned topic, excluding those that also discussed organisational leadership or sustainability.

We started our search for relevant articles by using the advanced search option, which involved combining the terms TITLE-ABS-KEY ("green human resource management"), TITLE-ABS-KEY ("green hr"), and TITLE-ABS-KEY ("green human resource"). Additionally, GHRMS and GHRMS (General Human Resource Management Systems) are viable options (Environmental Performance). When that was done, 102 results matching the aforementioned criteria were presented by the system. Only eighty pieces met the criteria for inclusion in the study, which included that they all be written in English and have some sort of connection to

business. However, conference papers and book chapters were not included in the study. The study was conducted in May of 2022, and it wasn't published until 2014. In the end, applying a filtering condition produces 76 articles.

**3.2 Data analysis**

The bibliometric analysis in this study was built on a solid foundation of article metadata and linked documents. The first step involved a careful screening of the 76 publications using abstracts and keywords. The articles that did not fit with the paper's focus were rejected by the editors. There were a total of 71 sources used in the bibliometric evaluation.

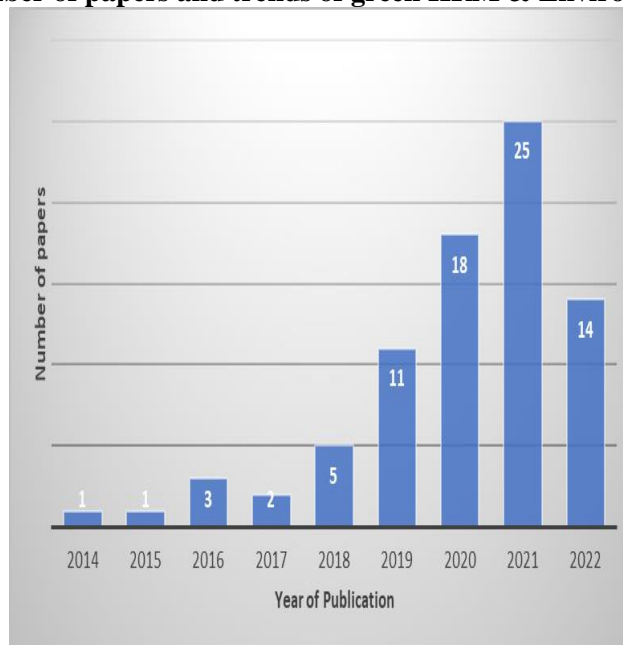
The analysis of the data in this study was performed in three stages. In the beginning, citation analysis data were presented using descriptive statistics. These researches, by exploring the effects and significance of linked documents in the literature, do so from various vantage points. The statistical analysis was performed using Excel and Scopus. The results of the study on green HRM and environmental performance were graphically represented using VOS viewer. The "visualisation of similarity" (VOS) functionality of this software allows users to see the relationships between entities laid out in a grid (Eck & Waltman, 2014).

**4. Results**

**4.1. Total number of papers, increasing trend and worldwide distribution in the field of green human resource management and environment performance**

From 2014 to the present, the total number of documents in the Scopus data base that were related to green human resource management and environment performance in Business, Management and Accounting field were 80. These were 76 articles, 2 conference papers, 1 book chapters, 1 conference review. Figure 1 shows the graph of the GHRM and environment performance scholarship.

**Figure 1: Total number of papers and trends of green HRM & Environmental performance**



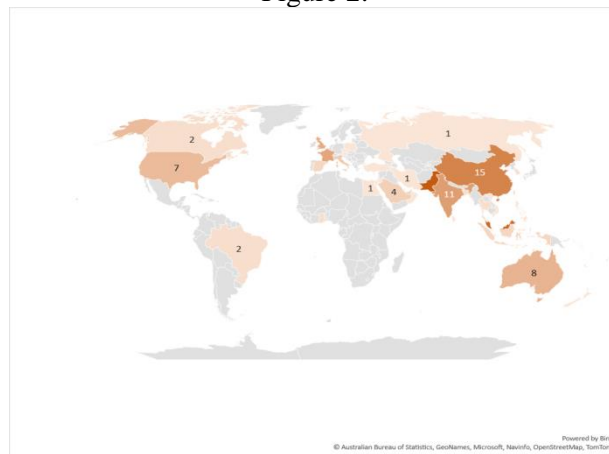
The data presented in the preceding graph on "green HRM" is quite intriguing. There is some fluctuation in the total number of papers published from 2014 and 2022, but the idea clearly gathered momentum among academics

in 2020, 2021, and 2022, with the majority of those publications appearing in 2021. The recent uptick in published works demonstrates that Green HRM and environmental performance are still evolving ideas.

**4.2 Country wise analysis of documents**

Figure 2 is a world map showing that Pakistan (21), Malaysia (19), China (15), India (11), France (10), the United Kingdom (9), Australia (9), the United States (7), Italy (5), Saudi Arabia (4), and the United Arab Emirates (4) are the countries contributing the most to the body of knowledge in the field of GHRM and environmental performance (4). Indonesia, Palestine, Qatar, and Spain are some of the others with three. Bangladesh, Brazil, Canada, Ghana, Hong Kong, South Korea, Taiwan, and Thailand all have two papers. These results suggest that Asia is a key region for studies of environmental performance and green HRM.

Figure 2:



**4.3. Citation analysis:**

For citation top 2 most frequently cited journals were used in the study as mentioned below. During 2014, Journal of Business Ethics constitutes major portion of citation. With increase in time the main core of green HRM moves towards environment protection, therefore the most cites journal is Journal of Cleaner Production. As was the case within the business and management field, the top most cited journals were from Journal of hospitality and Benchmarking. Articles published in these journals focused on hotels and manufacturing industry.

**Table 1: Most cited journals**

Journal	Citations	Year
Journal of Business Ethics	329	2014
Technological Forecasting and Social Change	273	2020
International Journal of Hospitality Management	248	2019
Journal of Cleaner Production	160	2017
Asia Pacific Journal of Management	155	2018
Business Strategy and the Environment	152	2019

International Journal of Human Resource Management	141	2016	
Journal of Business Ethics	98	2018	
Journal of Cleaner Production	82	2020	
Journal of Cleaner Production	75	2019	
Corporate Social Responsibility and Environmental Management	73	2020	
International Journal of Hospitality Management	69	2020	
International Journal of Manpower	67	2020	
Corporate Social Responsibility and Environmental Management	64	2019	
Benchmarking	62	2019	
Technological Forecasting and Social Change	55	2021	
Global Business Review	52	2020	
Management Science Letters	40	2018	
Journal of Business Ethics	39	2020	
Journal of Cleaner Production	32	2019	

**4.3. Co-citation network:**

Because there were more than 4801 citations in the study sample, a comprehensive co-citation analysis could not be performed. McCain (1990) proposed setting a threshold for choosing the most significant studies. For this reason, 44 citations were included in the co-citation analysis, all of which had been cited at least five times each before being included in the current study. Figure 3 is a graphic representation of the co-citation networks of the cited studies. The greater the thickness of the lines, the closer the articles are related through citations. The size of the bubble shows the normalised number of citations received by the articles. When two articles are linked and close together, it's easy to see that they're frequently cited together. The cluster to which an individual article belongs is represented by its bubble's hue. The name of the article's first author and its year of publication were written on the labels of each bubble. In Fig. 3 we can see that the co-citation network has divided into four distinct groups. The clusters were labelled after the sources that were most frequently found inside them.

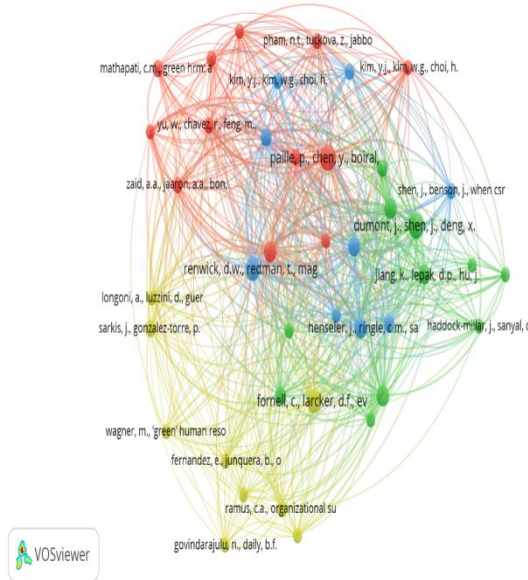


Figure 3: Co-citation based on references  
 Table 3: Co-citation cluster:

Color	Cluster	Representative citations
Red	Effect of GHRM on EP	Kim et al., (2019), Ahmed et al., (2019)
Green	Latest trends	Dumont et al., (2017)
Yellow	GHRM practices	Mehrajunnisa et al., (2021),
Blue	GHRM future directions	Ren et al., (2018)

**4.4 Keyword analysis and co-word network:** To explore and demonstrate in better way a visual map of keywords was created using complete counting method, with a minimum number of three occurrences, resulting in 52 out of a total of 408 keywords (Figure 3). All of the articles in the sample set were coded for keywords so that a two-stage analysis of keywords and co-words could be performed. To begin, we developed a visual representation of the connections between the keywords used in each discipline and time period. Second, the study grouped the keywords that appeared several times into five themes to better understand the shifts in research interests over time.





Mediators	pro-environmental behavior (3), environmental management strategy (3), green organizational culture (2), resource allocation (9)
Green management	environmental management (17), green innovations (2), environmental strategy (3), green manufacturing (4),
Latest Trends	Sustainability (9), sustainable development (5), green employee empowerment (3),

*Note: The numbers in parentheses are the frequency counts of keywords.*

**Cluster 1 (Red color):**

The large red circle stands for "environmental performance," a term derived from journal index keywords. Financial performance, operational performance, social performance, and green supply chain management are some of the other important concepts related to this cluster. Since these factors are also utilised in evaluating the long-term viability of businesses, they provide light on environmental performance (Uyun, 2021). This cluster also provided a visual representation of the AMO and Social Identity as two of the primary guiding ideas in the study of how Green Human Resources Management (GHRM) can enhance corporate sustainability (operational, environmental, and social performance). Literatures argue that EP can be enhanced by GHRM practices by emphasising green ideals and environmental responsibility in accordance with the ability-motivation-opportunity (AMO) framework. To wit: (Ahmed et al., 2021; Mohtar & Rajiani, 2016). The "Ability" (A) to recruit, select, and develop high-performing workers; the "Motivation" (M) to pursue environmentally friendly practices; and the "Opportunities" (O) to do so.

Social identity is crucial to one's sense of self, as argued by Benkhoff (1997; emphasis added). Since associating with a company with a great reputation, social status, and profile can boost an employee's sense of who they are and what they're capable of, it's no surprise that people want employment there. Therefore, companies that put effort into initiatives that help improve society and the environment, like green HRM, gain credibility among their employees and the communities in which they operate (Darvishmotevali & Altinay, 2022)

Last but not least, the hotel industry is a key node in this cluster, suggesting that the hospitality sector has been a primary focus of research on green HRM, environmental performance, and other aspects of sustainable business.

**Cluster 2 (Purple color):** The term "green human resource management" appears frequently inside this cluster of keywords. Collectively, green strategies including green recruiting and selection, green skills, and green performance help businesses improve their environmental performance. Additionally, the papers emphasised the significance of ethical leadership and environmental sustainability as fundamental components of green HRM practices. It has been found by researchers (Muisyo & Qin, 2021; Masri & Jaaron, 2017) that green HRM practices significantly affect green or environment performance.

**Cluster 3 (Blue color):**

These keywords were used to show the clusters depicting the mediating link between green HRM and environmental performance and other indicators of company sustainability. Uyun (2021) analyses the effect of green human resource management (GHRM) on the three dimensions of business sustainability (operational performance, environmental performance, and social performance) for small and medium-sized batik enterprises (SMEs). Uyun (2021) and Nisar et al. (2021) also found that green HRM has a positive effect on the

environmental performance of SMEs through the mediation of pro-environmental attitudes and actions. Green intellectual capital and green organisational culture are two additional mediators employed by the researchers (Al-Swidi et al., 2021). (Nisar et al., 2021)

#### **Cluster 4 (Green color)**

For the most part, the keywords in these groups pertain to green HRM in manufacturing companies and environmental protection strategies more generally. The research conducted by Rizvi et al. (2021) highlights the value of green human resource management techniques and culture in enhancing the ecological efficiency of manufacturing organisations. The industrial industry was able to fulfil their CSR goals with the support of green innovations.

#### **Cluster 5 (Yellow color)**

The literatures emphasised the role of green HRM for sustainability alongside environmental performance. In these groups, the word "sustainability" appeared more often than any other. Sustainable development and transformative leadership are two other terms that come to mind. Organizations have recently shifted their attention to green creativity, green innovation, and green employee empowerment as a means to improve their environmental and sustainability performance. Employees become more conscientious and active in environmental performance thanks to these green initiatives (Bombiak, 2019).

### **5. Discussion**

This study uses Scopus data to shed light on a bibliometric inquiry into the relationship between GHRM and environmental performance scholarship from 2014 through 2022. 2 This article provides a comprehensive review of the literature on GHRM and environmental performance, highlighting new developments and debates. This study can serve as a roadmap for future research into the potential of GHRM to aid businesses in enhancing their environmental performance.

The results of this study supported the expansion of green HRM practices in companies with the goal of improving corporate social responsibility, sustainability, and environmental protection. Asia produces a disproportionate share of the academic literature on green HRM and environmental performance. It stands to reason that publications addressing environmental protection would receive the highest citation impact, given that this is one of GHRM's primary goals.

Five distinct clusters were identified by using the author and index keywords to generate the visualisation map. Here, we'll look at green HRM and environmental performance from five different angles. They found that environmental performance was the most important indicator of corporate sustainability, even more so than operational, financial, and social indicators. Green HRM is often illustrated by the recognition of AMO and the social identity theory.

The environmentally conscious actions of both employees and businesses can be traced back to green human resource management practices like green recruiting, selection, skills, training & development, and green compensations. The variables typically used as mediators between green HRM and environmental performance have been the focus of additional research. Prior authors have noted that the hospitality and manufacturing sectors are the most significant users of green HRM for environmental protection.

Conclusions from this research show that green HRM is at the forefront of such emerging trends as sustainability, green innovations, creativity, environment management, resource allocation, transformational leadership, and green employee empowerment.

### **6. Conclusions, limitations and future research**

This research has some limitations, such as its inability to look beyond the articles in the Scopus database. All of the selected pieces focused on management and business. There's also the problem of researchers with the same names.

A bibliometric study can be conducted using a variety of databases, including Google Scholar and the Web of Science, giving researchers access to even more information. More investigation into the interrelationships of GHRM's many variables is required. Employee engagement in environmental management initiatives is beneficial for the organisation as a whole, as has been shown by both academic research and practical experience. Environmental regulations are good for business because they help companies save money, generate new income, and avoid liability. Many people who care about the environment promote eco-friendly behaviours on the assumption that they will result in cost savings. Improving a company's public relations and image through eco-friendly practices can also increase sales.

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