

A comprehensive review of the literature on Green Human Resource Management: Bibliometric analysis

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ABSTRACT: Green Human Resource Management (Green HRM) is an approach that emphasizes the integration of environmental sustainability into human resource management practices. It involves promoting environmentally friendly policies and practices within an organization while also considering the well-being of employees. The concept of Green HRM acknowledges the role of HR in fostering a sustainable work environment and aligning organizational goals with environmental responsibility. The concept initiatives such as promoting energy efficiency, waste reduction, and sustainable sourcing, as well as incorporating green practices into talent management, employee engagement, and training programs. The view on Green HRM has generally been positive, with many organizations recognizing the importance of environmental sustainability in today's business landscape. However, it's important to note that attitudes and perspectives on Green HRM may vary based on industry, geographical location, and organizational culture. Additionally, developments and changes may have occurred since my last update in January 2022, so it's advisable to check more recent sources for the latest information on the current view about Green HRM. The growing emphasis on environmental protection has given rise to a novel research paradigm within the realm of human resource management (HRM). This bibliometric analysis scrutinized 70 documents related to GHRM concept. The study aimed to analyse the keywords, definition and description of green hr, future study, journal publications, global distribution, prominent journals, and prevailing sectors in the field of GHRM. Furthermore, this study summarizes the major developments in this research domain and suggests research gaps and possible future directions.

Keywords: Green human resource management, GHRM, sustainable Practices, green innovation, bibliometric analysis, Environmental sustainability

Introduction

In recent years, there has been a heightened awareness of the significance of sustainable practices and environmental responsibility within organizations. As businesses aspire to minimize their ecological footprint and contribute to a more sustainable future, the concept of Green Human Resource Management (GHRM) has emerged as a strategic approach to aligning human resource practices with environmental sustainability objectives. GHRM encompasses a range of initiatives, policies, and practices designed to encourage employees to participate in environmentally friendly behaviours within the workplace. A pivotal aspect of GHRM is its influence on shaping employee attitudes and behaviours toward sustainability. Research indicates that employees' environmental attitudes and behaviours can profoundly impact an organization's environmental performance. Actively involving employees in green initiatives, such as energy conservation, waste reduction, and sustainable practices, enables organizations to more effectively achieve their environmental goals. Furthermore, engaging employees in environmentally responsible behaviour can strengthen their commitment to the organization, enhance job satisfaction, and contribute to their overall well-being.

Theoretical Framework

According to research by Opatha (2013) and Opatha and Arulrajah (2014), the term "Green" or "Greening" has four aspects: preserving the natural environment, conserving it, avoiding or minimizing pollution, and creating gardens and natural-looking spaces. Corporate Environmental Management (CEM) integration into Human Resource Management (HRM) results in Green Human Resource Management (GHRM). GHRM is defined as the greening of HRM functions, including job analysis, recruitment, selection, performance appraisal, rewards, and training. GHRM, or Green Orientation

of HRM (GOHRM), involves transforming general employees into eco-activists through policies, procedures, and practices that benefit employees, society, the environment, and the business.

Pro-environmental behaviour is an individual's intentional and volitional contribution to environmental sustainability, and green personal behaviour refers to positive actions in greening one's personal life. Individual environmental commitment reflects an individual's dedication to environmental sustainability and their willingness to engage in pro-environmental behaviours. Green results consist of green innovations and green outcomes. Overall, Green Human Resource Management is a holistic approach that integrates environmental considerations into HRM functions, fostering a sustainable and environmentally conscious workplace.

Emergence and Impact of Green Human Resource Management (GHRM)

The concept of Green Human Resource Management (GHRM) has surfaced as a response to escalating environmental concerns in the contemporary world economy. Characterized by unprecedented turbulence, heightened by the impacts of climate change and frequent global political shifts, this environment has far-reaching consequences for businesses. In this complex setting, addressing noticeable employee attrition, retention challenges, and protean career attitudes has become crucial across all sectors. Furthermore, GHRM assumes a pivotal role in attracting and retaining environmentally conscious employees. By aligning an organization's values with those of prospective employees, GHRM contributes to building a robust employee-employer brand, positioning the organization as a preferred choice for top talent in the industry. This alignment not only fosters a positive organizational culture but also has the potential to reduce recruitment costs and enhance operational efficiency.

Originating in **1996** with **Wehrmeyer**, GHRM is a relatively new concept that underscores the pivotal role of employees in an organization's growth or failure. Wehrmeyer emphasizes the necessity for businesses to move towards sustainable industrial development by harnessing employees' energy, performance, and personal commitment. Despite the increasing recognition of GHRM by academicians and industry scientists, **Jackson (2010)** notes the limited scholarship on HRM's role in achieving environmental sustainability. **Renwick et al. (2008)** argue that the HR department can significantly contribute to implementing environmentally friendly policies. GHRM's value extends beyond organizational benefits to environmental stewardship, as highlighted by Kramar (2014) and Zoogah et al. (2011), who establish a strong association between GHRM practices and environmental performance. Connected to the "systemic, planned alignment of typical HRM practices with the organizations' environmental goals," GHRM takes on a holistic approach (Jabbour, 2013). A triple-bottom-line approach emphasizes the interconnectedness of environmental, social, and economic performance for business sustainability.

The future strategies for environmental management involve the development of an integrative vision for the urban social-ecological ecosystem and the establishment of adaptive governance institutions (**Borgstrom et al., 2006**). Various studies focus on the interdisciplinary aspects of GHRM, including its correlation with the global hydrological cycle, HR processes, pro-environmental behaviour in organizations, and its impact on areas such as healthcare, urban green space, and bird diversity. Numerous researchers delve into the relationship between GHRM and organizational performance, revealing its positive influence on employee outcomes, labour productivity, eco-friendly behaviour, and sustainable innovation. GHRM emerges as a crucial tool for motivating and training employees, ultimately enhancing staff efficiency. The literature underscores the need for ongoing research in diverse industries and regions to unravel the full scope of GHRM's impact on organizational culture, sustainability, and employee behaviour. In the years ahead, achieving the 2030 agenda will mean decoupling economic growth from environmental damage and ensuring that growth is also more inclusive. A green transition can also be an opportunity for employment and job creation in green sectors. Such a transition could create a net 18 million jobs worldwide.

In the present era, the world is grappling with unprecedented environmental challenges, as highlighted by **Rajabpour et al. (2022)**. This period is characterized by the dominance of globalization, digitalization, and technology, permeating various aspects of human life to the extent that technology is now indispensable for even routine tasks. Over the past decade, issues like environmental degradation and climate change have emerged as significant global threats,

leading to natural disasters such as droughts, heatwaves, and wildfires, which, in turn, result in substantial economic losses (Shafaei et al. 2020a). Moreover, the process of industrialization contributes substantially to the escalating phenomenon of global warming on a worldwide scale. Human activities, automation, and various other factors play crucial roles in this ongoing issue (UNEP 2020).

In 2019, the world witnessed the outbreak of the Covid-19 virus, which rapidly evolved into a global pandemic in 2020. This health crisis has had profound economic repercussions in every country. However, the governmental restrictions imposed on human movement across borders to contain the virus led to a temporary environmental reprieve. According to the United Nations Environment Programme (UNEP), carbon dioxide emissions decreased by 7% compared to previous years due to the pandemic-related restrictions. Despite this reduction, the planet is still experiencing a 3% increase in temperature as a consequence of the persisting global warming trend (UNEP 2020).

In response to these environmental challenges, numerous environmentalists, researchers, governments, and organizations have actively initiated efforts. International bodies such as the United Nations Climate Change (UNCC) have formulated guidelines addressing environmental concerns, which are presented on international platforms (UNCC 1997) (UNFCCC 2007) (Agreement 2016). These collective efforts aim to address and mitigate the adverse impacts of environmental issues on a global scale.

Introduction of Green Human Resource Management (GHRM)

Green Human Resource Management (HRM) is a relatively recent focal point in the realms of management and HRM literature. This concept primarily involves minimizing paperwork in various HR functions such as recruitment, selection, training, and performance reviews. The overarching goal is to establish a sustainable, environmentally friendly approach that can confer a competitive advantage through heightened employee engagement. This emerging theme in management holds the potential for significant impacts on broader corporate and strategic issues, influencing HR practices and policies. In essence, Green HRM encompasses all activities directed at assisting an organization in achieving its environmental management goals.

Green Recruitment

Green Recruitment is a critical aspect that primarily involves the selection and recruitment processes, with a particular emphasis on essential elements. Its central focus lies in enhancing the relationship between employees and management while seeking potential avenues for improvement. The performance of employees plays a pivotal role in this regard, as highlighted by **Holtom et al. (2008)** Green Recruitment aims to identify high-performing employees and pinpoint areas where they can excel. Human Resource Management (HRM) procedures are traditionally aligned with an organization's culture and business objectives, aiming to create human capital that enhances organizational performance and competitive advantage (Paauwe and Boselie, 2003; Boselie et al., 2001). The focus has shifted from economic success solely dependent on corporations and shareholders to encompassing environmental considerations. The term "Green Management" emerged as a strategic concern in the 90s, gaining international popularity in the 2000s (Lee, 2009).

Green Activities in Human Resource Department

Green activities in the HR department involve practices such as video recruitment and online interviews to reduce travel expenses (Daily et al., 2009; Jackson et al., 2011; Bissing-Olson et al., 2013). Engin et al. (2020) identified eight GHRM practices, including selective staffing, green training, green empowerment, green rewards, green teamwork, green career opportunities, green work-life balance, and green participation in decision-making. However, these have been mainly explored at a theoretical level and as individual activities.

Green Recruitment and Selection

Green recruitment practices emphasize eco-friendly approaches, such as online hiring processes with limited paper usage, and considerations of candidates' green attitudes (Mishra, 2017; Subramanian et al., 2016). Candidates who exhibit environmentally friendly activities like recycling, carpooling, and energy conservation are considered valuable additions.

Green Training and Development

Environmental awareness is considered a prerequisite for effective environmental performance within an organization. Therefore, education programs are crucial for shifting stakeholders' attitudes and actions (Jackson et al., 2011). Green training and development strategies include providing recycling training, offering green workplace and energy efficiency analyses, job rotation for future green managers, and implementing sustainable personal skills (Renwick, Redman, & Maguire, 2013).

Green Incentive and Reward System

Creating programs that encourage green skill acquisition involves using environmental management incentives like gifts, bonuses, cash premiums, and holiday trips. Combining financial and non-financial advantages is considered the most effective technique for activating employees' green passion (Renwick, Redman, & Maguire, 2013). Rewarding employees who promote green practices and reduce carbon footprints is seen as a tool to support organizations in their environmental efforts.

Green Empowerment

Green empowerment encourages organizational personnel to make environmentally conscious decisions and be responsible for their actions. This includes employee participation in environmental projects, boosting satisfaction after achieving ecological goals (Bombiak and Marciniuk-Kluska, 2018). Renwick et al. (2013) focus on persuading employees to engage in green practices within an organization.

Sustainability Practices

The state of an organization characterized by actions that provide enduring value for its stakeholders and shareholders is recognized as sustainability. Familiarizing an organization with sustainable value offers the opportunity to provide additional perspectives to shareholders and consumers by responsibly serving the community and the environment. Sustainability, as defined by Dyllick and Muff, involves activities that contribute to earth maintenance, protect living beings, prolong the organizational lifespan, renew the biosphere, and enhance society's capabilities to manage issues related to well-being, human participation, and current and future personal freedom. In this context, sustainability represents a contemporary approach to conducting business and a pivotal element that induces a positive and transformative shift in organizational culture. Dyllick and Muff argue that such a culture motivates individuals to deliver their best work and optimize resources, resulting in positive social, environmental, and economic outcomes. To assess the sustainability performance of industries, it is crucial to develop suitable framework criteria and define relevant indicators.

On a positive note, Europe's green transition is well under way, with more renewable energy and increases in energy efficiency. But to achieve the Sustainable Development Goals by 2030, the pace of the transition must quicken, with a drastic cut in fossil fuel consumption. Infrastructure development for the green transition should continue, with additional investments and increased collaboration. The region also needs to increase gender equality, for example in reducing gender pay gaps, increasing the share of women in management positions and reducing domestic violence.

Literature Review

Mehta et. al. (2015). Corporate executives, decision-makers in government, consumers, and management academics are becoming more concerned about environmental sustainability. The GHRM function takes part in ongoing discussions and debates about the challenges faced by stakeholders as well as the opportunities and challenges posed by environmental issues. The GHRM function's growing interest in the pursuit of environmentally sustainable business is what has led to the creation of Green HRM in the business sector.

The findings of **Wehrmeyer (1996)** suggest that a job description should contain language that clarifies and guarantees the necessity of environmental reporting. Second, the company's environmental protection policies, guiding principles, and green aims should be highlighted during new hire orientation. Regarding the third issue, interviews should be scheduled to assess candidates' qualifications in light of the business's environmental policies. Environmental concerns ought to be a significant consideration when considering potential applicants, **claim Razab et al. (2015).** **Gunasekare 2016,** In order to develop environmental consciousness, green initiatives within GHRM viewpoints actively support this goal and extend the academic community's knowledge gap in this area. Examining green human resource management practises (GHRMP) in the context of earlier theoretical and empirical studies in this field is the aim of this study.

D. Renwick et al. (2012) Conclusions from the review demonstrate that knowledge of how GHRM practises impact employees' desire to participate in environmental activities lags behind knowledge of how firms foster green capabilities and give staff members opportunity to support EM corporate efforts. Organisations that are not utilising all GHRM practises may find it difficult to advance.

According to Cherian and **Jacob (2012)**, GHRM features can be used to promote individuals' environmentally conscious conduct. According to Sathyapriya et al. (2013), human resource managers are in responsibility of mobilising their staff in support of environmental protection initiatives. Jabbour et al. state that managing human resources is essential throughout the entire environmental management system. The management of individuals as well as the application of energy-saving, recycling, and carpooling strategies was a key emphasis of Ahmad's study.

Cherian and Jacob (2012) assert that businesses that focus on the "greening" of human resource operations are more successful, leading to favourable performance. Despite this, a company's environmental performance may suffer if its employees aren't active in greening projects (Renwick et al., 2013). A number of research in the subject of study are currently concentrating on sustainable development and environmentally friendly management.

Jose Chiappetta Jabbour (2011) argues that the aforementioned green human resource strategies are more useful and may ensure that environmental issues are incorporated into people's daily lives. **Zubair, D. S., and Khan, M. (2019).** To ensure that this world remains a decent place to live, environmentally friendly regulations should be put into place. If public or private enterprises integrate numerous keys environmentally friendly practices into their operations, they can significantly improve the state of the environment. **Suharti, (2020).** For particular employees, the outcomes of green and non-green labour were better. While this was going on, the benefits of implementing green HRM at the organisational level included the creation of a work environment and organisational culture that was environmentally friendly, a rise in resource efficiency, the creation of a positive corporate image, and enhanced economic and eco-performance.

It is anticipated that this study will contribute to the body of information surrounding the use of Green HRM and the benefits it provides to businesses. Green HRM prepares employees to comprehend and practice green culture in their personal lives (**Muster & Schrader, 2011**). Researchers like Chams and **Garca-Blandón (2019)** and Muisyo et al. have demonstrated the significance of green human resource management practices in fostering a sustainable workplace (**2021**).

Green HRM is also extended to the employee's well-being and security issues, which supports the HRM sub-function. It encompasses the more commonplace environmental management practices in addition to health and safety procedures. For this reason, green health and safety management is crucial in every organization. When it comes to implementing corporate environmental management strategies and programmes, green HRM places a premium on employee relations and union backing in the setting of a unionized workforce. To ensure that trade unions back corporate environmental management efforts, some businesses adopt proactive measures such as collaborative discussions, gain sharing, and recognizing unions as a significant partner in environmental management. Therefore, improving a company's environmental performance is a smart move.

Kine (2009) which examines the items which need to be reported while performing systematic reviews and meta-analyses. These items include reporting identification, screening, eligibility, and inclusion of relevant studies for performing the quantitative analysis (Aguilar-Hernandez et al. 2021; Det Udomsap and Hallinger 2020). A recent revision was made to these guidelines in the year 2020, which mandated the inclusion of checklists, explanation, elaboration, and flow diagrams while performing SLR (Page et al. 2021). Therefore, this study speaks of the revised PRISMA guidelines (2020) to collect and conduct an analysis of qualitative publications of GHRM. Many strategies have been proposed in the literature to deal with the prediction of research trends in green human resource management practices; LSA (latent semantic analysis), one of the methods in NLP, helps in identifying and understanding the composed document through term frequency (TF) and inverse document frequency (IDF) scores (Aizawa 2003). It is considered one of the best methods to extract and infer meaningful relations of words stored as a bag of words (BOW) (Yalcinkaya and Singh 2015). LSA is an objective method to analyse text data to answer the formulated research question by researchers (Evangelopoulos et al. 2012). A proven mathematical model provides the same results as a human brain interprets the words to draw semantics from them (Ding 2005). The primary objective of this work is to uncover and predict recent trends and core areas of GHRM. Network analysis related to the research question is done using the VOS viewer tool, represented in the result section later in this article.

Research Questions

It will be depicted based on answering the following broad research questions (RQ):

RQ1: What are the definitions and descriptions available in the respect of Green Human resource Management Practices?

RQ2: How many journals are published from the year 2012 to 2023?

RQ3: Implications of Green Human resource management in various sectors and fields?

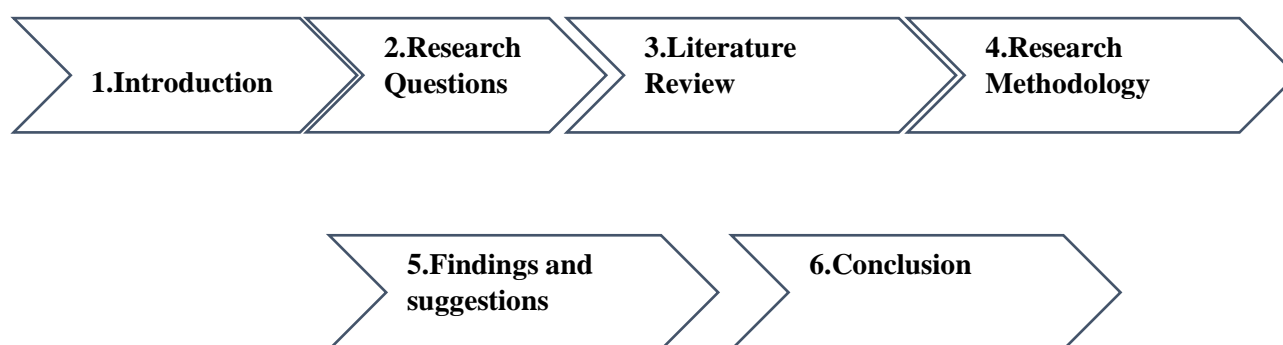
RQ4: The trend prevalent in green Hrm and the popular terms?

RQ5: What are the definitions given by various researchers with regard to GHRM?

RQ6: Who are the leading authors and the popular publications?

RQ7: Raised trends in Green Hrm?

Structure of the Paper



Objectives of the Study

1. To study about the Green Hrm Definitions and descriptions available in the different journals and Publications.
2. To know about the top cited journals and the prominent authors.

- 3. To study about the Hrm practices followed by the different organizations.
- 4. To measure the year wise publications from the popular publications
- 5. To variate the concepts related with Green Hrm Practices
- 6. To know the emerging sectors arising from the Green Hrm Practices.
- 7. To study about the suggestions and future implications.

Research Methodology

The study is primarily based upon the secondary data. For this extant literature related to the topic from different databases, websites and other available sources were collected. A systematic review of collected literature was done in detail. The study conducted a bibliometric analysis using the Scopus database, covering the years 2004 to 2023. The keyword "green human resource management" served as the search criterion for relevant articles. Google Scholar was also consulted for an extensive literature review alongside Scopus papers.

Research analysis

The research analysis involved a systematic process of identifying, organizing, and analysing key components in the field of green human resource management. A search filter refined the dataset, including articles with the specified keyword in titles, keywords, or abstracts, resulting in 70 research papers meeting specific criteria such as study area, publication year, document type, and language (English). Criteria for data interpretation encompassed examining the growth of publications over the years, identifying prolific journals, analysing highly cited papers, recognizing influential authors, assessing country and institutional contributions, exploring international collaboration patterns, and identifying prevalent keywords.

Publications by year

Figure 1 shows that the year wise of articles in the field of GHRM began in the year 2018. The number of papers contributed per year has also risen steadily. The maximum number of publications in this field will be 44 in 2020. It implies that GHRM is a burning area of research in present times. The researchers are increasingly interested in incorporating green practices in HRM to achieve sustainability, manage environmental issues, etc.

Figure 1: Year wise Publication List

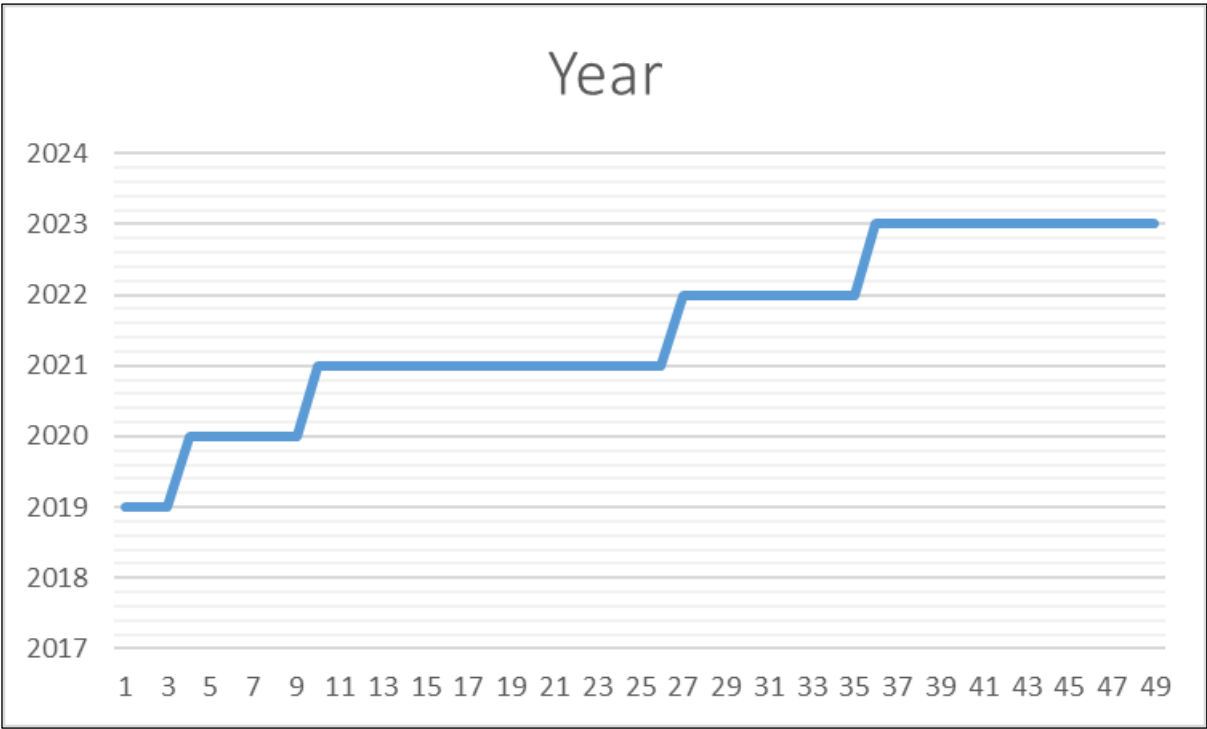
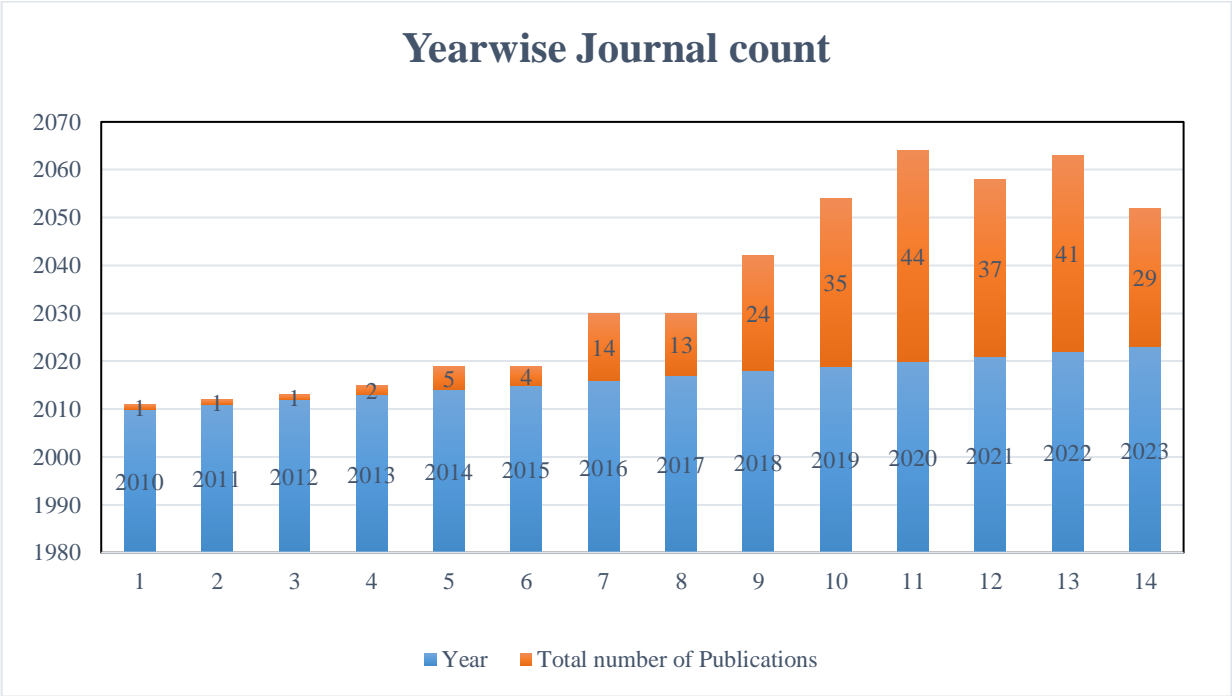


Figure 2: No of Publications from 2010 to 2023

Year	Total number of Publications
2010	1
2011	1
2012	1
2013	2
2014	5
2015	4
2016	14
2017	13
2018	24
2019	35
2020	44
2021	37
2022	41
2023	29

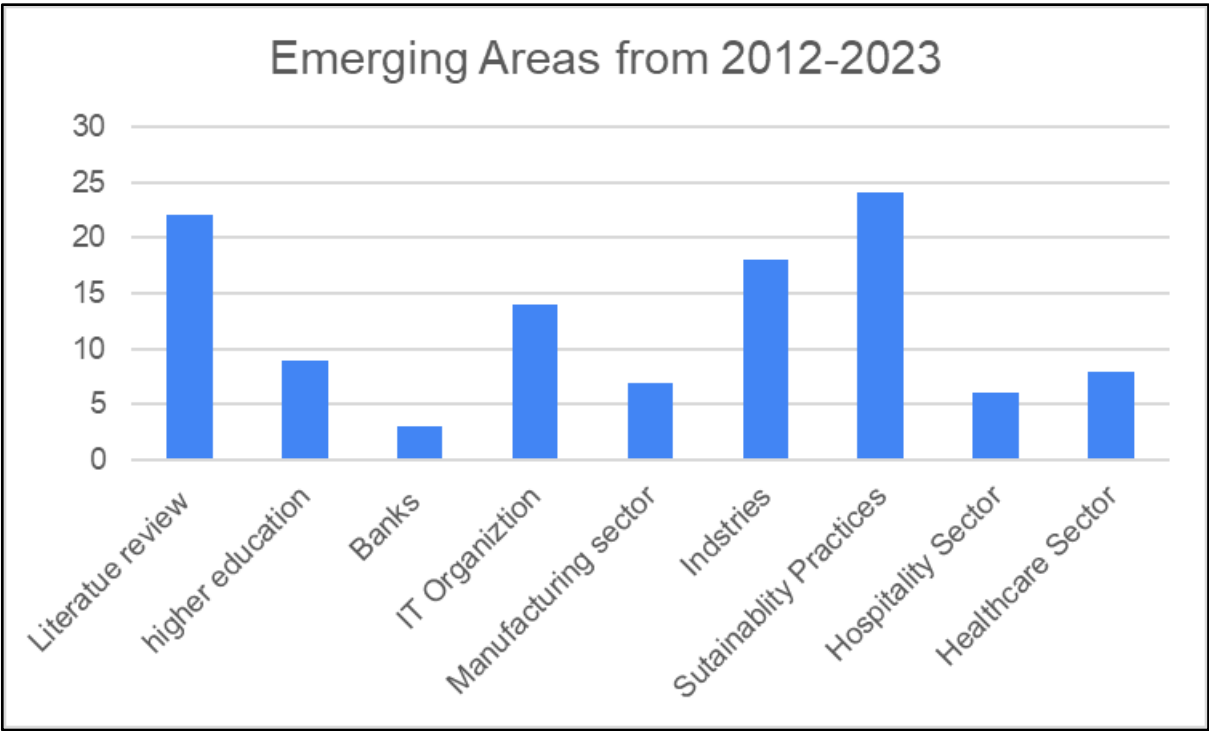
Figure 3: Yearwise Publication Distribution



Limitations of the Study

The research relies on documents published in Scopus and minimal count with 70, which may not capture all relevant literature. The challenge of different researchers sharing the same names poses a limitation in this study. The study is specific to the field of green human resource management, raising concerns about the generalizability of the results.

Figure 4: Emerging Areas from 2012- 2024



Suggestions for Future Research:

Conduct bibliometric analyses with Systematic literature again using other databases like Google Scholar and Web of Science to provide a more comprehensive understanding of the field. Explore relationships between different variables within the realm of GHRM using sociograms to uncover intricate connections. Address the limitations by expanding the scope of literature sources and adopting a broader research approach. Encourage further cross-cultural studies and multi-sector investigations to enhance the understanding of GHRM practices across diverse contexts. Investigate the practical implications of GHRM in various industries and assess its effectiveness in promoting sustainable practices.

Figure 5: Network Analysis of Keywords

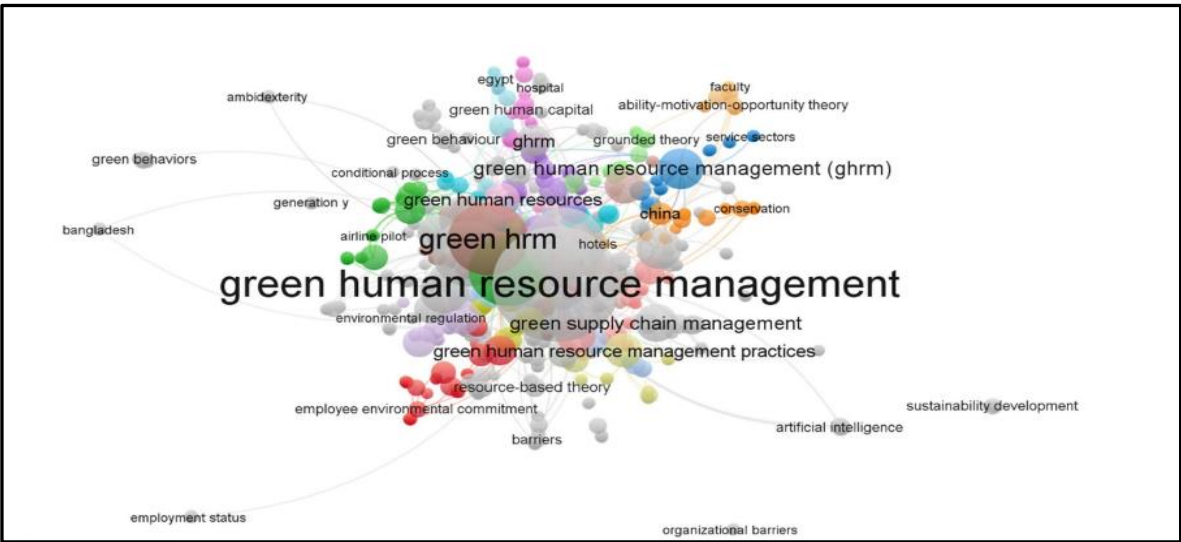
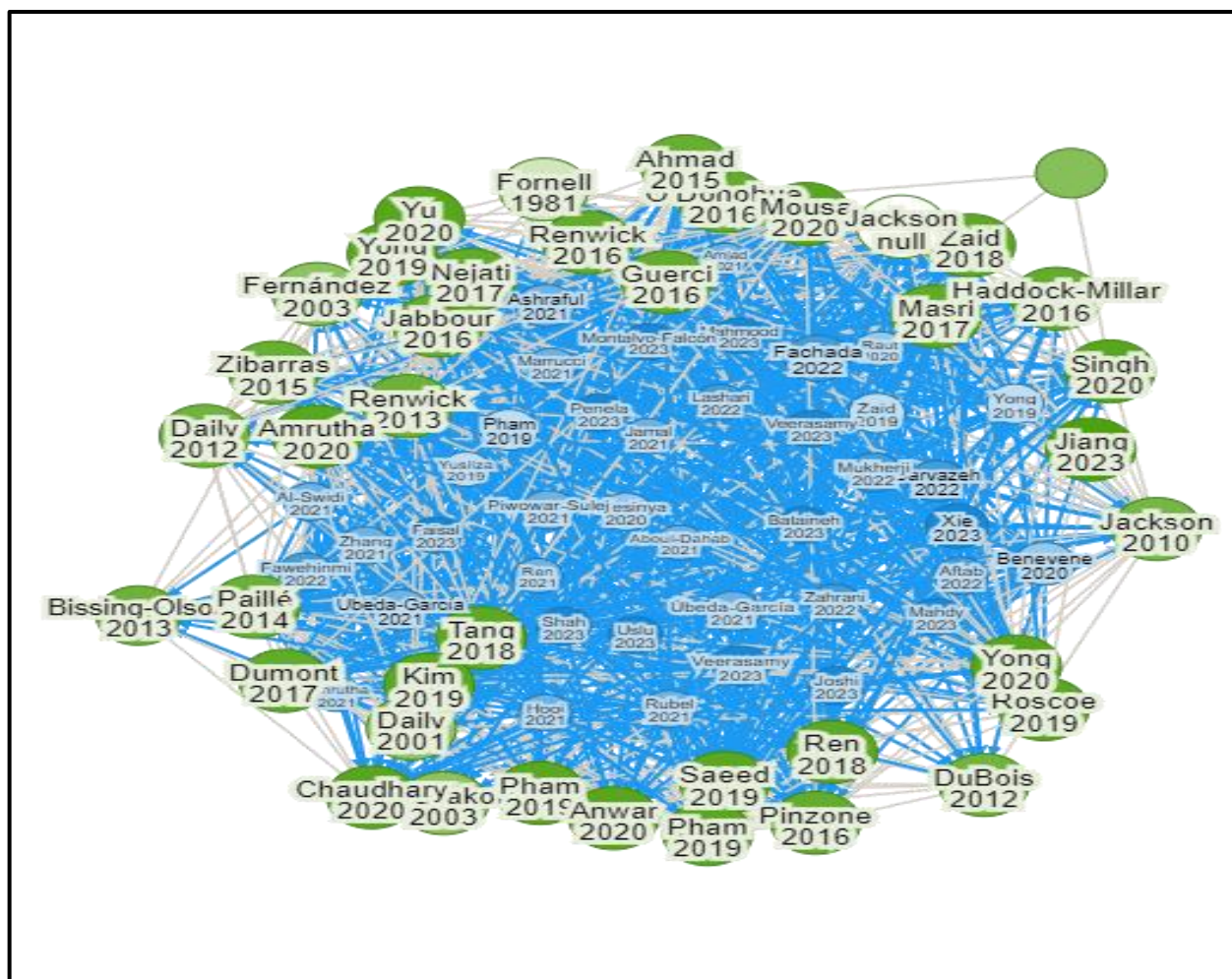


Figure 6: Authors Contribution from 2012 to 2023



Findings and Suggestions

The study results call for the employees' intervention to practice as environmental activists. From the lens of organization, to better manage the environment and promote employee green work engagement in the workplace is to implement effectively and successfully GHRM activities. GHRM practices suggest to pay attention to the green recruitment policies, green training and development, performance appraisal system that takes into account green behaviour, and a compensation and reward system that incentivizes environmentally conscious practices. This study recommends that HR professionals and senior management This preprint research paper has not been peer reviewed. Articulate the organization's core values and principles when implementing GHRM strategies. Additionally, organizations should establish green objectives for their employees, provide training programs to cultivate green values, and impart the knowledge and skills needed for green employee management. Furthermore, it is suggested that companies incorporate the consideration of green behaviour in the performance evaluation process, and implement a reward system for employees who exhibit environmentally responsible actions.

Conclusions

The realm of green human resource management has witnessed substantial growth since 2008, particularly in recent years, significantly impacting the literature. In conclusion, GHRM is a relatively recent and currently vital topic for both industry and academia. There is a diversity of statistics in the examination of GHRM across the developing and developed world, as well as in the manufacturing and service sectors, necessitating cross-cultural and multi-sector studies. However, the results outlined above are subject to certain limitations. Firstly, this research relies on documents published in Scopus. Secondly, the issue of different researchers sharing identical names poses a challenge in this methodology.

Thirdly, it's essential to acknowledge that this study is specifically focused on the field of green human resource management, so caution should be exercised by other researchers regarding the generalizability of these findings. Future studies could explore further avenues by conducting bibliometric analyses using additional databases such as Google Scholar and Web of Science, providing additional insights into this field. Subsequent research efforts should also delve into uncovering relationships between various variables in the realm of GHRM, utilizing tools like sociograms.

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