A R T I C L E

A Bibliometric Analysis from 2014–2024 to establish Correlation Between Green Human Resource Management (GHRM) and Environmental Performance (EP)

Ashish Mathur [1, *], Mannat Singh [2, †] and Sona Vikas [3, ‡]

[1]Department of Business Administration FCMS, Jai Narain Vyas University, Jodhpur, Rajasthan, India and
[2]Maharaja Surajmal Institute (MSI, New Delhi) Department of Law Guru Gobind Singh Indraprastha University, New Delhi and [3]Asian School of Business (ASB) Plot A2, Sec-125, Noida-201303, (Delhi NCR) Uttar Pradesh, India.

[*]ashishmth@gmail.com
[†]mannatsingh2500@gmail.com
[‡]sonavikas9@gmail.com

Abstract

Given the current context of limited financial resources and an intense international scenario, it is crucial that all investments, particularly those aimed at advancing environmental objectives, undergo rigorous scrutiny in terms of openness. Currently, Corporate Social Responsibility (CSR) initiatives place significant emphasis on environmental sustainability. Green practices have become the norm of the day. These extend to the human resource function as well. By utilizing green practices in human resource management, accurate predictions of Environmental Performance (EP) can be generated. The utilization of bibliometric analysis was employed to examine the current status of research on GHRM (Green Human Resource Management) and EP (Employee Performance) over a period of ten years from 2014-2024, with the aim of identifying areas where there is a lack of information. This bibliometric review examined scholarly literature on the subject of Green Human Resource Management (GHRM) and its utilization of strategies to enhance environmental performance. The inquiry on the performance based on environment and green human resource management analyzed a total of seventy-one Scopus publications. Citation and co-citation techniques were employed to ascertain the publications that have been cited most frequently in the database. Additionally, a network analysis of keywords was conducted using the VOS Viewer software.

Keywords: Green Human Resource Management, Environmental Performance, Bibliometric Review, Citation Analysis.

1   Introduction

Globally, businesses are faced with competitive pressures along with regulatory compliances and societal challenges. Apart from these, there are also expectations for environmental sustainability, given the scarcity of natural resources and the

demand for going green. Businesses have been playing a crucial role in promoting environmental efforts for a long time now. Issues concerning the environment, climatic changes, and resource depletion have called for critical action on the part of corporations worldwide. There is a growing awareness, sensitivity, and consciousness towards environmental issues (Lather et al., 2014), and organization actions have faced extensive criticism for being the most significant environmental peril on a worldwide level, where they have not started using sustainable methods and materials (Ahmad, 2015). There is also an increasing desire for firms to take responsibility for their actions and actively reduce any adverse environmental effects they may generate. Granting the next generation, the opportunity to achieve its potential is crucial. In order to prioritize environmental sustainability, corporations must go beyond the minimum legal obligations (Shafaei, 2020). Businesses and the provision of goods and services must adapt to attain environmental sustainability objectives. The effectiveness of environmental performance improvements relies only on the individuals responsible for its implementation (Nejati et al., 2017). Green HRM can be regarded as a technique for companies to enhance their corporate social responsibility endeavors, reduce expenses, and establish their employer reputation (Deshwal, 2015).

Environmental performance (EP) refers to actions taken to preserve natural resources such as air, water, soil, and ecosystems. Environmental performance means the efforts with which an organization 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).

Implementing "green HR practices and policies" can enhance a company's dedication to environmental sustainability (Renwick et al., 2013). Green HR focuses on promoting the well-being of employees as well as the preservation of the environment (Mandip, 2012). Green human resource management (GHRM) facilitates the attainment of environmental goals in organizations through the integration of HRM activities such as training, performance assessment, recruitment, employee involvement, and acknowledgment (Ojo and Raman, 2019; Tang et al., 2018). Gharibeh (2019) conducted a study to investigate the impact of GHRM on the educational organization's competitive advantage in Jordan with respect to green recruitment processes, R&D, and rewards system, and the results indicated a positive relationship between GHRM practices and the increase in the competitive advantage.

According to Lather et al. (2014), Green HR started off as an organizational strategy to reduce the carbon footprint of the employees and for talent retention. The traditional CSR and Green HR combined together with a sustainable and renewable approach are long-term business practices. They involved HR initiatives that are sustainable and environment friendly, and they resulted in higher work efficiency, lesser costs than before, and increased employee association and engagement with the organization. Despite the increasing academic attention given to the impact caused by such green practices, it is necessary to consolidate the results of important studies and discern current patterns in GHRM and their connection to environmental performance.

Recent research on Green Human Resource Management (GHRM) highlights several key developments and insights. GHRM practices positively influence employee attitudes, satisfaction, behavior, and organizational environmental performance. These practices are crucial for fostering environmentally conscious behaviors and improving overall ecological outcomes. The study conducted by Nisar et al. (2024) indicates that Green HRM practices lead to a higher environmental performance of hotels. Khan & Muktar (2024) conducted a study to see how GHRM contributes to enhancing sustainability and its impact on a company's performance by studying Pakistani hospitals. Some other important aspects that have come forth in recent research are related to the integration with AI. The adoption of artificial intelligence in GHRM can enhance efficiency and effectiveness in implementing green practices, though challenges remain in integrating these technologies seamlessly. Also, GHRM plays a crucial part in enhancing sustainable practices within supply chains by incorporating eco-friendly practices in recruitment, training, and performance management. There's a need for further exploration of the mechanisms and moderating factors that impact the efficacy of GHRM practices. Future studies should aim to deepen the understanding of these dynamics and their impact on both employees and organizational outcomes.

The aim of this work is to precisely delineate the theoretical underpinnings of the GHRM and EP domains by conducting a bibliometric analysis of relevant literature from 2014 to 2024. The study will enable corporate managers to lay emphasis on going green with eco-friendly practices to attain a sustainable result through human resource management.

This study focuses on the following research questions:

RQ1: *What is the volume and growth trajectory of existing literature on GHRM and Environmental performance?*

RQ2: *What directions are given as recommendations by highly cited research and documentation on GHRM and EP after analyzing them?*

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

2 Research Methodology

In an extensive study by Wong et al. (2013), the role of the HRM function in enhancing organizational performance has been clearly indicated. Extensive literature has also been found in the area of Green HRM and its role in improving the performance of an organization, and rightly so, with the increased importance being given to environmental sustainability. Ogutu et al. (2023) did a study wherein they used bibliometric testing on the contemporary organizational trends in sustainable management. 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).

Mehta (2023), in a study, exposes the due relevance of GHRM not only for researchers but also for practitioners. Mishra et al. (2014) defined green HRM as a creative and innovative approach with respect to Indian enterprises, where the results revealed how these organizations were leading from the front in adopting GHRM. In another study, Ansari et al. (2020) conducted research on the positive-environmental attitude and green HRM practices to understand the underlying mechanism in organizations. Research on GHRM has shifted its focus to take a strategic view of HRM procedures (Dumont et al., 2017; Tang et al., 2018). It was proposed that a literature study may reveal the strategic role of procedures, including recruitment processes, training and development, and reward and remuneration in employee participation in sustainability projects. Terms like green recruiting are used during the hiring process. 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 (Wright & Nishii, 2013). Opatha et al. (2014) reflected on how green HRM practices were transforming the HR function.

Green training and development are another aspect that has gained significance in organizations. Employees can be educated about environmental management best practices through introductory training sessions (León-Fernández and Domínguez-Vilches, 2015). As a result, individuals can gain an understanding of why it's essential to implement eco-friendly procedures at work (Kim et al, 2019) and how they can lend a hand to green efforts (Mandip, 2012).

Sustainable environmental performance cannot be attained without the widespread implementation of measures for tracking consumption and waste (Masri & Jaaron, 2017). So, EMIS (Environmental Management Information Systems) is a crucial mechanism for progress in this field which aids the need for green management (Khan & Muktar, 2020).

The concept of green reward and compensation emphasizes an incentive system that motivates eco-friendly actions among workers, which could improve both organizational and environmental outcomes (Hameed et al., 2020). A compensation system tied to the performance of green projects is needed to motivate ecologically responsible behavior. Employees can be rewarded monetarily through different kinds of incentives. At the same time, non-monetary benefits will be sabbaticals, special leaves, and gifts for employees and their families for their contributions to environmental management (Mehta, 2023).

Organizations are also deliberating about green empowerment and the participation of employees. 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 where workers are encouraged to raise awareness about environmental challenges and brainstorm possible solutions (Jabbour et al., 2008). A study by Chowdhury et al. (2023) develops a holistic framework that demonstrates how these practices work cyclically to fill the missing gap of improving the individual, group, and firm performance for various stakeholders sustainably.

Link between GHRM and EP

An important predictor of future environmental performance is the use of "green HRM practices" (Bhatti et al., 2021). Yong et al. (2019) explored the correlation between green intellectual capital and GHRM. Environmentally friendly practices and activities, such as GHRM, are said to positively affect the natural world by Lopez-Gamero, et al. (2009). The results of a study by Aboramadan (2020) suggest that GHRM was an effective prediction measure of sustainable, innovative work behavior among employees, leading to improved environmental performance. GHR activities like environmentally friendly hiring and personnel, training activities, 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. (2010) note that businesses that have been certified as environmentally friendly are more likely to hire individuals who have extensive knowledge and sensitivity to environmental issues. Kim et al. (2019) executed a study that indicated the positive effect of sustainable management on the environment-friendly behavior and performance of hotel employees. Pham et al. (2020) conducted a study to explore the role of GHRM in driving the sustainable performance of a hotel.

Bombiak (2017) orchestrates that HRM is oriented to support the implementation of ecological evolutionary strategies. Moreover, he stated that training environmental-friendly employee attitudes plays an unprecedented role in environmental performance. 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.

3   Methodology

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, the authors only considered studies that focused solely on the aforementioned topic, excluding those that discussed organizational leadership or sustainability. Search for relevant articles commenced by using the advanced search option, which

involved combining the terms TITLE-ABS-KEY, ("green human resource management"), ("green hr"), and ("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 were able to meet the required criteria to thereafter become a part of the research process, 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. In the end, applying a filtering condition produces 76 articles.

Data analysis: The bibliometric analysis is built on a solid foundation of article metadata and linked documents (Van Eck & Waltman, 2014; Vogel, 2013; van Raan, 2005; Pritchard, 1969). 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. A total of 71 sources were 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. This research, by exploring the effects and significance of linked documents in the literature, does so from various vantage points. The statistical analysis was performed using Excel and Scopus. The results have been represented through a VOS viewer. The "visualization of similarity" (VOS) functionality of this software allows users to see the relationships between entities laid out in a grid (Van Eck & Waltman, 2014).

3.1 Results

Results indicate a growing trend as well as a worldwide distribution of green HRM and impactful environmental performance. Between 2014 and the present, the Scopus database has a total of 80 documents pertaining to GHRM and environmental performance in the fields of Business, Management, and Accounting. There were 76 articles, two conference articles, one book chapter, and one conference review. Figure 1 displays the graphical representation of the GHRM and environment performance results.

Figure 1: Total number of papers and trends of green HRM & Environmental performance
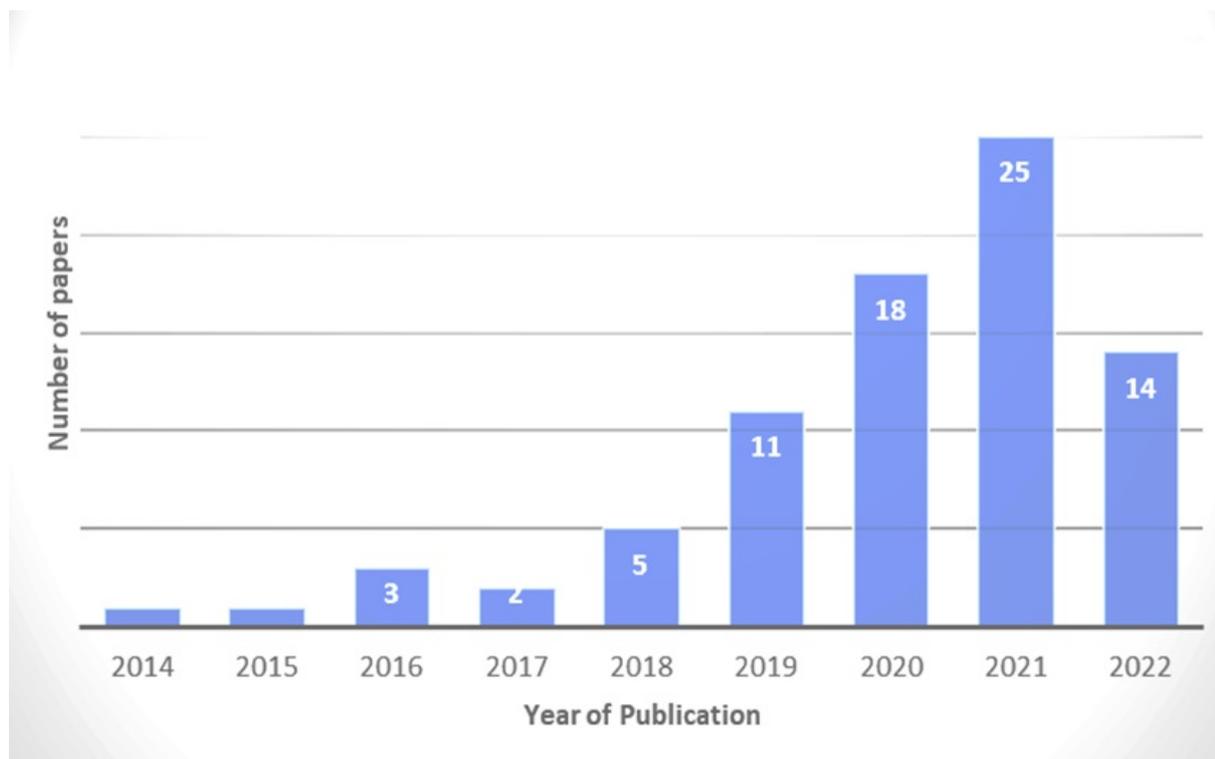
4 Conclusion and Implications

The research delves into the correlation between the likelihood of financial statement fraud and the chances of financial distress. Financial distress is gauged using Altman Z score, while the likelihood of financial statement fraud is assessed through Beneish M score. The empirical investigation utilized a sample of 3,198 Indian firms listed on the NSE and BSE from 2006 to 2022, comprising 36,947 company-year observations. Fixed-effect panel regression was employed to scrutinize the study's hypotheses. The findings reveal a noteworthy positive correlation between financial statement fraud and

the lagged occurrence of financial statement fraud, financial distress, and firm size. In essence, if a firm manipulates its financial figures in the preceding year, there is an increased likelihood of such manipulation in subsequent years. Managers may resort to manipulative practices during periods of financial distress to fulfill both internal and external stakeholder expectations. Financial distress acts as a pressure point for managers, driving them to manage and manipulate earnings. Conversely, a larger firm size heightens the probability of financial statement fraud, given the greater resources and intricate financial structures that larger companies possess, making them susceptible to manipulation. However, profitability, as measured by ROA, does not exhibit a significant association with financial statement fraud. Therefore, it can be concluded that financial distress, firm size, previous year fraud impacts the chances of the financial statement fraud. If the firm is already classified as financially distressed, fraudulent in previous year then, there are more chances of manipulations in the financial statement in current year. The study's conclusions compelled policy makers and regulators to create rules and legislation that would guarantee the veracity and authenticity of information reported in order to safeguard stakeholders' interests. Corporate governance factors and other proxies for financial distress and financial statement fraud can be used in future studies. Dynamic panel models can also be used in future research especially GMM methods. Notwithstanding these limitations, the present study endeavors to comprehend the factors influencing financial statement fraud.

The data presented in the preceding graph on "green HRM" is quite intriguing. There is some fluctuation in the papers published from 2014 to 2022, but the idea clearly gathered momentum among academics in 2020, 2021, and 2022, with most of those publications appearing in 2021. The recent uptick in published works demonstrates that Green HRM and environmental performance are still evolving ideas.

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 existing relevant studies pertaining to 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 have two papers. These results suggest that Asia is a crucial region for studies of environmental performance and green HRM.

Figure 2: Highest contributing Countries to GHRM
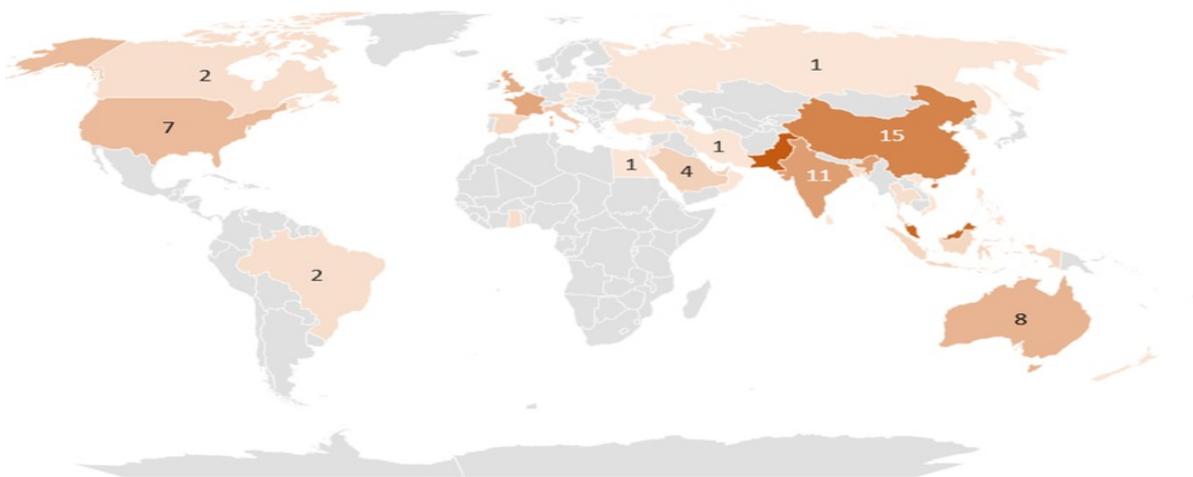
Powered by Bing
© Australian Bureau of Statistics, GeoNames, Microsoft, Navinfo, OpenStreetMap, TomTom

Citation Analysis

For citation, the top two, most frequently cited journals were used in the study as mentioned below. In 2014, the Journal of Business Ethics constitutes a major portion of the citations. With the increase in time, the main core of green HRM moves towards environment protection. Therefore, the most cited journal is the Journal of Cleaner Production. In the business and management field also, the topmost cited journals were from the Journal of Hospitality and Benchmarking. Articles published in these journals focused on hotels and the manufacturing industry. Table 1 below gives the most cited journals on GHRM.
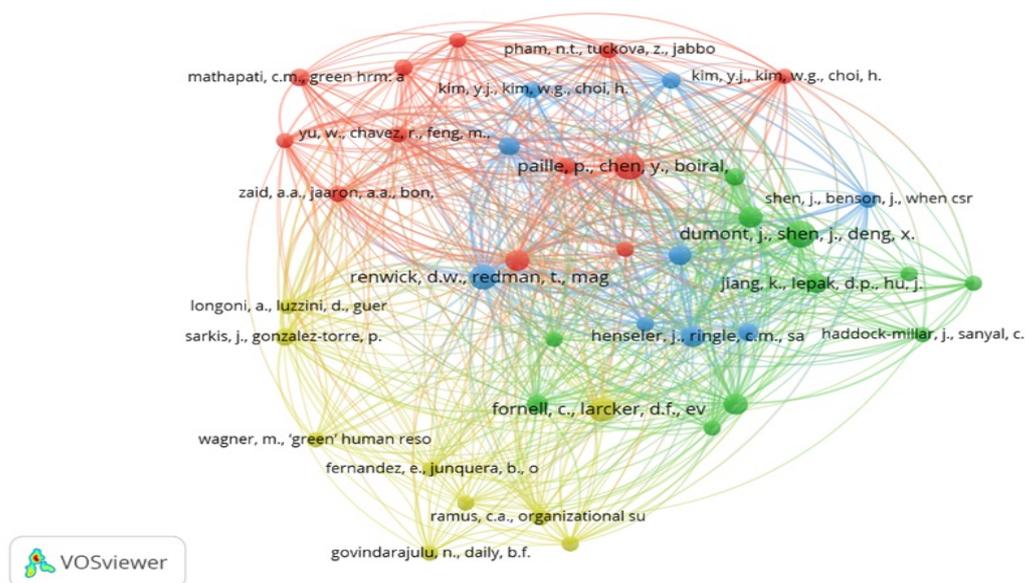
Table 1: Most Cited Journals

Title of 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

#Compiled by authors

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 above graphical representation shows the normalized amount of citations that each article receives. 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, the co-citation network is divided into four distinct groups. The clusters were labeled after the sources that were most frequently found inside them.

Figure 3: Co-citation based on references

Table 2: 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)

Table 2 above indicates the Co-citation cluster, with each color representing a cluster.

Keyword analysis and co-word network To explore and demonstrate in a better way, a visual map of keywords was created using a complete counting method, with a minimum number of three occurrences, which resulted in 52 out of a total of 408 keywords (Figure 4). 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 relationship between all the aforementioned keywords, which have been used in every discipline over the period of time. Then, the study made clusters of keywords that were seen to be used multiple times and categorized the same into five major themes to enable a better understanding of the paradigm shifts in interested fields of the topic.

Figure 4: Circles representation of keywords co-occurrence of Green HRM and Environmental performance analysis from 2014-2022

From Figure 3, 5 clusters appeared as a result of the analysis, which included a wide range of articles on specific subjects belonging to each cluster. Table 3 gives the thematic evolution of GHRM and EP.

Table 3: Green HRM and EP thematic evolution in business

Themes	Keywords
Business sustainability measures & Theory in Green HRM	Environmental Performance (49), Green HRM (10), AMO theory (2), social identity theory (2), hotel industry (5), operational performance (3)
Green Human Resource practices	Green HRM (29), green HRM practices (5), green recruitment and selection (5), green skills (5), green performance (4).
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 sizable red circle represents "environmental performance," a concept developed from phrases found in journal indexes. Other significant concepts associated with this cluster are performance in terms of finance, operational performance, social performance, and green supply chain management. These parameters are used to assess the long-term sustainability of businesses, shedding information on their environmental performance (Uyun, 2021). This cluster also included a graphical depiction of the AMO and Social Identity as the main conceptual frameworks in the examination of how Green Human Resources Management (GHRM) might improve company practices in terms of operational, environmental impact, and social performance. Studies suggest that the efficacy of environmental performance (EP) has the potential to be upgraded and modified by the implementation of GHRM initiatives that treat environmental ideals and responsibilities as a priority. This is in line with the ability-motivation-opportunity (AMO) paradigm. Specifically, the references are as follows: Ahmed et al. (2021) and Mohtar & Rajiani (2016). The "Ability" (A) refers to the capacity to attract, choose, and enhance the performance of exceptional employees. The "Motivation" (M) denotes the drive to adopt environmentally sustainable practices. The "Opportunities" (O) signify the favorable circumstances that enable the implementation of such practices. Benkhoff (1997) argues that social identity is essential for an individual's self-perception. Given that aligning oneself with a company that possesses a commendable reputation, esteemed social standing, and prominent public image can enhance an employee's self-perception and confidence in their abilities, it is unsurprising that individuals aspire to work for such an organization. Hence, organizations that actively engage in endeavors aimed at enhancing societal and environmental well-being, such as implementing green HRM practices, establish a strong reputation among their employees and the local communities they serve (Darvishmotevali & Altinay, 2022). Furthermore, the hotel industry plays a crucial role in this cluster, indicating that research on green HRM, environmental performance, and other areas of sustainable business has mostly focused on the hospitality sector.

Cluster 2 (Purple color): The term "GHRM" is prevalent within this cluster of keywords. Green methods, which include green recruitment, green skills, and green execution, collectively aid organizations in enhancing their environmental performance. Furthermore, the articles highlighted the need for ethical leadership and environmental sustainability as essential elements of green HRM practices. Researchers (Muisyo & Qin, 2021; Masri & Jaaron, 2017) have discovered that such practices have a huge impact on environmental performance (EP).

Cluster 3 (Blue color): The clusters were depicted using these phrases to illustrate the mediating connection between GHRM, environmental performance, and other metrics of an organization's sustainability. In Uyun's (2021) study, the effects of green human resource management (GHRM) on the operational performance, environmental performance, and social performance of small and medium-sized Batik companies (SMEs) is examined. Uyun (2021) and Nisar et al. (2021) discovered that green HRM positively influences the environmental performance of SMEs by promoting pro-environmental attitudes and activities. The researchers (Al-Swidi et al., 2021) utilize green intellectual capital and green organizational culture as two additional mediators. (Nisar et al., 2021).

Cluster 4 (Green color) The keywords in these groupings primarily relate to green HRM in manufacturing firms and broader environmental protection efforts. Rizvi et al. conducted research in 2021 that focuses on the importance of the execution of GHRM practices and the importance of fostering a culture that promotes ecological efficiency in manufacturing businesses. The industrial sector successfully achieved its corporate social responsibility objectives through the use of environmentally friendly technology.

Cluster 5 (Yellow color) The literature highlights the significance of GHRM strategies in encouraging sustainability in conjunction with environmental performance. Within these groupings, the term "sustainability" was the most frequently mentioned compared to any other word. Two further concepts that come to mind are sustainable development and transformative leadership. Organizations have recently focused on green creativity, green innovation, and green employee empowerment to enhance their environmental and sustainability performance. These green efforts lead to increased employee conscientiousness and engagement in environmental performance (Bombiak, 2019). In this study, the author reckons that environment orientation in the processes of management which are performed with a beneficial intent and a positive frame for the purpose of green competencies in the company that is accountable for the consequences of their operations.

5 Discussion

This study utilizes Scopus data to provide insights into a bibliometric investigation of the correlation between GHRM initiatives and scholarship on environmental performance from the years 2014 to 2022. This article offers an extensive examination of the existing body of research on the correlation between GHRM and environment operations or performance. It focuses on recent advancements and ongoing discussions in this field. This study can provide new directions toward capacity building in terms of GHRM to assist businesses in improving their environmental performance. The study's findings endorsed the use of green HRM practices in firms, aiming to enhance corporate social responsibility, sustainability, and environmental conservation. Asia is responsible for a larger amount of academic research on GHRM, and environmental performance compared to other regions. Publications focusing on environmental protection are expected to have the biggest citation impact, as this aligns with one of GHRM's main objectives.

    The visualizing map was generated by utilizing the author and index keywords, resulting in the identification of five unique clusters. In this analysis, we will examine the theory of GHRM practices and its effect on environmental performance from five distinct perspectives. The researchers discovered that environmental performance was the primary determinant of organizational sustainability, surpassing operational, financial, and social measures in significance. Green HRM is commonly exemplified through the acknowledgment of the AMO framework and the social identity theory. The environmentally sensitive behaviors of employees and enterprises can be attributed to the execution of the GHRM practices, which include green recruitment, training, development, and green remuneration. Further study has focused on the characteristics commonly employed as mediators between green HRM and environmental performance. Previous scholars have observed that the hospitality and manufacturing industries are the primary adopters of green HRM practices for the sake of environmental conservation. The research findings indicate that green HRM is leading the way in developing themes such as sustainability, green innovations, creativity, environment management, resource allocation, transformational leadership, and green employee empowerment.

6   Conclusions, Limitation and Future Scope of Research

One shortcoming of this study is that it can only search the Scopus database for relevant publications. The chosen works were all about business and management. Another issue is that researchers use the same names. Google Scholar and the Web of Science are just two of the many databases that may be used to conduct bibliometric studies, providing researchers with access to a wealth of additional information. It is essential to initiate additional research on the connections between the several factors of GHRM. Both theoretical and empirical evidence suggest that when employees actively participate in environmental management activities, it positively impacts the overall performance of the firm. Because they help businesses save money, make more money, and stay out of legal trouble, environmental rules are beneficial for businesses. The expectation of financial savings motivates many eco-conscious individuals to advocate for environmentally beneficial practices. Boosting a business's public relations and reputation by being more environmentally conscious can lead to more sales.

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