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A Bibliometric Analysis of Green Human Resource Management and Corporate Social Responsibility

Shazeena*, Dr. Sami Ullah, Dr. Tabassum Riaz, Saman Kayani

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Shazeena* is currently affiliated with University of Sialkot as PhD scholar and Lecturer at University of the Punjab, Jhelum Campus, Pakistan.

Email: shazeena@pujc.edu.pk

Dr. Sami Ullah is currently affiliated with Assistant Professor, Department of Business Administration, University of Sialkot, Pakistan.

Email: Samiullahkhan124@gmail.com

Dr. Tabassum Riaz is currently affiliated with Assistant Professor, Department of Business administration, University of the Punjab Jhelum Campus, Pakistan.

Email: tabassumriaz.pujc@gmail.com

Saman Kayani is currently affiliated with Department of Administrative Sciences, University of the Punjab Jhelum Campus, Pakistan.

Email: samankayani3@gmail.com

Corresponding Author*

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Abstract

Green Human Resource Management (GHRM) and Corporate Social Responsibility (CSR) are becoming more relevant in today's world as companies are increasingly concerned about sustainability and ethics. This paper aims to conduct bibliometric analysis and explore the evolution and trends in GHRM and CSR studies. A bibliometric analysis is conducted on 432 filtered articles sourced from the Scopus database using the Biblioshiny tool in R Studio program. Citation, co-authorship, and keyword co-occurrence analyses were performed on the collected data. Results suggest a continuous increase in publications within the past years, reflecting the increasing recognition of the need to integrate environmental management into human resource practices and corporate responsibility. This study enhances our comprehension of the literature and conceptual evolution around green human resource management, providing insights for establishing a robust conceptual framework and future research trajectories.

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INTRODUCTION

The evident economic growth happened in last two centuries has brought prosperity and endurance for humans but the industrial practices done in this regard has also resulted in accumulation of wastes and hazardous material (Fachada et al., 2022). It puts a constant pressure on organizations to safeguard the environmental sustainability while achieving the economic goals (Gupta et al., 2018). This increased concern for environment brings challenges in the organizations to use their human resources efficiently and effectively for the growth of their organizations and prosperity of the environment at the same time (Yusliza et al., 2019). The literature increasingly references green human resource management (GHRM) as a solution to environmental challenges (Ari et al., 2020). Bahuguna et al. (2022) defined GHRM as "a human resource management system that is socially responsible and sustainable, and that has a clearly defined philosophy and a set of strategies, policies, and practices that are focused on the triple bottom line." GHRM plays a vital role in reducing the resource utilizations and CO2 emanations, enhancing employee

satisfaction, health, retention and wellbeing and developing a sustainable working environment (Fachada et al., 2022). Another term that comes in mind while talking about environmental sustainability is Corporate Social Responsibility (CSR). CSR is a broader concept as it also inculcates social and economic effects of organizational performance in addition to the environmental effects (Yusliza et al., 2019). It is considered a vital pillar of modern business model for serving both customers and society and ensuring organizational survival and competitiveness (Benedetto, 2017). Santana et al. (2020) characterized CSR as "the process by which the social, environmental, ethical, and human concerns of stakeholders are incorporated into business operations." These activities increase value for stakeholders as well as protect environment from negative organizational outcomes (Barrena et al., 2019).

The conventional literature on human resource management (HRM) mostly gives insight for the finance and operations department of the organizations (Guest, 2011). GHRM is an emerging concept and does not have a very long history. Most of the literature available till date is from last four years. Authors have made attempts to do bibliometric analysis of GHRM (Bahuguna et al., 2022; Fachada et al., 2022; & Wardhana & Muafi, 2021). A plenty of literature is available on CSR but a single attempt has been made to annex it with HRM in which Santana et al., (2020) had attempted to link HRM with CSR using three time periods i.e. 2006–2013; 2014–2016 and 2017–2019. In their keywords they have used term green human resource management but GHRM has spread exponentially after 2019 specially in 2022 so this study is not giving the actual information.

Despite the demand of current business environment for the value creation between HRM and CSR, still there is a dearth of studies showing integrative relationship these two constructs (Jamali et al., 2015). So, a thorough study explaining the relationship between HRM and CSR is the need of hour (Voegtlin and Greenwood, 2016). HRM, being the primary element of organizational sustainability (Renwick et al., 2012) helps organizations in expanding their CSR endeavors for the sustainable outcomes (Jamali et al., 2015). Yusliza et al. (2019) suggest that future study should explore the connection between corporate social responsibility (CSR) and green human resource management (GHRM), as the GHRM domain is crucial for developing sustainable firms (Ren et al., 2018). To present, only one empirical investigation has demonstrated a favorable correlation between GHRM and CSR (Freitas et al., 2020).

Hence, this study aims to study this demanded relationship between GHRM and CSR. To the best of our knowledge, might be the foremost attempt to conduct a bibliometric analysis by annexing GHRM and CSR specifically. The implications of this study are manifold. It would be helpful for researchers guiding them regarding future steps to be taken. This document provides scholars the chance to contextualize their future investigations by presenting the most recent research pathways. This study is helpful for managers too to take necessary actions on organizational level by implementing green HR practices. This study may have consequences for practitioners and public authorities at a broader economic and social level by integrating CSR with GHRM. The summary of existing literature on GHRM and CSR is given below in Table 1.

Table 1.**The summary of existing literature on GHRM and CSR**

Authors & Year	Database	Duration	Paper Type	Themes	Document Analysed Articles	No. of Documents	Future research Agendas
"Prakash Chandra Bahuguna, Rajeev Srivastava and Saurabh Tiwari 2022"	WOS	2005 to June 2021	Bibliometric analysis	GHRM		247	The impact of external influences, organizational elements (such as strategy, culture, and structure), and individual traits (such as values and attitude towards the environment and sustainability) on GHRM practices can be better understood in light of future study.
"Jéssica Fachada, Teresa Rebelo, Paulo Lourenço, Isabel Dimas and Helena Martins 2022"	Web of Science (WOS)	2010 to 2020	Bibliometric analysis	GHRM	Article, Early access, Revision, Correction and Editorial	143	Future study appears to focus on delineating the distinctions between GHRM and other human resource management subjects, clarifying green practices, and identifying the antecedents and repercussions of GHRM.
"Alex Sandria Jaya Wardhana and Muafi 2021"	Scopus	2016-2021	Bibliometric Analysis	green human resource management	Article	2267	GHRM can also be studied in more depth when it comes to competition, green intellectual capital, green innovation, environmental performance, and waste management.
"Liming Zha, Miles M. Yang, Zhenyuan Wang and Grant Michelson 2022"	SSCI database	Till November 27, 2020.	Bibliometric Analysis	CSR Leadership	Articles	1432	Future lines may inquire the impact of individual characteristics of CEOs on organizational CSR performance.
"Mónica Santana, Rafael Morales-Sánchez and Susana Pasamar 2020"	Web of Science	2006 to 2019 three different periods of time: 2006–2013; 2014–2016 and 2017–2019.	systematic review and Bibliometric Analysis	HRM and CSR	peer-reviewed articles and review papers	194	Subsequent research should concentrate on the immediate implications of the connection between CSR and HRM, elucidating the moderating and mediating roles that additional variables may exert in this relationship.

METHODOLOGY

The study is conducted in two phases of data collection and bibliometric analysis. In first phase the data is being collected based on international publications on GHRM and CSR from the database of Scopus using the keyword of green human resource management and corporate social responsibility. The search string used for GHRM is as TITLE-ABS-KEY ("Green human resource management" OR "GHRM" OR "green

HRM" OR "green HR" OR "Environmental Human Resource" OR "eco-friendly Practices" OR "Environmental Training" OR "Green Training"). 'Sustainable HRM' is not included in the search string of GHRM because it inculcates wider sustainability issues at social and economic level too rather than having only ecological issues that is the area to be focused in GHRM (Tanova & Bayighomog, 2022). The graphical representation of data screening is shown in figure 1

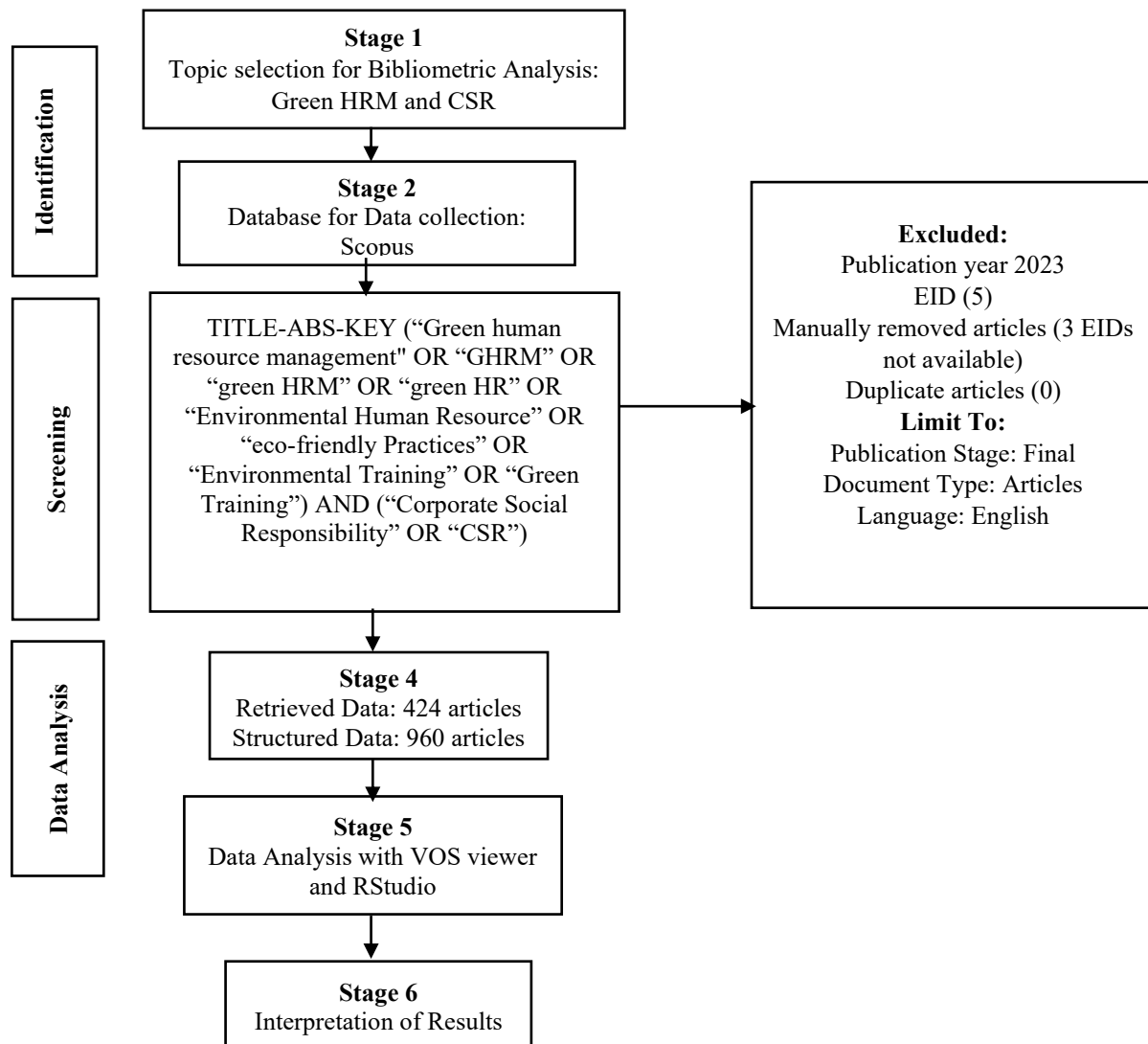


Figure 1.
Graphical Representation of Data Screening

For CSR, we are going with the phrase "corporate social responsibility" and its acronym "CSR" as the search key words only because the previous researches have resulted in a high contamination of sample trying to add all famous search terms of CSR (Zhao et al., 2022; Ye et al., 2020; Ferramosca and Verona, 2020) as "social responsibility" is not limited to the organizations only but can also take the individual responsibilities into account (Ye et al., 2020) and "sustainable" and "sustainability" work at macro level for global issues while "CSR" is more suitable for micro level corporate strategies (Dyllick & Muf, 2016; Ye et al., 2020).

Thus, the string of the study is TITLE-ABS-KEY ("Green human resource management" OR "GHRM" OR "green HRM" OR "green HR" OR "Environmental Human Resource" OR "eco-friendly Practices" OR "Environmental Training" OR "Green Training") AND ("Corporate Social Responsibility" OR "CSR").

This search string yielded 531 documents that were reduced to 432 after excluding the publication year 2023, limiting the documents published in English language and type to articles only. We excluded books, book chapters, review papers and conference papers as they are not considered as the latest records of knowledge creation in any field (Rehman et al., 2020; Riaz et al., 2024). Additionally, these papers were examined to identify those without authors and to eliminate duplicates. No relevant articles were identified; hence, irrelevant articles were removed by utilizing Scopus's unique document-article identifier, "EIDs," following the addition of the subsequent search term. Consequently, items associated with these EIDs will not be included in the forthcoming search results. The EIDs of these publications were eliminated, and a unique Scopus search phrase was constructed, resulting in 427 items. Three articles were identified as potentially irrelevant to the study but lacked EIDs, hence they were excluded manually. So, the final unique Scopus search string finalized with 424 articles is shown in table 2.

Table 2.
Scopus Search Approach

Sr. No	Types	Category
01	Search Query	TITLE-ABS-KEY ("Green human resource management" OR "GHRM" OR "green HRM" OR "green HR" OR "Environmental Human Resource" OR "Eco-friendly Practices" OR "Environmental Training" OR "Green Training") AND ("Corporate Social Responsibility" OR "CSR")
02	Time Span	2006-2023
03	Source Type	Journal Articles
04	Language	English

In the second phase these collected data are analysed using bibliometric analysis through R Studio software.

RESULTS AND DISCUSSION

This work analyses literature from various perspectives: research article publishing trends in journals, the most significant journals based on numerical contributions, and the key publications reflecting citation trends, among others.

Table 3.
Main information about data

Description	Results
Time span	2006-2023
Sources (Journals)	184
Documents (Journal Articles)	432
Average citation per document	30.26
References	29524
Number of Authors	1158

Document Contents		
Keywords plus (ID)		730
Authors' Keywords (DE)		1065
Authors of single-authored docs		28
Authors Collaboration		
Single-authored docs		35
Co-authored docs		3.47
International co-authorship %		42.82

The table 3 shows the main information about the data i.e., timespan, sources of the data (Journals), Documents, average citations per document, References, authors keywords, international co-authorships %, articles etc. Timespan of the data ranges from 2006 to 2023. Data is collected from 184 different sources (Journals). Total no of documents (research articles) is 432. Documents average age is 2.6 years. Average citations per documents is 30.26. Total number of references in the data is 29524 while no of authors are 1158 and international co-authorships percentage is 42.82%.

This paper finds that GHRM and CSR has very less studied together in literature. As the first ever study was conducted in 2006 being the only study of the year in this perspective. Even after 4 years in 2010 only 2 more studies were done. Since 2019, from 2006-2019, only 93 (less than 100) publications were made. Emerging with this low pace a rapid growth is evident since 2020 to 2022. Infact the last year witnessed 181 publications out of total 427 studies. Figure 2 shows the annual production of literature on GHRM and CSR in detail.

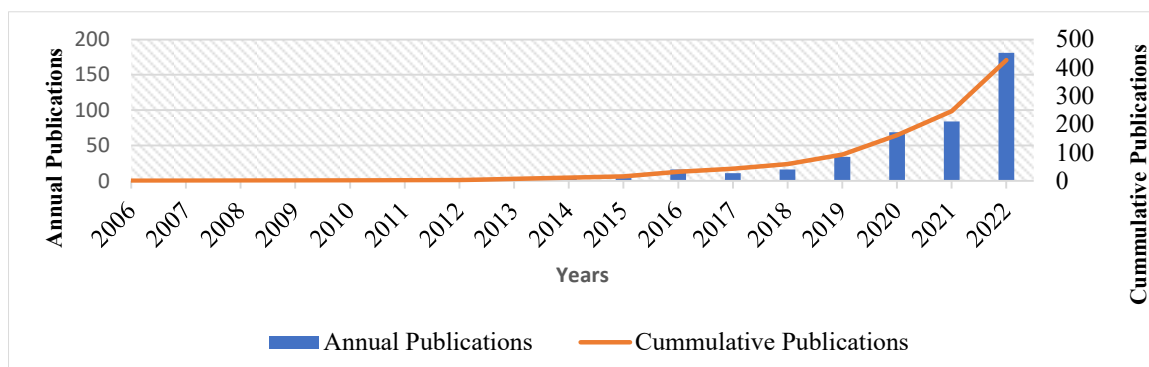


Figure 2.
Annual Publication Trend

Further table 4 shows that China is at the top of the list with total citations of 2002 and average articles citations of 27.80. Malaysia is second, with 1084 of total and 26.40 of average article citations then comes Pakistan with 1054 of total citations and 23.40 of average article citations.

Table 4.
Most cited countries

Country	TC	Average article Citations
China	2002	27.80
Malaysia	1084	26.40
Pakistan	1054	23.40
UK	1046	87.20
India	738	21.70

Italy	663	60.30
USA	638	91.10
France	579	72.40
Australia	472	36.30
Brazil	430	71.70

Additionally, the USA, France, the UK, India, Italy, Australia, and Brazil have a total of 1046, 738, 663, 638, 579, 472, and 430 citations, respectively. The graphical representation of the countries with respect to total citations is shown in figure 3. Name of countries are represented along the Y-axis while No of citations are represented along the x-Axis. China is at the top of the list with 2002 total No of citations on other hand Brazil is at the bottom with 430 citations.

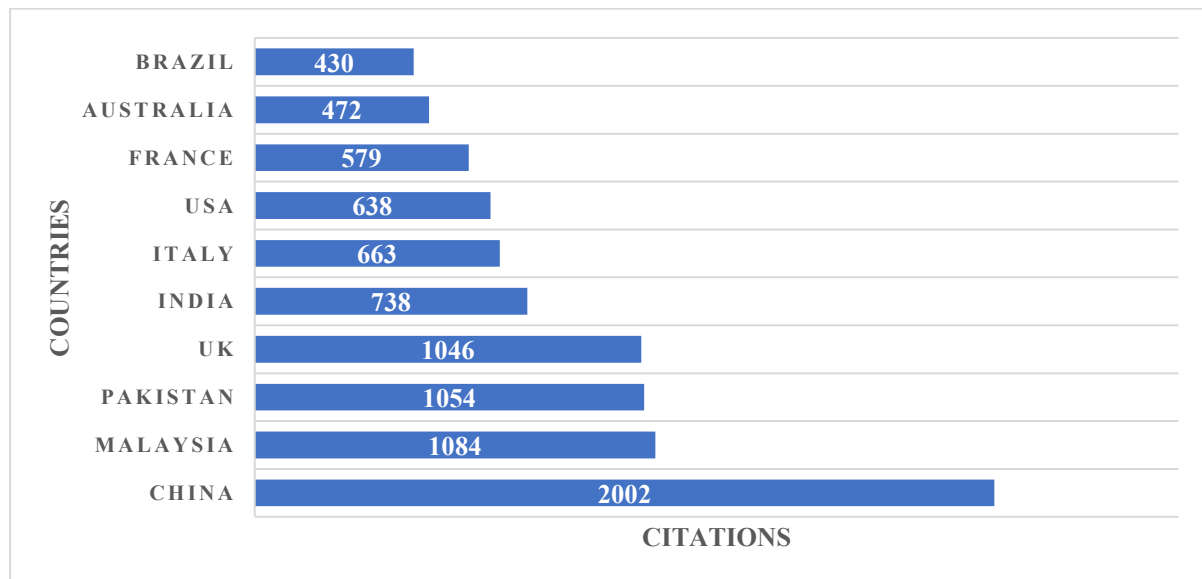


Figure 3.
Countries' citations

Additionally, Table 5 presents the mean Total Citations per Article, the mean Total Citations per year, and the Citable years.

Table 5:
Average total citation per year

Year	Mean Total Citation per Article	Mean Total Citations per Year
2006	0.00	0.00
2010	212.00	15.14
2012	19.00	1.58
2013	218.00	19.82
2014	29.40	2.94
2015	58.50	6.50
2016	100.12	12.52
2017	70.64	10.09
2018	92.31	15.38
2019	64.59	12.92
2020	69.32	14.56
2021	74.61	15.78
2022	78.29	16.74
2023	91.36	19.51

Moreover, the most relevant affiliations are reported in the figure 4. The University of Sains Malaysia (USM) comes in the first place. The university has provided a strong basis for research and is at first place with 17 Articles, University of Malaysia Terengganu

presents the second highest level of contribution (14 articles). University of the Punjab is at third place with 13 Articles affiliations and became the leading institution of Pakistan for knowledge creation, discovery, and learning. Eastern Mediterranean University and Montpellier Business School with 9 articles each Followed by COMSATS University Islamabad, National Institute of Industrial Engineering and National University of Sciences and Technology have 7 articles each.

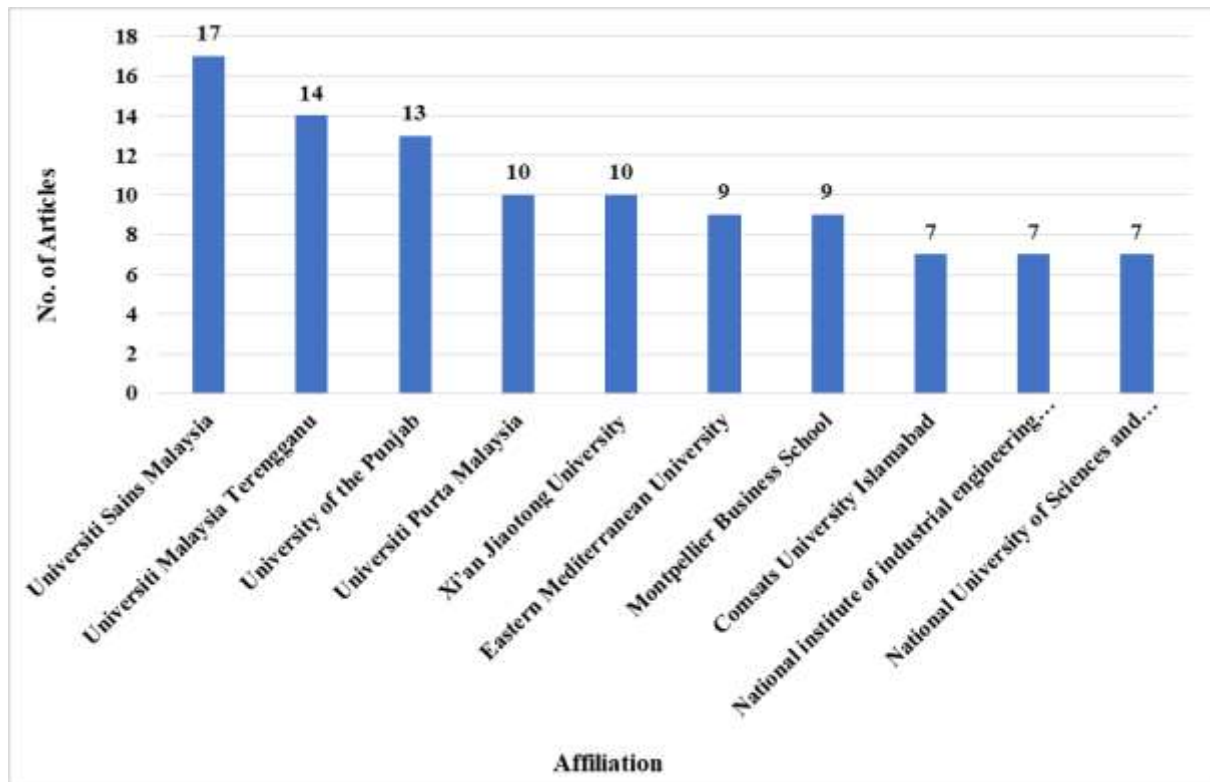


Figure 4.

Most Relevant Affiliations

The table 6 further consists of names of all contributing countries in scientific production, and frequency of their contribution. China is at the top with the most contribution of 182 Documents. Pakistan is at the second place with 169, Malaysia is at third place with 151, followed by India, UK, Australia, Brazil, France and Turkey with 86, 46, 44, 41, 38 and 31 respectively. USA is at the end with 30 Documents.

Table 6.

Country Production

Country	Frequency
China	182
Pakistan	169
Malaysia	151
India	86
Uk	46
Australia	44
Brazil	41
France	38
Turkey	31
USA	30

Figure 5 further highlights the mapping analysis of the country wise frequency of publication.

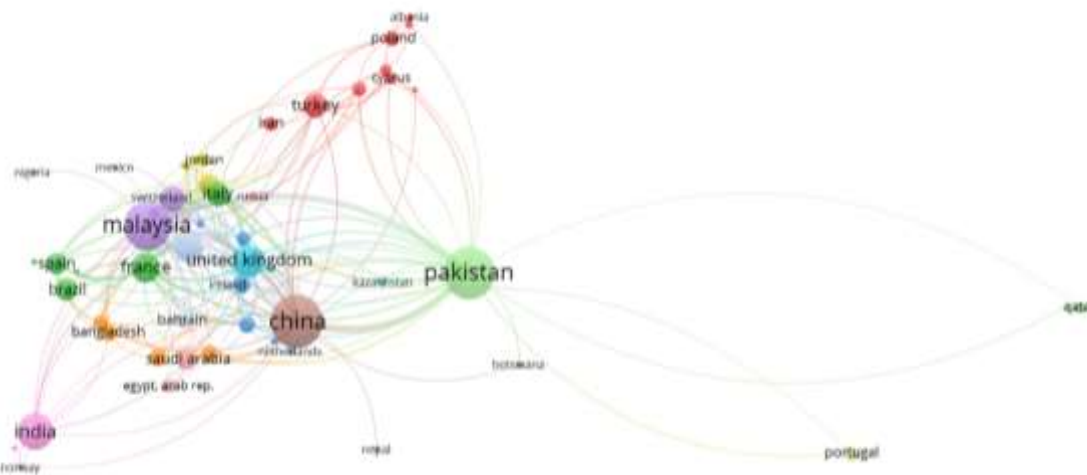


Figure 5.
Most Relevant Affiliations

In addition to this, the table 7 is displaying the most cited research articles in terms of local and global citations, Their DOI, Local citations, Global Citations, Year, LC/GC (Local citations /Global citations) ratio, Normalized Local Citations and Normalized Global Citations.

Table 7.
Prominent Research Articles on Green HRM

Research Article DOI	Year	Local Citations	Global Citations	LC/GC Ratio (%)	Normalized Local Citations	Normalized Global Citations
10.1111/j.1468v2370.2011.00328.x	2013	271	762	35.56	3.99	3.50
10.1016/j.ijhm.2018.04.007	2019	158	355	44.51	7.84	5.50
10.1002/hrm.21792	2017	149	408	36.52	5.83	5.78
10.1111/1744-7941.12147	2018	125	275	45.45	3.83	2.98
10.1007/s10490-017-9532-1	2018	120	222	54.05	3.68	2.40
10.1002/csr.1694	2019	110	236	46.61	5.46	3.65
10.1016/j.tourman.2018.12.008	2019	89	240	37.08	4.42	3.72
10.1016/j.jclepro.2015.01.052	2016	88	355	24.79	3.45	3.55
10.1057/omj.2010.37	2010	88	212	41.51	1.00	1.00
10.1016/j.techfore.2019.119762	2020	85	472	18.01	6.71	10.81

Further, in figure 6, top 10 leading authors based on their contributions in terms of published articles and citations are painted.

The results show that Yusliza MY is the most productive author with most no of article and citations (15), Jabbour CJC is at the second place on the list with 9 articles. Ramyaha T with 8, Nisar QA and Pham NT with 7 articles each. Guerzi M, Islam T, Karatepe OM and Yong JY has 6 articles each while Chaudhary R is at the end with 5 articles.

Further, figure 7 highlights the geographical locations of all contributing countries in scientific production, with the number of documents decreasing from dark to light blue, while grey indicates no contribution. China, the USA, and the UK have the highest contributions while Russia, Greenland, Argentina and most of the African countries like Algeria, Zambia, Somalia, Ethiopia etc. have no contribution in scientific production at all.

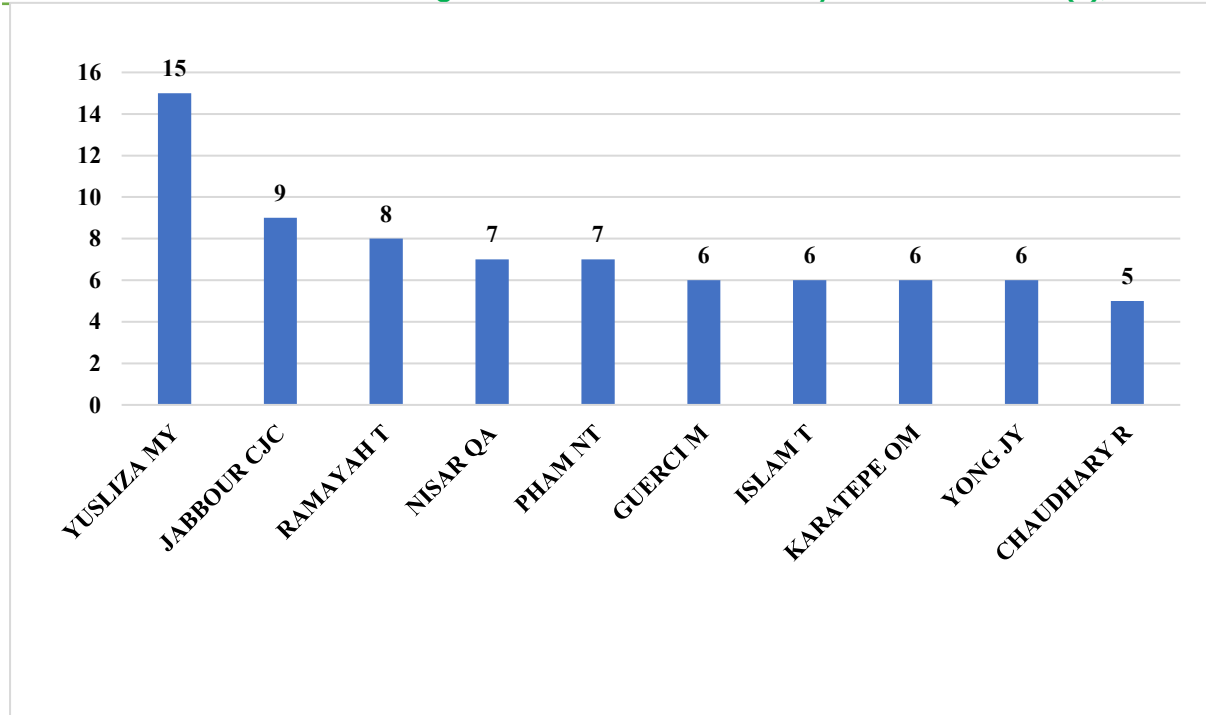


Figure 6.
Leading authors based on publications

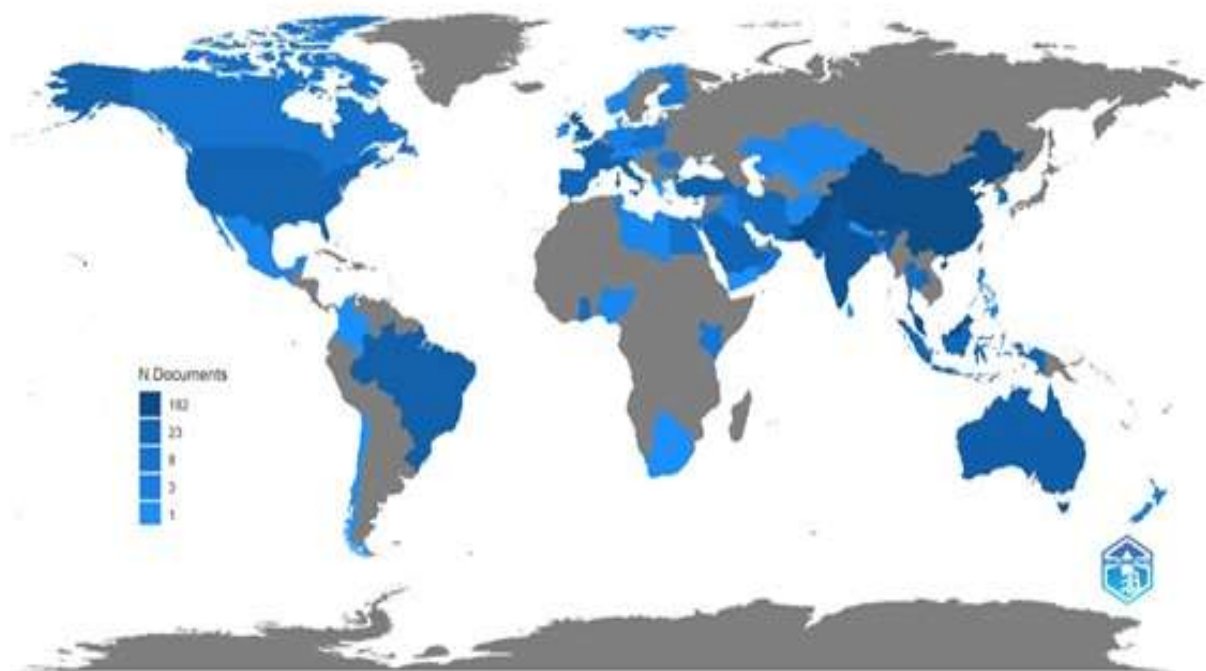


Figure 7.
Country Scientific productions

The figure 8 represents the top 10 most local cited sources. Cited sources are presented at the y axis while no of local citations are at the x-axis. The results show that the Journal of cleaner Production with 1521 citations.

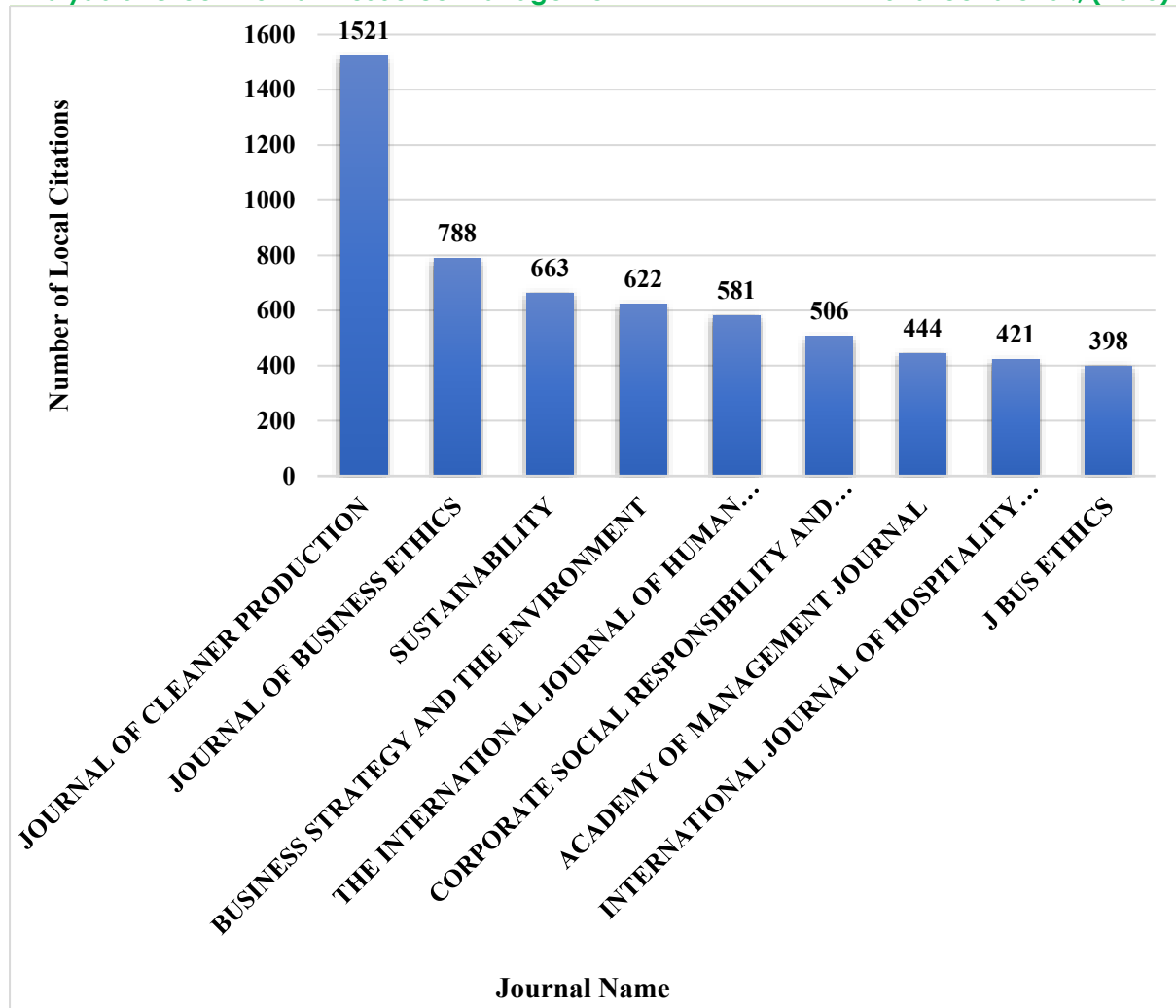


Figure 8.
Most Local Cited Sources

CONCLUSION

This study, as indicated by the bibliometric analysis of 432 publications indexed in Scopus, demonstrates that Green Human Resource Management (GHRM) and Corporate Social Responsibility (CSR) have emerged as increasingly significant subjects of scholarly interest. The results indicate a burgeoning global interest in these concerns. There needs to be more empirical and comparative research carried out to increase generalizability. It would be advisable for practitioners to adopt the use of GHRM techniques along with CSR approaches to ensure organization sustainability and employee participation. The research scope is limited to the articles obtained from the Scopus database, thus excluding the articles from other databases. Furthermore, bibliometrics primarily focus on statistical analysis rather than comprehensive qualitative insight.

Further studies need to focus on the impact of emerging markets, the use of longitudinal and mixed method approaches, and how Artificial Intelligence (AI) can be used to improve GHRM and CSR initiatives. AI-based analytical techniques can

help organizations make sustainable decisions, facilitate employee engagement, and manage resources optimally.

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