

Green Human Resource Management and Sustainable Development: A Systematic Exploration

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Abstract

This study examines the development of Green Human Resource Management (GHRM) research within sustainable development literature through bibliometric analysis. As a strategic human resource management approach, GHRM has received growing scholarly attention because of its contribution to promoting environmentally responsible behavior, strengthening organizational sustainability capabilities, and supporting long-term environmental performance. Nevertheless, systematic studies that map the evolution, thematic direction, and intellectual structure of this research field remain limited. Data were retrieved from the Scopus database, resulting in 76 open-access articles published between 2016 and 2024. The analysis was conducted using Biblioshiny to identify publication trends, dominant research themes, influential journals, and leading contributors. The findings reveal substantial publication growth after 2020, indicating increasing academic interest in GHRM and sustainability. Dominant themes include environmental performance, pro-environmental behavior, green HR practices, and sustainability-oriented organizational capabilities. Sustainability and the Journal of Cleaner Production emerged as the most influential journals, while Jabbour and Renwick were identified as key contributors. Overall, this study highlights GHRM's shift toward broader sustainability and capability-based perspectives.

I. INTRODUCTION

Growing concerns regarding environmental sustainability and corporate social responsibility (CSR) have encouraged organizations to integrate sustainability principles into strategic organizational practices. In this context, Human Resource Management (HRM) has evolved beyond traditional administrative functions toward a strategic role that shapes employee behavior, organizational culture, and long-term sustainability capability. One important approach emerging from this transformation is Green Human Resource Management (Green HRM), which integrates environmental objectives into HRM policies and practices to support sustainable organizational development. Green Human Resource Management has gained increasing attention because organizations are under growing pressure from stakeholders to adopt environmentally responsible business strategies while maintaining organizational

competitiveness and social legitimacy (Montiel, 2008).

Green HRM refers to the implementation of HR policies and practices designed to encourage environmentally responsible behavior within organizations. These practices include green recruitment, sustainability-oriented training, environmentally focused performance management, and green compensation systems that motivate employees to participate in environmental initiatives. Beyond reducing environmental impact, Green HRM also contributes to employee commitment, organizational culture, and sustainability-oriented capabilities. Previous studies indicate that Green HRM can improve environmental performance, strengthen employee pro-environmental behavior, and support organizational sustainability objectives through the integration of environmental values into workplace practices and decision-making processes (Renwick et al., 2013).

At the same time, sustainable development has become a central concern for organizations seeking to balance economic growth, environmental protection, and social responsibility. In organizational contexts, sustainability is no longer viewed solely from an environmental perspective, but also includes social and economic dimensions that influence long-term organizational performance. Consequently, Green HRM has increasingly been recognized as a strategic mechanism that supports broader sustainability agendas by influencing employee behavior, organizational learning, green innovation, and sustainability culture within organizations (Sachs, 2012).

Although previous studies have examined Green HRM and sustainable development, most research remains concentrated on environmental performance and environmentally responsible behavior. Existing studies generally discuss Green HRM practices separately or focus only on specific organizational outcomes without systematically examining how the literature has evolved toward broader sustainability dimensions, including employee well-being, social sustainability, green innovation, and organizational sustainability capability. In addition, limited bibliometric studies specifically map the intellectual structure, dominant themes, influential contributors, and emerging research directions linking Green HRM and sustainable development. This condition indicates the need for a more comprehensive bibliometric review to better understand the development and future trajectory of the field (Jackson et al., 2011).

Therefore, this study aims to examine the development of Green HRM research within the sustainable development literature through bibliometric analysis. Using Scopus-indexed publications analyzed through Biblioshiny, this study identifies publication trends, dominant themes, influential journals, leading authors, and emerging research directions related to Green HRM and sustainable development. The findings are expected to contribute to the understanding of the intellectual evolution of Green HRM research and provide insights for future studies and sustainability-oriented organizational strategies (Jabbour & De Sousa Jabbour, 2016).

II. LITERATURE

Green Human Resource Management (Green HRM) refers to the integration of environmental objectives into human resource management practices to support organizational sustainability. As part of strategic HRM, Green HRM not only focuses on reducing environmental impact but also on shaping employee behavior, organizational culture, and sustainability capability. Previous studies show that Green HRM contributes to environmental performance and supports sustainability-oriented organizational practices (Renwick et al., 2013);(Jackson et al., 2011).

Green HRM includes several important dimensions. Green recruitment attracts employees with environmental awareness, while green training develops sustainability-related competencies

and environmental knowledge. Green performance appraisal evaluates employee contributions toward environmental goals, and green compensation encourages participation in sustainability initiatives through rewards and incentives. In addition, green employee involvement strengthens participation in environmental programs and supports green organizational culture.

These practices are associated with environmental performance and pro-environmental behavior. Environmental performance reflects organizational efforts to reduce environmental impact, while pro-environmental behavior refers to employee actions supporting workplace sustainability. Previous studies indicate that Green HRM practices improve employee commitment, workplace environmental behavior, and long-term sustainability performance (Dumont et al., 2017); (Tang et al., 2018).

Several theoretical perspectives explain the relationship between Green HRM and sustainable development. Ability-Motivation-Opportunity Theory explains how Green HRM enhances employee abilities, motivation, and opportunities to support sustainability practices. Resource-Based View considers Green HRM as a strategic capability that supports sustainable competitive advantage. In addition, Stakeholder Theory and Social Exchange Theory explain organizational responses to stakeholder expectations and employee reciprocal behavior toward sustainability practices.

Although previous studies have examined Green HRM and sustainable development, most research still focuses on environmental performance and pro-environmental behavior. Limited studies systematically explain how Green HRM literature has evolved toward broader sustainability dimensions, including social sustainability, green innovation, and organizational sustainability capability. Therefore, a bibliometric review is needed to identify research trends, dominant themes, influential contributors, and emerging directions in the field.

III. RESEARCH METHOD

This study employs a bibliometric approach to examine the development of research on Green Human Resource Management (GHRM) and Sustainable Development. Bibliometric analysis was selected because it provides a systematic and quantitative method for identifying publication trends, influential authors, productive journals, dominant research themes, and the intellectual structure of a specific field of study. This approach is considered appropriate for mapping the evolution of GHRM research, particularly in relation to sustainability issues and organizational environmental practices. The study used the Scopus database as the primary source of data because of its broad coverage of reputable international journals and its frequent use in bibliometric studies across management, environmental, and social science disciplines. Data collection was conducted on August 27, 2024, using keywords related to Green HRM and sustainability. The search query applied in the Scopus database was TITLE-ABS-KEY (“Green Human Resource Management” OR “Green Workforce Management”) AND (“Sustainable Development” OR “Environmental Sustainability”) AND PUBYEAR > 2015 AND PUBYEAR < 2025. The search was limited to journal articles published in English, open-access documents, and relevant subject areas, including business, management, environmental science, social sciences, economics, decision sciences, multidisciplinary studies, and arts-related fields. These criteria were applied to ensure that the selected documents were academically relevant, accessible, and aligned with the scope of GHRM and sustainable development research.

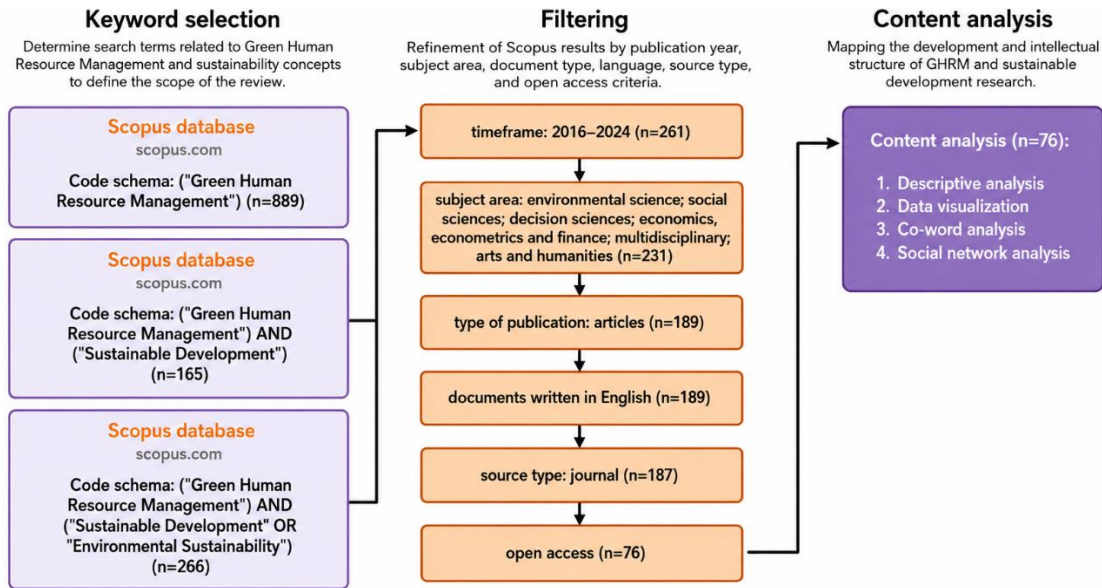


Figure 1. Document Selection Flowchart

The initial search identified 889 publications. Several filtering stages were applied based on publication year (2016–2024), subject area, document type, language, and open-access status. Only English-language journal articles indexed in Scopus were included, resulting in 76 relevant publications for analysis. The data were exported in .csv and .bib formats and analyzed using Biblioshiny in R. Data cleaning included duplicate removal, author normalization, and keyword standardization. The analysis covered publication trends, citation analysis, keyword analysis, source impact, author productivity, and institutional contributions.

Table 1. Search Strategy for Titles and Abstracts in the Scopus Database

Keywords TITLE-ABS-KEY-AUTH	The abundance of documents	Query description
("Green Human Resource Management")	889 Publications	The total number of publications that address the topic of Green HRM in titles, abstracts, or keywords, without any additional restrictions. It covers all aspects related to Green HRM broadly.
("Green Human Resource Management") AND ("Sustainable Development")	165 Publications	The study examines publications discussing the relationship between Green HRM and Sustainable Development in titles, abstracts, and keywords, focusing on how Green HRM practices support sustainable development goals.
("Green Human Resource Management") OR ("Green Workforce Management") AND ("Sustainable Development") OR ("Environmental Sustainability")	266 Publications	The number of publications that include Green HRM or Green Workforce Management and its relationship with Sustainable Development or Environmental Sustainability. It expands the scope of the search to include terms related to environmental sustainability in general.
("Green Human Resource Management") OR ("Green Workforce Management") AND ("Sustainable Development") OR ("Environmental Sustainability") AND PUBYEAR > 2015 AND PUBYEAR < 2025	261 Publications	The number of publications is the same as the previous query but limited to publications published between 2016 and 2024. It provides an overview of the most recent and relevant literature within a specified period.

("Green Human Resource Management") OR ("Green Workforce Management") AND ("Sustainable Development") OR ("Environmental Sustainability")) AND PUBYEAR > 2015 AND PUBYEAR < 2025 AND (LIMIT-TO (SUBJAREA , "BUSI", "ENVI", "SOC", "ECON", "DECI", "MULT", "ARTS"))	236 Publications	The quantity of publications spanning the years 2016 to 2024 that discuss Green HRM or Green Workforce Management and its relation to Sustainable Development or Environmental Sustainability, with restrictions on subject areas such as Business, Environment, Social, Economics, Decision Science, Multidisciplinary, and Arts. It indicates literature relevant to a particular field of study.
("Green Human Resource Management") OR ("Green Workforce Management") AND ("Sustainable Development") OR ("Environmental Sustainability")) AND PUBYEAR > 2015 AND PUBYEAR < 2025 AND (LIMIT-TO (SUBJAREA , "BUSI", "ENVI", "SOC", "ECON", "DECI", "MULT", "ARTS")) AND (LIMIT-TO (DOCTYPE , "ar"))	189 Publications	The quantity of publications spanning the years 2016 to 2024 that meet the above criteria, with additional restrictions on the type of scientific article document (ar = article). It specializes in searches on articles published in scientific journals.
("Green Human Resource Management") OR ("Green Workforce Management") AND ("Sustainable Development") OR ("Environmental Sustainability")) AND PUBYEAR > 2015 AND PUBYEAR < 2025 AND (LIMIT-TO (SUBJAREA , "BUSI", "ENVI", "SOC", "ECON", "DECI", "MULT", "ARTS")) AND (LIMIT-TO (DOCTYPE , "ar")) AND (LIMIT-TO (LANGUAGE , "English"))	189 Publications	The quantity of publications spanning the years 2016 to 2024 that corresponds to the previous criteria, with additional restrictions on articles published in United Kingdom. This ensures that the literature reviewed is widely accessible and understood by the international academic community.
("Green Human Resource Management") OR ("Green Workforce Management") AND ("Sustainable Development") OR ("Environmental Sustainability")) AND PUBYEAR > 2015 AND PUBYEAR < 2025 AND (LIMIT-TO (SUBJAREA , "BUSI", "ENVI", "SOC", "ECON", "DECI", "MULT", "ARTS")) AND (LIMIT-TO (DOCTYPE , "ar")) AND (LIMIT-TO (LANGUAGE , "English")) AND (LIMIT- TO (SRCTYPE , "j"))	187 Publications	The quantity of publications spanning the years 2016 to 2024 is in accordance with the previous criteria, with additional restrictions on the source of published articles, namely only scientific journals. It filters publications from other types of sources such as conferences or books.
("Green Human Resource Management") OR ("Green Workforce Management") AND ("Sustainable Development") OR ("Environmental Sustainability")) AND PUBYEAR > 2015 AND PUBYEAR < 2025 AND (LIMIT-TO (SUBJAREA , "BUSI", "ENVI", "SOC", "ECON", "DECI", "MULT", "ARTS")) AND (LIMIT-TO (DOCTYPE , "ar")) AND (LIMIT-TO (LANGUAGE , "English")) AND (LIMIT- TO (SRCTYPE , "j")) AND (LIMIT-TO (OA , "all"))	76 Publications	The quantity of publications spanning the years 2016 to 2024 corresponds to the previous criteria, with additional restrictions on articles available in open access (OA = open access). This ensures that publications are freely accessible to the public.

The study used a step-by-step search strategy to identify publications on Green HRM, Sustainable Development, and Environmental Sustainability. After applying criteria such as publication year, subject area, document type, and language, 76 relevant publications were selected. The data were cleaned and analyzed using Biblioshiny in R, covering publication

trends, citation analysis, and keyword mapping, with results presented through tables and visualizations (Aria & Cuccurullo, 2017) (Abedelrahim et al., 2024; Abualigah et al., 2023; Ahmad et al., 2023; Ahn & Avila, 2022; Akbar et al., 2024; Alenzi et al., 2023; Alherimi et al., 2024; AlNaqbi & Shamsudin, 2024; Al-Sabi et al., 2024; M. Altassan, 2024; M. A. Altassan, 2024; Appiah Kissi et al., 2024; Ari et al., 2020; Atmaja et al., 2024; Awan et al., 2023; Bombiak, 2019; Bombiak & Marciniuk-Kluska, 2018; Cesário et al., 2022; Cheng et al., 2022; J. P. Coelho et al., 2024; M. P. Coelho et al., 2022; Darvazeh et al., 2023; Dian et al., 2022; Foster et al., 2022; Freihat et al., 2024; Good et al., 2023; Graczyk-Kucharska, 2023; Guerci & Carollo, 2016; Gyensare et al., 2024; Haddock-Millar et al., 2016; J. He et al., 2021; W. He et al., 2024; Hong et al., 2024; W. Huo et al., 2020; X. Huo et al., 2022; Jabbour & De Sousa Jabbour, 2016; Jabbour & Renwick, 2018; Kanan et al., 2023; Khan & Muktar, 2020, 2021; Li et al., 2023; Liu et al., 2022, 2024; Ma et al., 2023; Manuel et al., 2024; Marrucci et al., 2024; Matejun et al., 2024; Merlin & Chen, 2022; Mustafa et al., 2023; Nikoloski et al., 2024; Ogbeibu et al., 2022, 2024; Paillé et al., 2020; Parida et al., 2021, 2023; Pinzone et al., 2016; Piwowar-Sulej et al., 2023; Rawash & Aloqaily, 2022; Renwick et al., 2016; Rizvi & Garg, 2021; Roscoe et al., 2019; Sangadji & Islami, 2024; Setyadi et al., 2023; Shah et al., 2021; Shayegan et al., 2023; Sinclair-Desgagné, 2021; Teixeira et al., 2016; Tulsi & Ji, 2020; Uddin et al., 2023; Uslu et al., 2023; Vázquez-Brust et al., 2023; Wei et al., 2023; Yogi Ardiansyah & Irawan, 2022; Zihan & Makhbul, 2024).

Bibliometric analysis was conducted using Biblioshiny in R because it supports citation, keyword, and thematic analyses through bibliometric visualization. Data collected from the Scopus database were exported in .csv and .bib formats before undergoing data cleaning procedures, including duplicate removal, author normalization, and keyword standardization. The cleaned data were then analyzed to identify publication trends, citation patterns, dominant themes, influential journals, author productivity, and institutional contributions related to Green Human Resource Management and Sustainable Development research.

IV. RESULTS AND DISCUSSION

This bibliometric study of 76 Scopus-indexed articles (2016–2024) shows growing interest in Green Human Resource Management and Sustainable Development, particularly after 2020. Dominant themes focus on environmental performance and pro-environmental behavior, indicating that GHRM research remains largely oriented toward environmental management perspectives. Major contributions were identified from Sustainability, Journal of Cleaner Production, Jabbour, and Renwick. The findings also suggest an emerging shift toward broader sustainability dimensions, including green innovation and organizational sustainability capability. However, research gaps remain regarding service industries, social and economic sustainability integration, and implementation challenges in developing countries.

Compared with previous bibliometric studies by Khan and Muktar (2020, 2021), this study more specifically emphasizes the relationship between Green HRM and sustainable development. The findings indicate that recent studies increasingly integrate environmental performance, pro-environmental behavior, and sustainability capability perspectives, while social sustainability and employee well-being remain relatively underexplored.

Table 2. Main Information

Description	Results
MAIN INFORMATION ABOUT DATA	
Timespan	2016:2024
Sources (Journals, Books, etc)	38

Documents	76
Annual Growth Rate %	18,29
Document Average Age	2,05
Average citations per doc	42,32
References	5538
DOCUMENT CONTENTS	
Keywords Plus (ID)	228
Author's Keywords (DE)	280
AUTHORS	
Authors	264
Authors of single-authored docs	4
AUTHORS COLLABORATION	
Single-authored docs	5
Co-Authors per Doc	3,93
International co-authorships %	50
DOCUMENT TYPES	
article	76

Table 2 summarizes the main bibliometric characteristics of the analyzed literature. The findings indicate growing scholarly attention toward Green Human Resource Management and Sustainable Development, reflected in the annual publication growth rate of 18.29% between 2016 and 2024. The relatively high average citation per document suggests increasing academic influence within the field. In addition, the large number of authors and 50% international collaboration rate demonstrate the interdisciplinary and globally collaborative nature of GHRM research. These findings indicate that Green HRM has evolved into an increasingly important research area within sustainability and strategic HRM studies

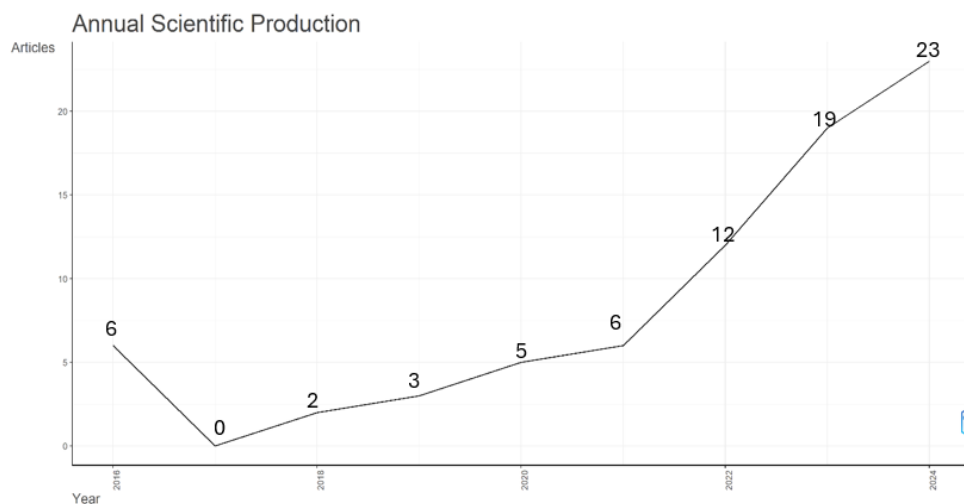


Figure 2. Yearly Scientific Output

Figure 2 illustrates the increasing publication trend related to Green Human Resource Management and Sustainable Development between 2016 and 2024. Although publication growth was relatively limited during the early years, a significant increase occurred after 2020, with the highest number of publications recorded in 2024. This trend indicates growing academic and organizational interest in sustainability-oriented HRM practices, particularly as environmental and sustainability issues have become increasingly integrated into strategic management and organizational research.

The Sources' Local Impact analysis shows that Sustainability and Journal of Cleaner Production are the most influential journals in Green Human Resource Management and Sustainable Development research. The strong citation impact of these journals indicates that

Green HRM studies have developed extensively within the context of sustainability, environmental management, and organizational strategy. In addition, the contribution of Business Strategy and the Environment suggests that Green HRM research is evolving from an environmental performance orientation toward broader integration with strategic management perspectives and sustainability-oriented organizational practices.

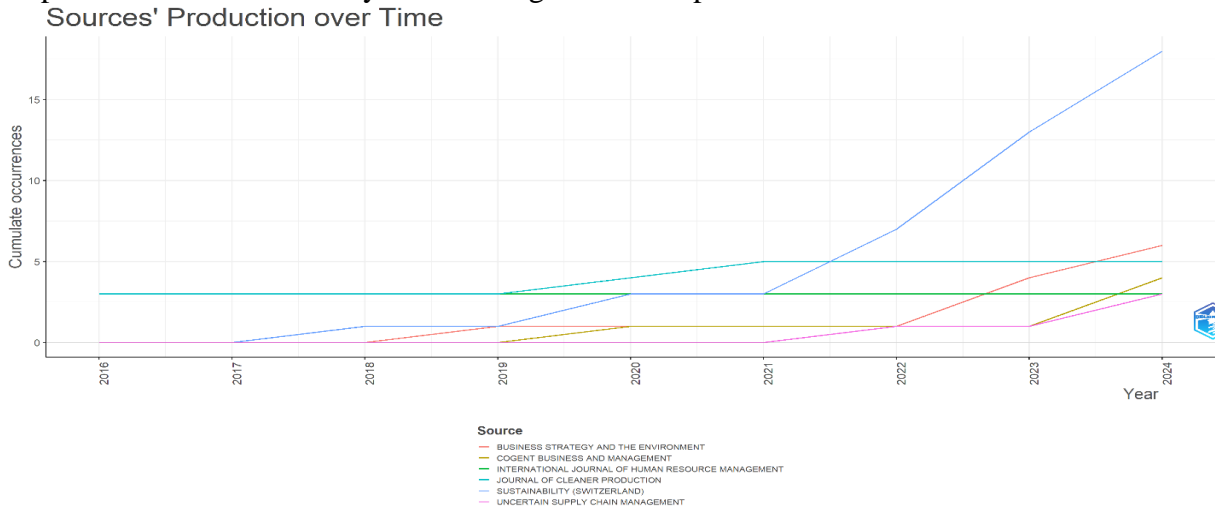


Figure 3. Sources' Production over Time

Figure 4 shows increasing publication contributions from major journals in Green Human Resource Management and Sustainable Development research between 2016 and 2024. Sustainability and Business Strategy and the Environment demonstrated substantial growth, while Journal of Cleaner Production maintained consistent contributions over time. This trend indicates that GHRM research has become increasingly integrated with sustainability, environmental management, and strategic organizational studies.



Figure 4. WordCloud

Figure 5 shows that “green human resource management” or “Green HRM” is the most dominant term in the literature, followed by “sustainable development,” “environmental sustainability,” and “environmental performance.” The frequent occurrence of terms such as “green training,” “pro-environmental behavior,” and “environmental performance” indicates that current Green Human Resource Management research remains strongly oriented toward environmental management, employee environmental behavior, and sustainability performance. These findings suggest that GHRM studies are increasingly integrated with broader sustainability strategies, particularly in linking HRM practices with organizational environmental outcomes. However, themes related to social sustainability, employee well-being, and green innovation appear to remain relatively underexplored. In addition, the analysis of authors’ production over time illustrates the citation impact of leading scholars in this field, including Farooq Ahmad, Subramaniam Ananthram, Kerry Brown, and Edyta Bombiak, whose contributions have helped

shape the intellectual structure and research direction of Green HRM and Sustainable Development studies.

Table 3. Authors' Production over Time (Documents)

Author	Year	Title (TI)	Source (SO)	TC	TCpY
JABBOUR, CHARBEL J.C. (Vázquez-Brust et al., 2023)	2023	The Role of Green Human Resource Management In The Translation Of Greening Pressures Into Environmental Protection Practices. 10.1002/bse.3319	BUSINESS STRATEGY AND THE ENVIRONMENT	23	11,5
JABBOUR, CHARBEL J.C.	2022	Green Talent Management and Turnover Intention: The Roles Of Leader Stara Competence And Digital Task Interdependence. 10.1108/JIC-01-2021-0016	JOURNAL OF INTELLECTUAL CAPITAL	46	15,33
JABBOUR, CHARBEL J.C. (Roscoe et al., 2019)	2019	Green Human Resource Management and The Enablers of Green Organisational Culture: Enhancing A Firm's Environmental Performance For Sustainable Development. 10.1002/bse.2277	BUSINESS STRATEGY AND THE ENVIRONMENT	478	79,67
JABBOUR, CHARBEL J.C. (Jabbour & Renwick, 2018)	2018	The Soft Side of Environmentally-Sustainable Organizations. 10.1108/RAUSP-07-2018-0044	RAUSP MANAGEMENT JOURNAL	26	3,714
JABBOUR, CHARBEL J.C. (Renwick et al., 2016)	2016	Contemporary Developments in Green (Environmental) HRM Scholarship. 10.1080/09585192.2015.1105844	INTERNATIONAL JOURNAL OF HUMAN RESOURCE MANAGEMENT	278	30,89
JABBOUR, CHARBEL J.C. (Jabbour & De Sousa Jabbour, 2016)	2016	Green Human Resource Management and Green Supply Chain Management: Linking Two Emerging Agendas. 10.1016/j.jclepro.2015.01.052	JOURNAL OF CLEANER PRODUCTION	492	54,67
JABBOUR, CHARBEL J.C. (Teixeira et al., 2016)	2016	Green Training and Green Supply Chain Management: Evidence From Brazilian Firms. 10.1016/j.jclepro.2015.12.061	JOURNAL OF CLEANER PRODUCTION	253	28,11
RENEWICK, DOUGLAS W.S. (Vázquez-Brust et al., 2023)	2023	The Role of Green Human Resource Management In The Translation Of Greening Pressures Into Environmental Protection Practices. 10.1002/bse.3319	BUSINESS STRATEGY AND THE ENVIRONMENT	23	11,5
RENEWICK, DOUGLAS W.S. (Ogbeibu et al., 2022)	2022	Green Talent Management and Turnover Intention: The Roles Of Leader Stara Competence And Digital Task Interdependence. 10.1108/JIC-01-2021-0016	JOURNAL OF INTELLECTUAL CAPITAL	46	15,33
RENEWICK, DOUGLAS W.S. (Paillé et al., 2020)	2020	Leveraging Green Human Resource Practices to Achieve Environmental Sustainability. 10.1016/j.jclepro.2020.121137	JOURNAL OF CLEANER PRODUCTION	107	21,4

Table 3 presents the publication productivity and citation impact of influential authors in Green Human Resource Management (GHRM) and Sustainable Development research. The findings indicate that Charbel J.C. Jabbour and Douglas W.S. Renwick are among the most influential contributors, as their highly cited studies have played an important role in shaping the intellectual development, theoretical foundation, and research direction of sustainability-oriented HRM studies. In addition, the analysis of authors' production over time shows that earlier contributions by Subramaniam Ananthram, Kerry Brown, and Edyta Bombiak received strong citation impacts, reflecting their important role in the early development of GHRM and sustainability-related HRM research. Meanwhile, more recent publications by Farooq Ahmad and Megren Altassan demonstrate the continued expansion of scholarly attention in this field. Overall, these findings suggest the emergence of key scholars whose works have contributed significantly to the development of Green HRM research, particularly in relation to environmental sustainability, organizational performance, and sustainable development.

Table 4. Affiliations' Production over Time

Affiliation	Year	Articles
JILIN UNIVERSITY	2021	3
JILIN UNIVERSITY	2022	3
JILIN UNIVERSITY	2023	5
JILIN UNIVERSITY	2024	5
JIANGSU UNIVERSITY	2022	2
JIANGSU UNIVERSITY	2023	6
JIANGSU UNIVERSITY	2024	6
UNIVERSITI MALAYSIA TERENGGANU	2022	5
UNIVERSITI MALAYSIA TERENGGANU	2023	5
UNIVERSITI MALAYSIA TERENGGANU	2024	5
AKDENIZ UNIVERSITY	2023	6
AKDENIZ UNIVERSITY	2024	6
FOREIGN TRADE UNIVERSITY	2024	6
LUSÓFONA UNIVERSITY	2024	5
UNIVERSITAS TIDAR	2024	5

Table 4 shows increasing institutional contributions to Green Human Resource Management and Sustainable Development research. Universities such as Jilin University, Jiangsu University, and Universiti Malaysia Terengganu demonstrated consistent publication growth, particularly after 2022. These findings indicate expanding institutional engagement and growing academic attention toward sustainability-oriented HRM research across international universities.

V. CONCLUSION

This study highlights the growing importance of Green Human Resource Management in supporting Sustainable Development within organizations. The findings indicate that Green HRM research remains strongly focused on environmental performance and pro-environmental behavior, while broader themes such as social sustainability, employee well-being, and green innovation remain less explored. The study also shows increasing global research collaboration and institutional involvement in sustainability-oriented HRM research.

The findings suggest that integrating environmental objectives into HR practices and organizational culture can strengthen sustainability-oriented organizational capability. From a theoretical perspective, this study contributes to the understanding of Green HRM as part of strategic HRM and sustainability management research. Practically, organizations and policymakers can support sustainability goals through environmentally oriented HR policies and institutional support mechanisms.

This study is limited to Scopus-indexed open-access articles published between 2016 and 2024. Future research should expand data sources, include broader sustainability dimensions, and apply more comprehensive analytical approaches.

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VII. SUPPORTING INFORMATION

Additional materials supporting this study are provided in the [Appendix](#). These materials include supplementary information related to the bibliometric search process and selection criteria. They also include analytical outputs used to support the findings of this article.

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