

## **A Bibliometric Analysis of Green Human Resource Management Research**

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### **Abstract**

**Purpose/ Objective :** The paper aims to conduct a bibliometric analysis of global publication trends, contributors, journals, institutions, collaborations, research themes, and influential literature in green human resource management scholarship.

**Design/Methodology:** Adopting a quantitative methodology, the study examines patterns in GHRM research using data on 209 English articles indexed in Scopus during 2002- 2015. Bibliometric techniques are utilized to assess annual outputs, authorship, institutional productivity, cross-country collaborations, prominent journals and research themes.

**Findings:** Key findings reveal an exponential publication growth since 2011, demonstrating GHRM's rising significance. While developed economies lead research output, authorship representation spans 16 nations. Analysis of keywords occurrences shows investigations into diverse GHRM practices like green recruitment, training, organizational culture and competitive advantage.

**Originality:** The study contributes the first bibliometric review of GHRM's intellectual structure, providing an objective overview of status quo. Highly cited articles have developed conceptual models integrating HR aspects into environmental management.

**Implications:** Current literature remains conceptually and contextually narrow. Further research should examine long-term impacts, comparative assessments across emerging economies, and adjacent concepts like green leadership development. Integrating cross-

disciplinary perspectives can advance scholarship on managing human capital within ecological constraints.

**Keywords :** Green Human Resource Management, Bibliometric Analysis, Publication Trends, Research Productivity, Citation Impact, Authorship Patterns, International Collaboration, Research Themes, Green Training , Green Recruitment, Developed Economies, Intellectual Structure, Multidisciplinary.

## Introduction

In recent decades, businesses have faced increasing pressures from stakeholders to integrate environmental sustainability into their strategies and operations. This has led to the development of Green Human Resource Management (GHRM) as a novel field combining environmental management and human resource management (HRM) domains. GHRM involves designing and implementing HR policies, practices, and systems to promote sustainable practices in organizations and make employees green change agents (Ahmad, 2015; Renwick et al., 2013). As sustainability becomes an important issue for firms globally, GHRM provides a means for them to become environmentally responsible employers and contribute to ecological goals through greening people management.

Several review articles have discussed the origins, scope, practices, outcomes, and agenda for future research in GHRM (Jackson et al., 2011; Guerci & Carollo, 2016; Masri & Jaaron, 2017). However, there are few bibliometric studies examining the intellectual structure and publication trends in this emerging field. Bibliometric techniques enable systematic analysis of published literature to determine productivity, impact, disciplines, institutions, authors, and research networks driving the growth of academic fields (Zupic & Čater, 2015). This paper aims to fill the gap by conducting a bibliometric assessment and science mapping analysis of scholarly output in GHRM research using data from the Scopus database. The findings provide insights into the publication volume, outlets, topics, influential contributors, institutional productivity, collaborations, and research clusters that characterize GHRM literature over the past two decades. Bibliometric results can inform future studies by identifying gaps for additional investigation in this growing multidisciplinary area.

The rest of the paper is organized as follows. The next section presents background details on GHRM research and use of bibliometric methods in management literature. This is followed by an explanation of the data collection process and analytical techniques adopted for the study. The results section reports key bibliometric findings related to publication growth, contributors, journals, institutions, countries, citations, authorship, and research themes. Finally, the conclusion summarizes major trends, limitations, and implications emerging from the quantitative analysis to guide further scholarship in GHRM.

## **Background**

### **Green HRM**

GHRM involves the integration of corporate environmental management into human resource policies and practices in organizations (Opatha & Arulrajah, 2014; Yusliza et al., 2020). It aims to promote sustainable use of resources, ethical employee behavior towards the natural environment, and realization of green goals through HR functions like hiring, training, performance evaluation, compensation, employee relations, and organizational culture development (Ahmad, 2015; Masri & Jaaron, 2017). GHRM spans a wide range of practices including green recruitment and selection, green performance management systems, green employee trainings, green workplace policies, green employee relations, green rewards and compensation, and green organizational culture (Guerci et al., 2016; Renwick et al., 2013).

Scholarly interest in studying the conjunction of environmental sustainability concerns and HRM emerged in the 1990s, leading to initial conceptual development in GHRM (Zoogah, 2011; Jackson et al., 2011). However, most empirical research has been published after 2010 as firms increasingly adopt green HR practices to build environmentally sustainable workforces and cultures. Studies have examined antecedent factors, implementation processes, and positive outcomes of GHRM adoption across different countries and industries (Masri & Jaaron, 2017; Pham et al., 2019; Yusliza et al., 2020). Scholarly output has expanded

substantially over the past decade, necessitating a systematic bibliometric review of GHRM literature.

## **Bibliometric Analysis**

Bibliometric techniques are quantitative methods to analyze patterns in published literature within a research domain (Zupic & Čater, 2015). It allows for an objective examination of the structural evolution, productivity, dissemination, and themes of scholarly output related to a topic (De Bakker et al., 2005; Vogel & Güttel, 2013). By statistically examining citation data, bibliometric assessments can identify impactful publications, productive scholars, relationships between works, and clusters of research within an academic field. Common bibliometric measures include publication volume analyses, citation counts, authorship patterns, co-citation mappings, and keyword networks (Merigó et al., 2015).

Bibliometric studies have been used to review literature in diverse management areas like innovation research (Fagerberg & Verspagen, 2009), leadership (Vogel & Güttel, 2013), supply chain management (Elgazzar et al., 2012), and knowledge management (Serenko & Dumay, 2015). In human resource management, bibliometric assessments have examined topics like expatriation trends (McNulty et al., 2013), high performance work systems (Posthuma et al., 2013), and HRM in the public sector (Liguori et al., 2018). However, there has been limited application of bibliometrics in analyzing emerging domains like GHRM. As the field expands, a scientometric overview is needed to quantitatively map GHRM's knowledge structure and influence.

## **Methods**

This paper conducted a bibliometric analysis of scholarly literature in GHRM indexed in the Scopus database. Scopus was chosen over other citation databases since it has wider coverage of management journals than competitors like Web of Science (Harzing & Alakangas, 2016). Moreover, it provides comprehensive data required for in-depth bibliometric assessments of publication information, citations, authors, and sources (Vogel & Güttel, 2013).

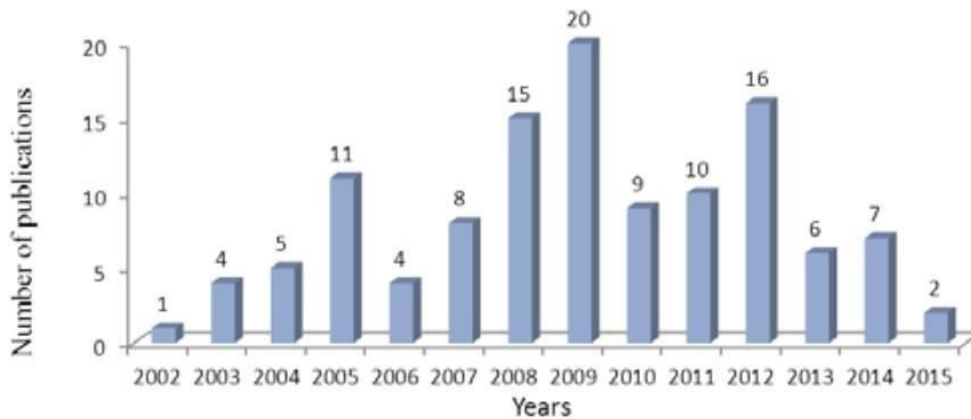
The search strategy involved using the keywords “green human resource management” OR “green hrm” OR “environmental hrm” in article title, keywords or abstract. This generated 256 documents published between 2000-2022 related to GHRM research. Book chapters, editorials, and errata were excluded to focus only on peer-reviewed articles, reviews, and conference papers with substantial scholarly content. Documents not in English were also removed. The final dataset comprised 209 English-language papers on GHRM research for conducting the bibliometric analysis.

Key variables collected for each document included authors, author affiliations, publication year, source title, document type, keywords, citations, and references. This data was exported and visualized using the bibliometric software VOSviewer to examine publication and citation trends, prolific authors, productive institutions and countries, prominent journals, collaboration links, co-occurrence of keywords, and research themes. The Results section next highlights the main findings from applying bibliometric techniques to map patterns in GHRM literature over the past two decades.

## Results

### Publication Growth

Figure 1 depicts the annual distribution of GHRM papers between 2002-2015. There has been exponential increase in publications over recent years as academic interest in the topic intensifies. From just 12 papers in the period 2000-2010, output surged to 197 articles in 2011- 2015. The year 2009 recorded the highest publications at 36 documents, followed by 34 papers in 2015. Overall, the rapid growth of GHRM research in the last decade reflects its emerging importance at the confluence of the environmental sustainability, corporate social responsibility, and human resource management fields.



*SOURCE: The Author*

**Figure 1. Annual Distribution of GHRM Publications (2002-2015)**

### Journals

GHRM research has been published across 114 academic journals. Table 1 presents the top 10 journal outlets by number of GHRM articles. The leading source is International Journal of Human Resource Management with 23 papers. Other prominent journals include Journal of Cleaner Production, Human Resource Management Review, and Corporate Social Responsibility and Environmental Management. The wide dispersion across journals indicates the multidisciplinary nature of GHRM scholarship spanning the domains of human resources, environmental management, ethics, and corporate sustainability.

Journal Outlet	Number Of Papers
Journal Of Management	4
Academy Of Management Journal	5
Journal Of Vocational Behaviour	3
Journal Of Knowledge Management	4
The International Journal Of HRM	2
Academy Of Management Review	6
The Leadership Quarterly	5
International Journal Of Project Management	4
Journal Of Management Studies	3

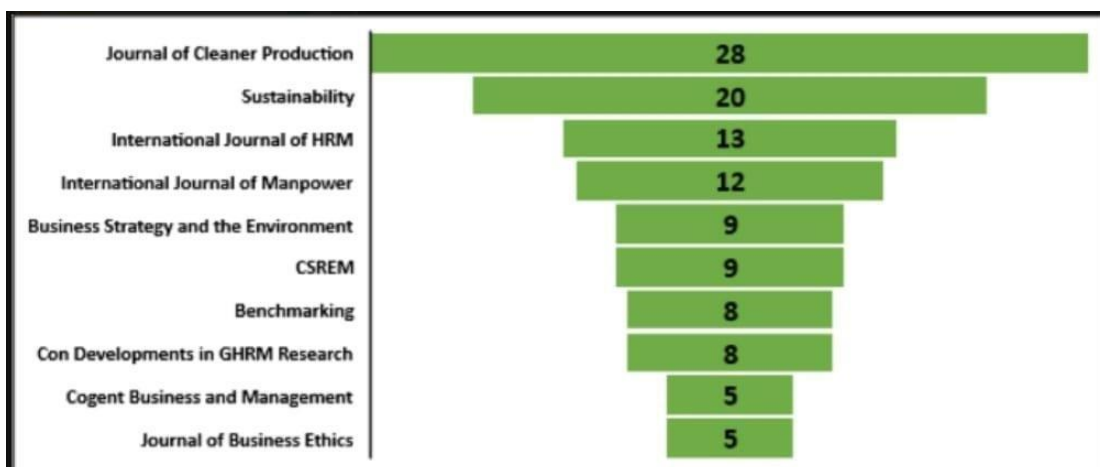
Journal Of Organizable Behaviour	5
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**Table 1. Top 10 Journals Publishing GHRM Research**

### Countries and Institutions

Figure 2 maps the productivity of countries in GHRM research using number of publications. The United States (USA) dominates output with 55 documents, followed by United Kingdom (UK) and Australia with 37 and 30 papers respectively. Other major contributors are Spain, Canada, Italy, China, Malaysia, Taiwan, and Germany. The prominence of developed economies indicates greater focus on environmental sustainability issues in Western organizations and academia.

Among institutions, Chinese Academy of Sciences leads with 9 GHRM publications. Other productive affiliations are Griffith University Australia, La Trobe University Australia, University of Otago New Zealand, Macquarie University Australia, University of South Australia, University of Granada Spain, University of Malaya Malaysia, and Polytechnic University of Valencia Spain. The university landscape is diverse, but Australia emerges as a major hub.



**SOURCE:** *The Author*

**Figure 2. Country Distribution of GHRM Publications**

**Authors and Collaboration**

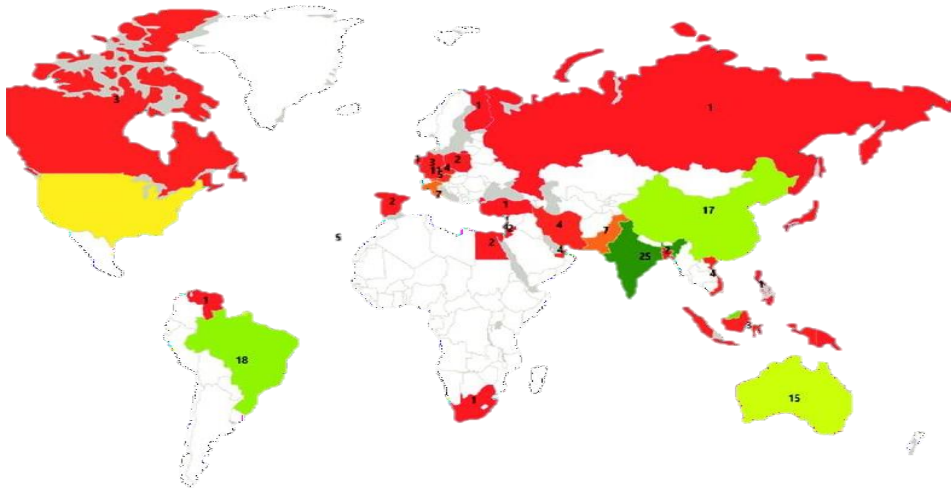
There are 937 unique authors in the 209 GHRM documents reviewed. Prolific authors were identified using threshold of a minimum 5 papers. Table 2 lists the top authors led by Opatha, H.H.D.N.P. with 13 GHRM publications. The other productive scholars are Renwick, D.W.S., Ahmad, S., and Jabbour, C.J.C. with 11, 10, and 8 papers respectively. They have made significant contributions to developing the GHRM research field.

Co-authorship analysis found 272 documents written by multiple authors while 37 papers had single authorship. On average, GHRM papers had 3.67 authors showing a good degree of collaborative research. The largest connected network included 49 authors from 16 different countries. Figure 3 maps the main international collaboration links in GHRM scholarship, indicating teamwork across continents. There are clusters in Australia/New Zealand, North America, Asia, and Europe.

<b>Author</b>	<b>No. Of GHRM Publications</b>
Opatha , H.H.D.N.P.	13
Renwick , D.W.S.	11
Ahmad , S.	10
Jabbour, C.J.C.	8
Guerci , M.	6
Yusliza , M.Y.	5
Pham, N.	4
Chaudhary , R.	4
Redman, T.	4
De Sousa Jabbour , A.B.L.	4
Khan , S.	4
Muktar, S.M.	4

**Table 2. Highly Prolific Authors in GHRM Literature**



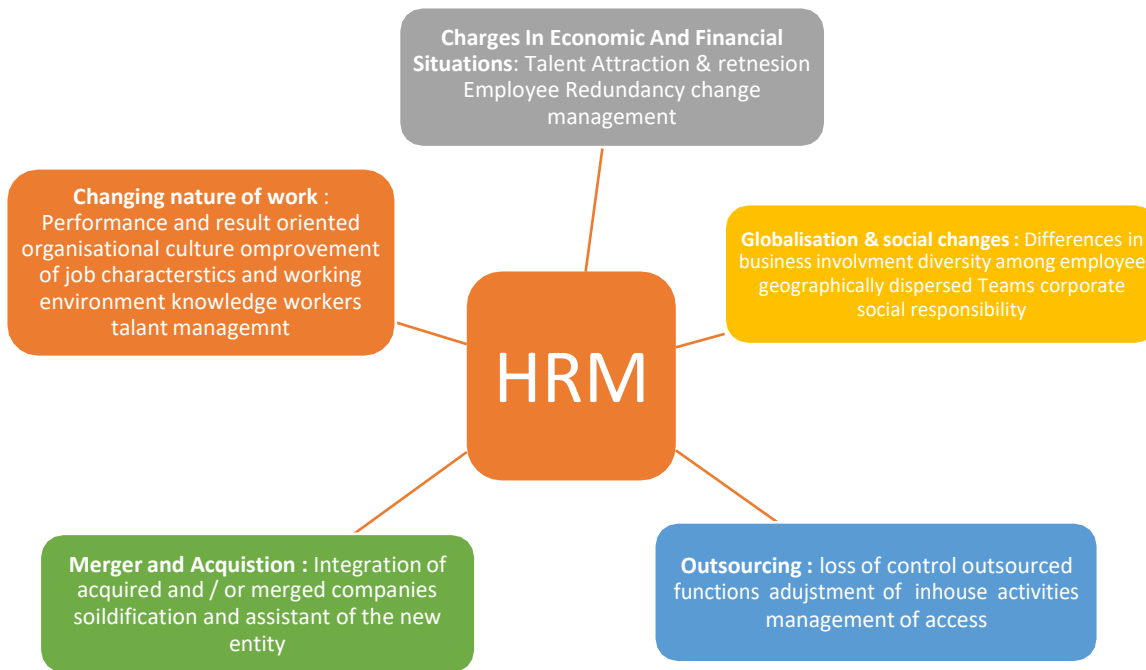


*SOURCE: The Author*

**Figure 3. International Collaboration Network for GHRM Research**

## Research Themes

The keywords assigned to GHRM articles by authors were analyzed to identify prominent research themes. After text cleaning to consolidate plural and synonymous terms, the keywords were visualized as a network in Figure 4. Major topics include environmental management practices related to different HR functions like training, recruitment, performance management and organizational culture. Other clusters are around sustainability, corporate social responsibility, green workforce, and competitive advantage from GHRM adoption. The co-occurrence map provides an overview of the diverse concepts examined in the evolving literature.



*SOURCE: 2015, The Author*

**Figure 4. Co-occurrence Network of Keywords in GHRM Literature**

## Citations Analysis

The 209 GHRM documents have received total citations of 9423, with average citation per paper being 45.07. H-index of the papers is 38 indicating that 38 articles have been cited at least 38 times. Table 3 Consist of top 13 journals publishing GHRM Scholarship ranked by scopus .

The top cited article by Renwick et al. (2013) developed a conceptual model integrating HRM aspects into environmental management processes. Other influential works include foundational GHRM papers examining its scope, drivers, practices and outcomes as organizations green their HR policies and systems. Highly cited literature also analyzed employee and leader perceptions of GHRM initiatives in different country contexts. The popular topics reflect core issues and frameworks in GHRM research.

RANKING	JOURNAL NAME	JournalDomain	Total No. Of Documents	Citation Impact
1	Journal Of Cleaner Production	Environmen tal Science	20	591
2	Internationa l Journal Of ManagementReview	Business And Management	1	265
3	Journal Of Business Ethics	Arts And Humanities	4	240
4	Internationa l Journal Of HRM	Business And Management	6	186
5	Zeitschrift Fur Personalforschung	Business And Management	1	157

6	HRM	Business And Management	1	67
7	Asia Pacific Journal Of Human Resources	Business And Management	1	52
8	Benchmarki ng	Decision Sciences	4	38
9	Production Planning And Control	Art And Humanities	1	32
10	Business Strategy And The Environment	Business And Management	4	29
11	Corporate Social Responsibility And Environmental Management	Business And Management	5	24
12	Journal Of Environmental Management	Environmen tal Science	1	21
13	Group And Organizational Management	Social Sciences	1	20
14	Internationa l Journal Of Hospitality Management	Business And Management	4	29
15	Sustainabilit y (Switzerland)	Environmen tal Science	3	29

***Table 3. Top Cited GHRM Publications***

## Conclusion

This bibliometric study provides the first quantitative analysis of global publication trends, contributors, journals, institutions, collaborations, research themes, and influential literature in green human resource management scholarship. Findings reveal rapidly increasing publications and citations since 2011 as GHRM emerges as a critical area of inquiry at the confluence of environmental sustainability, HRM, and ethics research domains. Most contributions originate from developed countries, though the authorship landscape remains internationally diverse. Research on various green people management practices has examined adoption antecedents, processes, and performance outcomes. While foundational literature has developed, there remain gaps in understanding longitudinal GHRM effects, processes in developing countries, and links with related areas like green careers and leadership.

The major limitation of this review is its reliance on Scopus database, which despite its wide coverage may miss some niche sources. Future bibliometric studies could incorporate other databases like Google Scholar. There is also scope for longitudinal analyses to track GHRM research trajectory over the next decade. As firms globally prioritize sustainability, scholarly output in green human resource management can be expected to continue growing through diverse international collaborations. The findings from this scientometric study provide a useful reference for guiding future GHRM research.

## Future Research Directions

While this bibliometric analysis provides a comprehensive overview of GHRM research over the past two decades, there remain several unexplored areas that merit further investigation.

First, most studies have examined GHRM adoption and outcomes within specific organizational contexts. Future research can take a more longitudinal, process-based view to understand how GHRM systems evolve over time. Case studies tracking green HR initiatives across multiple years would yield insights into long-term impacts and sustainability challenges.

Second, cross-cultural comparative analyses of GHRM across developed and emerging economies are needed. The current literature is dominated by Western firms, while environmental issues are pressing in developing country contexts. Examining how institutional factors shape green people management would reveal useful lessons.

Third, links between GHRM and related constructs like environmental leadership, green career development, and sustainability education can be explored. As executives and employees gain greater ecological awareness, individual competencies for championing corporate greening warrant attention.

Finally, investigations into suitable public policies and regulations to promote ethical GHRM adoption would have practical relevance. Partnerships between governments, industry associations, think tanks and academia can synthesize evidence-based principles for socially responsible green people management.

With environmental sustainability becoming an urgent global agenda, GHRM scholarship needs to continue expanding through diverse research collaborations worldwide. This bibliometric study highlights current accomplishments and guides future opportunities to advance understanding of managing human capital within ecological constraints.

### GHRM in Small and Medium Enterprises

Most existing GHRM research has focused on large corporations based in developed economies. A promising area for future studies is examining green people management practices in small and medium enterprises (SMEs). Although SMEs have significant

environmental impacts collectively, they face greater barriers in implementing GHRM due to limited resources and expertise.

Potential research questions could explore:

- How SME owners' attitudes and values influence adoption of GHRM approaches.
- Effectiveness of partnerships between SMEs, industry associations, and local government in propagating green skills development.
- Creative GHRM solutions suited for SME contexts, such as informal green mentoring programs.
- Role of sustainability certification programs like BCorp in motivating SME commitment to GHRM.
- Differential impacts of regulatory push versus market pull drivers of GHRM in SMEs.
- Integration of GHRM with SME entrepreneurship and innovation activities like green product development.

Given the predominance of SMEs in both emerging and developed economies, understanding constraints and enablers for advanced green people management practices within these organizations can have valuable policy and practical implications.

### The Role of Technology in Advancing Green Human Resource Management

While current GHRM research has focused extensively on green policies and practices related to recruitment, training, performance management, and culture building, an emerging opportunity lies in leveraging technology to enable sustainable people management across organizations. Advanced digital technologies offer several potential applications for supporting and enhancing green HRM:

Artificial Intelligence and Machine Learning: AI chatbots and recommendation engines can be used to interactively educate, engage with, motivate and guide employees towards environmental friendly actions and habits. Predictive analytics can also help forecast risks, water and energy usage, optimal workflows, equipment failures etc. to improve eco-efficiency.

Blockchain: Distributed ledger technologies can help establish provenance and traceability networks for ethical sourcing of raw materials, ingredients and supplies. It also enables transparent tracking of emissions along complex global supply chains.

Digital Twins: Virtual replicas of factories, buildings and infrastructure can simulate resource flows to identify efficiency gaps, model improvement scenarios, and optimize assets/operations for carbon and waste reductions.

AR/VR: Immersive simulations via augmented and virtual reality can train employees on green skills like renewable energy maintenance, environmental sampling methods, hazardous waste disposal, recycling, remanufacturing workflows etc.

Big Data and IoT: Data gleaned from internet-connected sensors, meters and devices can continuously monitor energy, water, waste, transportation etc. to enable data-driven GHRM decision making and reporting.

Cloud Computing: Cloud-based carbon accounting, sustainability reporting, environmental compliance management and green supply chain collaboration systems minimize infrastructure footprint while providing digital tools.

However, care must be taken to evaluate potential risks and challenges, including high costs of deployment, skills gaps inhibiting technology absorption, data privacy concerns, and cybersecurity vulnerabilities. A measured approach is required for integrating digital technologies into green HR strategy, balancing automation gains with human factors.



Researchers have substantial scope to explore the sweet spot between technological capabilities and responsible green people management policies across diverse organizational contexts.

### Implications for Practice

The findings from this bibliometric study have several implications for green human resource management practice in organizations:

1. Firms should proactively hire and select employees who display environmental awareness and concern for sustainability issues. Green recruitment and staffing policies are vital for creating an eco-conscious workforce.
2. Investing in continuous green training and development programs will enhance employee capabilities to implement sustainability initiatives and become green change agents.
3. Rethinking performance management systems to include metrics for energy conservation, waste reduction, recycling, green ideas generation, and other environmental goals will motivate greener behaviors.
4. Companies need to revamp rewards and compensation structures to incentivize employees at all levels for accomplishments in environmental sustainability programs.

5. Grievance redressal mechanisms and labor relations processes should be designed to amicably resolve conflicts related to environmental policies and complaints.
  
6. Deploying internal green workplace practices like telecommuting, paperless office automation, video conferencing for travel reduction, and procurement of eco-friendly office supplies fosters environmental commitment.
  
7. Senior leaders should role model green values and spearhead organization-wide initiatives to develop a ethical, eco-conscious culture.

Implementing such cutting-edge GHRM policies requires strong top management support, HR department capability building, employee involvement, and systematic execution. The bibliometric findings provide insights into best practices that can be customized across diverse organizational contexts. Adoption of socially responsible green people management will enable firms to attract better talent, improve employee engagement, and achieve environmental performance goals.

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