



## Sustainable Human Resources Management: A Bibliometric Review

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### Abstract:

The purpose of this paper is to provide an overview of research on Sustainable human resources management. A bibliometric analysis of 184 publications in this field from 2006 to 2022 was performed using Vosviewer and Scopus publication metadata. According to the findings, Sustainable human resource management is a relatively new area of research, with an increasing number of published articles in top-tier journals. Furthermore, the findings revealed a lack of collaboration in this research area.

**Key words:** Sustainable human resources management, Sustainable HRM, Bibliometric analysis, Sustainability, Vosviewer.

**JEL Classification Codes:** M54, Q01.

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## **Introduction :**

In the past few decades, the concept of Sustainability has become increasingly popular in various fields, with The Club of Rome's first report serving as a starting point for ongoing discussions on the subject. Following that, with its report, the United Nations World Commission on Environment and Development (also known as the Brundtland Commission) helped to popularize the term. (Ehnert et al., 2014) The report defined Sustainability as "development that meets the needs of the present without compromising the ability of future generations to meet their own needs". (Brundtland, 1987) and in a broader perspective, it is "the systematic, long-term use of natural resources to ensure their availability for future generations. It can also refer to a development plan that allows countries to advance economically and socially without diminishing their natural resources. Further, it means the type of development that is socially just, ethically acceptable, morally equitable, and economically viable. Additionally, it describes a type of development in which environmental and economic indicators are equally important". (Leal Filho, 2000) Hence, sustainability motivates organizations to achieve a balance between economic, social, and environmental performance. (Yadav et al., 2019) Furthermore, according to Docherty et al., 2002 sustainability consists of three levels: individual, organizational, and societal. (Ehnert, 2009) , And to (Ehnert et al., 2014) Sustainability itself was applied across a broad range of disciplines and application contexts, including organizational operations (supply chains, etc.), and as organizations begin to embrace sustainability, so must human resources management, as the aspect of organizational success shifts from strictly financial to Sustainability, implying that HR plays an important role in achieving Sustainability. (Boudreau & Ramstad, 2005) Moreover, the growth of Corporate social responsibility literature and research in Sustainable management aided in the emergence of the concept of Sustainable human resources management. (Ehnert, 2009)

Due to the ongoing research, a considerable number of publications have accumulated in recent years on the topic of Sustainable HRM, allowing us to investigate it from a bibliometric standpoint. Previous research provided a bunch of literature

reviews and system reviews (see Macke & Genari, 2019; Anlesinya & Susomrith, 2020), but rarely investigated the topic from a bibliometric standpoint. Therefore, the aim of this paper is to conduct a bibliometric analysis of current publications on Sustainable HRM to investigate the state of current knowledge on Sustainable HRM. This will provide an interesting insight into the changing trends in currents and patterns between different parameters, as well as a better overview to guide future research on this topic. The following research questions were addressed in this analysis:

- What is the number and document citation by time of research on Sustainable human resources management from 2006 to 2022?
- Which countries contribute most to the knowledge base on Sustainable human resources management from 2006 to 2022?
- What are the leading journals that have published the most cited articles on Sustainable human resources management?
- What is the intellectual structure of the knowledge base on Sustainable human resources management?
- What are the key concepts investigated on the topic of Sustainable human resources management?
- What is the pattern of author collaboration in the field of Sustainable human resource management?

### **1. A brief literature review on Sustainable human resources management:**

There is a lack of consistency in the literature connecting Sustainability and HRM because it's based on many fields that use a diverse variety of Sustainability definitions that can be conflicting at times. (Guerci et al., 2014) Some researchers focused on socially responsible HRM (Diaz-Carrion et al., 2018) (for example: Barrena-Martinez et al., 2018; Barrena-Martinez et al., 2019; Barrena-Martínez et al., 2019; López-Fernández et al., 2018; Shen & Zhang, 2019; Zhao et al., 2021 ) others on green HRM (for example: Guerci & Carollo, 2016; Jabbour et al., 2010; Jackson et al., 2011; Jose Chiappetta Jabbour, 2011; Kumar et al., 2019; Renwick et al., 2013; Yong et al., 2019; Yusliza et al., 2017), But Sustainability in human resources management is considerably broader and more

inclusive than only environmental and social consequences (Järlström et al., 2018), Despite the knowledge that Sustainable HRM and Strategic HRM share many aspects, Sustainable HRM approaches employee management from a wider perspective, emphasizing broader HRM human/social outcomes and a longer-term perspective that helps promote organizational Sustainability.(Diaz-Carrion et al., 2021) The first contributions to Sustainable human resources management were introduced in Germany, Switzerland, and Australia in the late 1990s.(Ehnert & Wes, 2012). But as a multifaceted term with numerous definitions and interpretations, there is no standard definition of Sustainable HRM, It was defined by (Ehnert, 2009) as " the pattern of planned or emerging human resource strategies and practices intended to enable organizational goal achievement while simultaneously reproducing the HR base over a long-lasting calendar time and controlling for self-induced side and feedback effects of HR systems on the HR base and thus on the company itself". Given the fact that the early studies on Sustainable HRM were carried out in the late 1990s, with the majority of documents written in German, each took a different approach to define it, Muller-Christ and Remer (1999) defined Sustainable HRM from a social systems perspective, while Thom and Zaugg (2004) addressed the social dimension by ensuring that HR practices are socially responsible and economically acceptable. (Järlström et al., 2018),Next, Ehnert saw Sustainable HRM as an extension of Strategic HRM. According to the short history of Sustainability, debate can at least partially explain the concept's plurality and theoretical frameworks. Therefore, the literature on Sustainable HRM lacks a contextual approach. (Diaz-Carrion et al., 2021)

## 2. Methodology:

The bibliometric data for the analysis of Sustainable human resources management publications were extracted from Scopus, which is "an abstract and citation database of peer-reviewed literature that includes scientific journals, books, and conference proceedings". (Scopus, 2022) There are other databases like Google Scholar, WoS, and Dimensions, but this study only used Scopus. Scopus was chosen because it contains a broader range of publications than other databases. The results showed that

Scopus covered 72% of total publications, while the Web of Science Core Collection covered 69%. (Vivek Kumar Singh et al., 2021) On December 19, 2022, Scopus was searched for the following keywords: “sustainable human resource management”, “sustainable HRM”, “HRM sustainability”, and “sustainability-oriented human resource management”. The search yielded 290 publications, which included book chapters, articles, and conference papers. The results were filtered by selecting publications in the fields of 'Business, Management, and Accounting' and 'Economics, Econometrics, and Finance,' and the research was limited to the years 2006 to 2022 and included all the languages (English, Deutch, German, Portuguese, and Spanish).

Therefore, we used the following string ; ( TITLE-ABS-KEY ( "sustainable human resources management" ) OR TITLE-ABS-KEY ( "sustainability-oriented human resource management" ) OR TITLE-ABS-KEY ( "human resource management sustainability" ) OR TITLE-ABS-KEY ( "sustainable HRM" ) ) AND PUBYEAR > 2005 AND PUBYEAR < 2023 AND ( LIMIT-TO ( SUBJAREA , "BUSI" ) OR LIMIT-TO ( SUBJAREA , "ECON" ) ). As a result, 184 documents were generated.

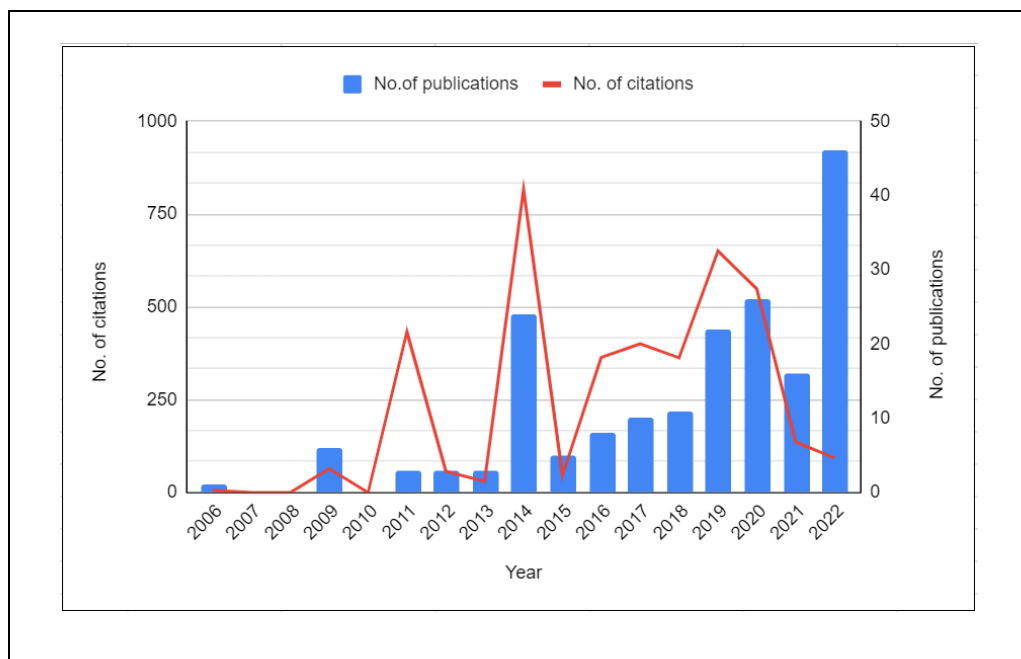
The valid data was downloaded into a comma-separated values file and then exported into Google Sheets. The data was then checked for any errors, blank spaces, or duplicates. A bibliometric analysis of the extracted and approved data, which included 184 documents, was performed. Bibliometric analysis is defined as "a statistical analysis that uses data on the numbers and authors of scientific publications and on the articles and citations (as well as citations in patents) to measure the “output” of individuals/research teams, institutions and countries, to identify national and international networks and to map the development of new (multidisciplinary) fields of science and technology". (Organisation for Economic Co-operation and Development, 2002) First, the analysis focused on the development of the volume of publications and citations of the documents' scope. Then we addressed the countries of publication; after that, we explored the journals of publication and their characteristics; and finally, we ran a co-citation and authorship analysis to find any patterns or trends and identify the key players in the research community.

### 3. Results and discussion:

This section provides the results of the analysis as well as a discussion of the findings. The findings are presented in graphs and networks in the order in which the research questions in this study were addressed, with a discussion of the findings for each question following.

- What is the number and document citation by time of research on Sustainable human resources management from 2006 to 2022?

**Figure 1: The number and document citation by time of research on Sustainable human resources management from 2006 to 2022**



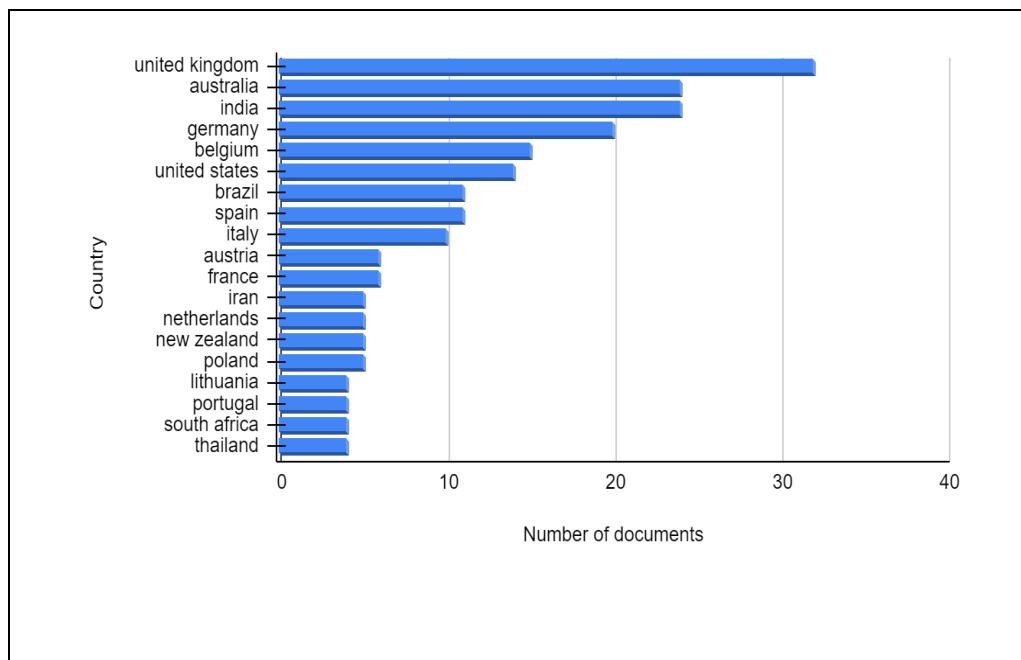
Source: Based on Scopus bibliometric data.

Figure 1 demonstrates the number of research studies and document citations on the topic of Sustainable human resource management from 2006 to 2022. In the early 2000s, there was a fluctuation in the number of published documents with no publication in 2007, 2008, and 2010. Although there was a decrease in 2015. The number of documents gradually increased, with the peak value in 2022 being 46 documents per year. As for citations, the most cited documents have been published in 2014, with Kramar R.'s paper titled "Beyond Strategic Human Resource Management: Is Sustainable Human Resource Management the Next Approach?" published in the "International Journal of Human Resource Management" being the most cited. For the

recently published papers, due to the short period of publication, the number of citations is low. This variation in publication is consistent with the notion of Sustainability being a multidimensional concept (social, environmental, and economic), and early research linked HRM and Sustainability by matching HRM with one dimension at a time instead of tackling all dimensions simultaneously, leading to a shift in focus to other concepts such as green HRM or Socially-oriented HRM. Furthermore, during this time period, organizations faced competitive pressure and prioritized economic performance, which reflected on their practices, including HRM, that focused on supporting the implemented strategies, resulting in some companies utilizing Strategic HRM that prioritized long-term economic goals while overlooking other aspects. Empirical evidence suggests that organizations are more focused on the implementation of Strategic human resource management rather than on Sustainable human resource management. (Diaz-Carrion et al., 2018)

- Which countries contribute most to the knowledge base on Sustainable human resources management from 2006 to 2022?

**Figure 2: The top 20 most contributing countries to the knowledge base on Sustainable human resources management.**



Source: Based on Scopus bibliometric data.

From the 46 countries that published on Sustainable HRM, the United Kingdom has the highest number of publications (32 documents), followed by Australia and India, each with 24 documents, and Germany with 20 documents. What stands out in the graph is that researchers in several European countries (Belgium, Spain, Italy, Austria, France, the Netherlands, Poland, Lithuania, and Portugal) have published the most papers on Sustainable HRM. As stated in the review of literature, this can be traced back to the late 1990s, when the first papers on Sustainable HRM were published in Europe, as well as research studies that began to propose a link between HRM and Sustainability for future research (see. Boudreau & Ramstad, 2005). In addition to the theoretical frameworks presented (Ehrent's Paradox Theory and Kramar's Paradigm), this also marked the beginning of empirical work on this concept. Other countries, including India, Brazil, and the United States, are at the lead of document publication. This could be indicative of the presence of research teams and the conduct of studies in relevant areas such as green supply chain and green HRM.

- *What are the leading journals that have published the most cited articles on Sustainable human resources management?*

**Table 1: The top 10 journals that published the most cited articles**

Journal name	TP	TC	Citation per publication	Cite Score a	SJR b
Journal of Cleaner Production	13	663	51.00	15.8	1.921Q1
Zeitschrift fur Personalforschung	2	395	197.50	N/A	N/A
Human Resource Management Review	8	291	36.38	14.0	2.84Q1
Journal of Business Ethics	3	144	48.00	10.8	2.438Q1
Journal of Organizational Effectiveness	4	117	29.25	4.3	0.867Q2
Resources, Conservation and Recycling	1	117	117.00	17.9	2.589Q1
Asia-Pacific Journal of Business Administration	4	98	24.50	3.3	0.46Q2
International Journal of Hospitality	1	96	96.00	12.9	2.512Q1



Management					
Corporate Social Responsibility and Environmental Management	5	95	19.00	11.5	1.945Q1
Management Revue	1	86	86.00	2.1	0.425Q2

Note: TP: Total Publications; TC: Total citations; SJR: Scimago journal ranking

a Figures for 2021 provided by Scopus

b Figures for 2021 provided by Scimago JR

Source: Based on Scopus bibliometric data.

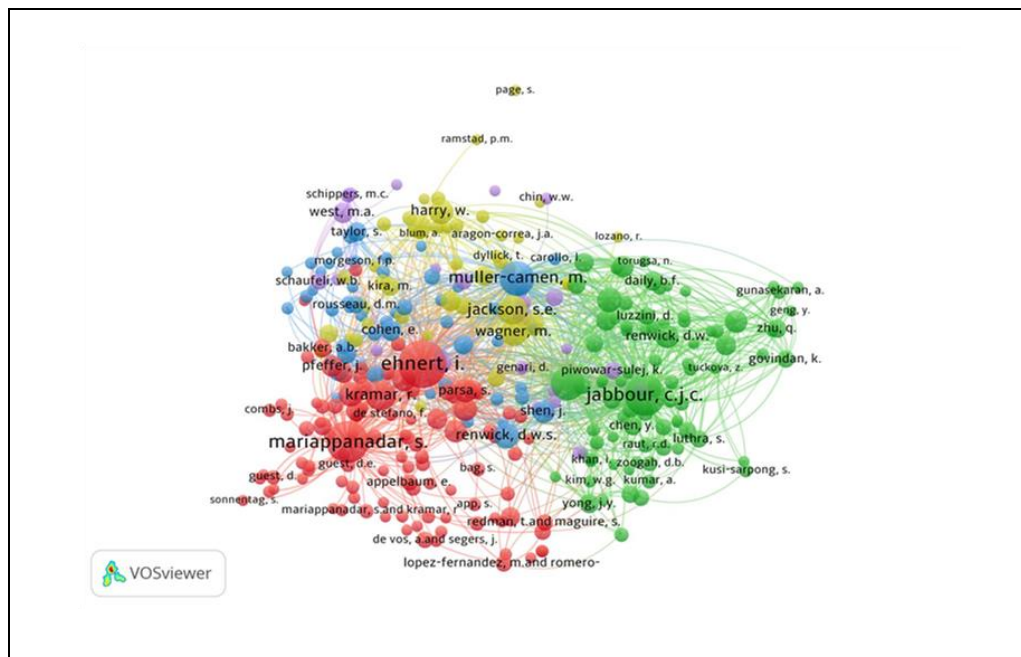
The top 10 journals that have published the most cited papers on Sustainable human resources management are listed in table 1. We notice that the majority of the published articles are in journals ranked in the first two quartiles, except for "Zeitschrift fur Personalforschung". Given the relatively low number of published documents, this generates a new emerging research area that requires further development and collaboration.

- *What is the intellectual structure of the knowledge base on Sustainable human resources management?*

The network showcased is a co-citation network that displays the most cited authors. The authors are categorized into five clusters, each with a distinct color, and the large circles represent the most cited ones. The first red cluster contains 105 items, with Ehnert having 140 citations and 312 links as the most frequently cited author, followed by Mariappanadar with 105 citations and 288 links. The second green cluster contains 86 items, with Jabbour, c.j.c. among the most cited, with 94 citations and 291 links. The third blue cluster contains 53 items, with Muller-Camen receiving the most citations 64 citations, and 295 links. The fourth yellow cluster contains 44 items, with Jackson as the most cited, with 47 citations and 292 links. The violet fifth cluster contains 27 fragmented and unconnected items. This indicates that the authors mentioned are the most influential in the area of Sustainable Human Resources

Management. The existence of different streams of thought in the domain of Sustainable human resources management explains the five clusters and each stream presents a link between HRM and the various aspects of sustainability. The streams are Green HRM (green cluster) and Socially responsible HRM (blue cluster), Then there's the Sustainable HRM stream, which has two distinct tracks: Sustainable Work systems and Sustainable HRM.

Figure 3: Co-citation map of Sustainable human resources management literature



Note: There were a total of 8001 authors. The minimum number of citations for an author is five, so 315 authors meet the requirement. To increase the sample size, the minimum number of citations was reduced to five.

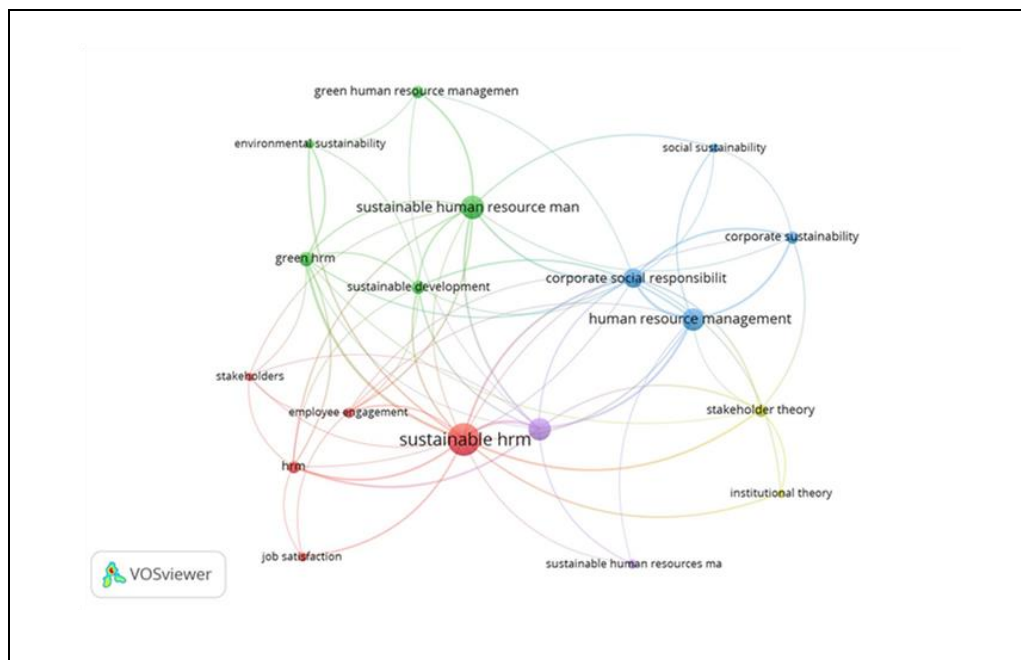
Source: Based on Vosviewer results.

- What are the key concepts investigated on the topic of Sustainable human resources management?

The displayed network is a keyword co-occurrence network, which showcases the keywords frequently used by authors. The keywords are organized into five color-coded clusters. Based on the clusters, the frequently used words in order are sustainable hr or sustainable human resource management; sustainability; human resource management; corporate social responsibility; green hr; sustainable development. With

79 links and 90 occurrences, the keywords with the most links are Sustainable HRM, and Sustainable human resources management, and they are related to topics such as human resource management, corporate social responsibility, sustainable development, stakeholder theory, employee engagement, environmental sustainability, job satisfaction, and institutional theory. The second keyword with the most links is sustainability (38 links and 28 occurrences), followed by human resource management (28 links and 27 occurrences), and then corporate social responsibility (34 links and 20 occurrences). This suggests that the researchers attempted to investigate the links between HRM and the sustainability dimensions (social, environmental, and economic), as well as the outcomes of sustainable HRM, using a range of methods and approaches such as structural equation modeling, stakeholder theory, and institutional theory.

**Figure 4: The co-occurrence network of keywords used by authors.**



Note: The minimum number of keyword appearances is four, and from 567 keywords, only 18 met the threshold. Keywords such as Africa, India, and Iran were removed.

Source: Based on Vosviewer results

- *What is the pattern of author collaboration in the field of Sustainable human resource management?*

A co-authorship analysis was conducted. To answer this research question.

Figure 5: Co-authorship network of authors' collaboration



Note: The minimum number of documents of an author is two and from 163, 9 met the thresholds.

Source Based on Vosviewer results

As we notice from the network above, there are no strength links between the authors, even though some of these authors have the most cited publications. This was noted by Ehrent, who pointed to the lack of collaboration, which can be a possible explanation for the field's slow development.

### Conclusion:

A bibliometric analysis of the extant literature has been conducted to provide a comprehensive overview of the current state of research on the topic of Sustainable human resources management field. According to the findings, Sustainable human resources management is a relatively developing concept that embodies Sustainability from an HRM perspective and considers all of its dimensions. The analysis revealed a variation in publication, with no publication in 2007, 2008, or 2010. However, 2022 was the year with the most publications (46 documents). The United Kingdom has published the most documents (32), followed by Australia and India, and European countries in general are interested in conducting research in this area, In comparison to other regions.

Furthermore, it was discovered that the majority of papers were published in Q1 and Q2 journals, with "Journal of Cleaner Production" having the most publications (13) and citations (663). Moreover, the findings revealed a shortage of papers (184 documents), indicating the need for additional research, as well as a significant absence of collaboration. This could explain why the concept remains ambiguous and lacks a theoretical foundation, affecting empirical studies.

This mapping of Sustainable human resources management literature provided important data about the most cited authors and the journals' characteristics and countries, thus giving useful insights for future research.

Some study limitations should be acknowledged. This study relied almost entirely on the Scopus database. Hence, it is recommended to conduct a bibliometric analysis using other databases such as Web of Science, Dimensions, etc. Furthermore, Scholars should consider forming research teams to advance the field, and more empirical research should be conducted.

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