Exploring Sustainable Green HRM Perspectives: A Bibliometric Analysis of Employee Well-Being and Organisational Resilience

Dr. Shobha Bhardwaj[1], Dr Anuradha[2], Dr. Vikas Garg[3], Kanishkaa Tiwari[4], Maulik Singhal[5]

[1]Faculty of Management, SRM Institute of Science & Technology, Delhi-NCR Campus, Modinagar, India (201204).

[2]Bharat Institute of Technology, School of Management, BIT Group of Institutions Meerut, tyagi.anug@gmail.com

[3]Symbiosis Institute of Business Management, Noida Campus, Symbiosis International (Deemed University), Pune, India, vikasgargsir@gmail.com

[4]Post Graduate Diploma in Management, New Delhi Institute of Management (NDIM), Tughlakabad Institutional Area, New Delhi-110062.

[5]Post Graduate Diploma in Management, Lal Bahadur Shastri Institute of Management (LBSIM), Dwarka, Delhi-110075

ABSTRACT

This qualitative research paper explores the multifaceted impact of Green Human Resource Management (Green HRM) practices on the long-term sustainability of organizations and the well-being of employees. The study investigates how sustainable HR practices contribute to the creation of a positive work environment, fostering a green workforce, and promoting long-term employee retention. The research employs a systematic literature review and Bibliometric Analysis using R Package (Biblioshiny) tool to synthesize existing knowledge and provide a comprehensive understanding of the relationship between Green HRM practices and various organizational outcomes. Additionally, the study offers valuable insights for organizations aiming to attract environmentally conscious human resources, thereby enhancing overall organizational sustainability. This study highlights how prioritizing employee well-being reflects a broader commitment to social responsibility and ethical practices, offering practical guidance for building a green workforce and enhancing long-term organizational resilience and sustainability.

Keywords: Employee wellness, Green HRM, Sustainable practices, Work-life balance, employee retention, organisational Resilience, etc.

INTRODUCTION

Nowadays, sustainability has become a critical factor in many different businesses and industries. This is particularly noticeable in the Human Resources (HR) space, where procedures have changed to conform to sustainable practices and effective use of resources. These programs, known as "Green Human Resource Management" (HRM) approaches, give equal weight to environmental responsibility and employee well-being. This progression denotes a diligent endeavor on the part of HR to incorporate sustainable and socially responsible methodologies, signifying a change towards a more comprehensive and ecologically aware workplace paradigm.

Examining 275 Portuguese workers, a study identified that, notably for older employees, green hiring significantly influences their perception of organizational sustainability commitment. Younger workers, on the other hand, find green training to be crucial, while green compensation has minimal impact. This provides valuable insights for academics and professionals exploring employee perspectives on sustainability goals (Jerónimo & Henriques, 2020).Similarly, having green HR practices eventually develops green behavior among employees, like a study conducted where green HRM practices encourage sustainable and ecologically friendly behaviour among employees and have a beneficial impact on their green behaviour. Because it encourages green behaviour and makes workers feel better about their jobs and themselves, employees' green behaviour (EGB) plays a crucial mediating role in the relationship between green HRM practices and subjective well-being. The relationship between green HRM practices and employees' green behaviour is further moderated by resource commitment, which includes time, money, and effort (Gyensare et al., 2023).

Building organizational resilience in this dynamic era is very important for sustaining it, and organizational resilience requires productive and happy employees. These will come with good work-life balance, employee wellbeing, and building a green workforce with maximum employee retention.

Work-life balance is a crucial factor these days, as it can make or break the productivity levels of employees If organizations do not focus on work-life balance, it will increase the stress levels of employees and for this An insurance industry-made research project that focused on developing and standardizing a work-life balance (WLB) scale is described in the abstract. Using stratified random sampling, 300 staff members from eighteen private insurance businesses participated in the study. This study emphasizes how crucial it is for managers and legislators to consistently assess and improve workers' work-life balance because it has a big impact on stress levels, non-work life, and work outcomes. In order to determine the best tactics for fostering work-life balance, it promotes evaluating different organizational policies, such as parental leave and flexible work schedules. Moreover, the intricacy of the variables impacting work-life equilibrium implies the necessity of funding customized work-life initiatives, guided by knowledge of how these endeavors affect professional and personal results (Avadhani & Menon, 2022). In today's era, where the focus is mostly on sustainability and green HRM, one of the studies addressed the idea that attaining a reasonable work-life balance is necessary for sustainable human growth, highlighting the interdependence of highly effective organisations and their employees' dedication. It investigates how a person's work-life balance affects their participation in jobs inside organisations, which in turn leads to sustainable human development. A work-life balance-friendly culture will increase individual involvement and advance sustainable development by highlighting the important role that culture plays in influencing the behaviours of people, organisations, and society in favor of work-life balance. It also presents the idea of cultural intelligence as a vital component of achieving work-life balance and supporting long-term human growth (Rao, 2017). Moreover, work-life balance is important in every sector. Here we took the example of the healthcare sector. The study used a cross-sectional survey with 210 participants from three training hospitals to investigate the association between Work-Life Balance (WLB) and Quality of Life (QoL) among hospital personnel in Yazd, Iran. Using industry-standard WLB and WHO QoL questionnaires, the study discovered that, independent of age, work experience, or working shift, there was a substantial correlation between employees' WLB perceptions and their QoL in a number of dimensions. The findings showed that most workers put their jobs before their personal lives, which had a detrimental effect on their quality of life. The study found that enhancing WLB could improve quality of life (QoL). It also found that women and clinical professionals were more likely to have poor WLB, indicating the need for focused workplace policy initiatives (Askari et al., 2019). If there would be proper care of employees work life balance or employee wellness it will definitely result in employee retention and it's a very good source of making organization's goodwill like This study that explores the relationship between HR practices and millennial employee retention in Bangladesh's tourist industry, with a particular emphasis on the moderating role of the work environment in this relationship. With the exception of employee engagement in decision-making, the majority of HR policies have a significant impact on millennial retention, according to study that used a survey of 384 millennial employees and PLS-SEM data analysis. It also revealed that the effect of certain HR policies, such remuneration and training and development, on retention is significantly moderated by the workplace. This study is noteworthy for its thorough analysis of the work environment moderating influence on a wide range of HR practices in connection to millennial, emphasizing the significance for tourism managers to improve HR practices and foster a healthy work environment for retaining millennial (Islam et al., 2022). Along with good HR policies motivation plays a major role as research was conducted to examine the impact of employee generations on retention and motivation in the workplace. Data from 489 participants showed that transformational leadership significantly influences retention for Generation X employees, while work-life balance is linked to intrinsic motivation. Generation Y and Z employees were influenced by transformational leadership, corporate social responsibility, and autonomy (Lee et al., 2022).

Focusing on employee wellness, employee work life balance, employee retention and Good HR practices will help build Green workforce in the organization.

Green workforce can be defined as the environmentally friendly ways in which managers can improve the sustainability, efficiency, and suitability of their offices and procedures for the dynamic, ever-changing business world. In this way, companies can increase their long-term marketability and profitability while cutting expenses, raising productivity, strengthening hiring and retention, raising shareholder value, and protecting the environment. The shift to green occupations requires a two-pronged strategy: redefining

current roles and giving skills top priority when hiring. LinkedIn's vast network of more than 41,000 green skills enables organizations to identify and develop the talent required for this shift.HR director may utilize this to plan employee development and engagement initiatives that will keep staff members happy and contented. The location spread of skills can also be determined by directly comparing the data with the market. Job titles provide further intriguing data: every job is getting greener and sustainability is migrating away from traditional green roles. Software engineers need to start thinking more environmentally and redefining their learning and development requirements with a focus on green literacy. Organizations can achieve their long-term sustainable development objectives by redesigning jobs to include sustainability into all job tasks.

Green HRM encompasses a range of strategies, procedures, and structures designed to instil environmental consciousness among an organization's workforce. The primary objective is to cultivate, reinforce, and sustain a culture of environmental accountability among employees, empowering them to optimize their individual roles as preservers, conservers, non-polluters, and creators (Opatha, 2013). While prioritizing environmental stewardship, it is imperative to also address employee well-being, which encompasses their holistic state of mental, physical, emotional, and financial health. This multifaceted well-being is influenced by diverse factors, including interpersonal relationships with colleagues, decision-making processes, and access to adequate tools and resources (Waida, 2021).

In continuation with the preceding paragraph, this paper seeks to emphasize the influence of Green HR practices on employees' mental well-being, while also exploring how these sustainable approaches contribute to fostering long-term resilience among employees.

2. METHODOLOGY

Figure 1: Workflow of bibliometric review
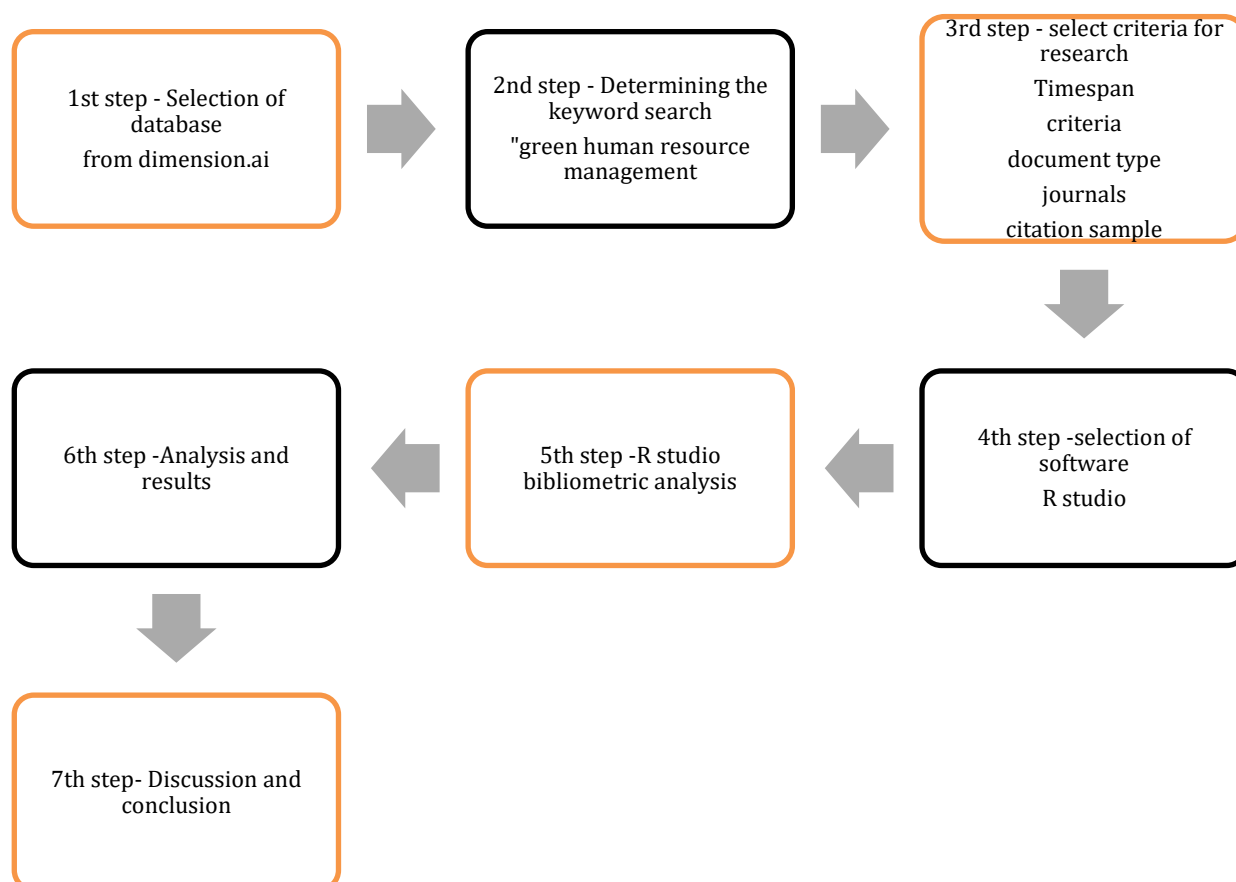
In Figure 1, the flow diagram discusses about the utilization of bibliometric method in the study. The research employed bibliometric tools through R studio software in conjunction with the Dimension.ai online tool to identify relevant paper resources based on provided keywords.

The primary goal of this study is to use bibliometric analysis to identify and display research output on green HRM. Furthermore, the study attempts to evaluate the influence of green HRM practices in

transforming organisations, with an emphasis on employee wellness and organisational resilience, by examining data from 2019 onwards. For this study, bibliometric study data was obtained from the dimension.ai core collection database. Keywords were employed to locate publications on green HRM research. The specified list of keywords utilized to capture the essence of the topic includes: "Green HRM", "organizational resilience", "sustainable practices", "work-life balance", "employee retention" and "employee wellness". In conducting bibliometric research Boolean operator "AND" was applied to refine research by combining keywords. For example, the combination of "Employee well-being" and "Long-term organizational resilience " was employed to narrow down the results. These keywords were exclusively applied for title searches, focusing on reputable publication sources over the last five years i.e. 2019 to 2024. The search commenced on January 15, 2024, resulting in the extraction of 180 documents. The first step consisted of a descriptive survey of all the publications from (2019-2024) of dimesnsion.ai, through a keyword search with the term "green hrm". This was the keyword with the highest number of associated publications, by comparison with keywords "GHRM", and" green human resource management (Mejjad, 2022) Dimension. Ai covers many documents and allows easy downloading and exploration of data sets. It includes patents, awarded grants and clinical trials together with publication (conference proceedings, papers, chapter books, books and policy reports). Then the second step sample was analysed using R studio. The visualization of bibliometric networks often referred to as "mapping of science", constitutes an advanced-level tool in the analysis of bibliometric networks.

Source collection:

The research paper conducts a Bibliometric Analysis using R Package (Biblioshiny) software focusing on the intersection of green HRM and various organizational aspects such as resilience, sustainable practices, work-life balance, employee retention, and employee wellness. Utilizing the dimension.ai core collection database, the study employs specific keywords to retrieve relevant publications. These keywords include "Green HRM," "organizational resilience," "sustainable practices," "work-life balance," "employee retention," and "employee wellness."

To refine the search results, Boolean operator "AND" is applied to combine keywords, such as "Employee wellbeing" and "Long term organizational resilience." The search is restricted to titles within reputable publication sources from 2019 to January 2024.

Data collection is completed by January 15, 2024, resulting in the extraction of 180 documents. Subsequently, the researcher commences the writing process in February 2024 based on the collected data.

Publication Type- Chapter, edited Book, Proceeding, article, Monograph

Journal List- UGC Journal List Group I, UGC Journal List Group II, PubMed

Study Design:

This research design aims to conduct a bibliometric study to assess the research output regarding Green HRM. The study aims to explore the extent of research conducted to date on the impact of green HRM practices on organisational transformation, with a particular focus on employee wellness and organizational resilience. To achieve these objectives, data from 2019 till January 2024 will be analysed. The study's research inquiries are as follows:

RQ1: What is the trend in publications and citations related to Green HRM research?

RQ2: What are the prevalent research topics and keyword trends in Green HRM research?

RQ3: What are the contributions of the top 10 studies on similar research topics?

3. FINDINGS

Based on the literature review outlined above, the analysis conducted utilising dimension.ai for data collection and Bibliometric Analysis using R Package (Biblioshiny) software reveals that the subject of 'Green Human Resource Management (HRM)' has received minimal scholarly focus in the past five years, starting from 2019. Moreover, there has been a conspicuous scarcity of publications in esteemed journals. In this limited collection of scholarly works, we've assembled a carefully chosen set of ten significant research papers. Each paper is accompanied by a brief summary, which you can find in the table 1 below.

Table 1: Contribution of important researcher of similar study

	Article Title	Source Title	What the papers consists?	Citations
1	Analysis of challenges in sustainable human resource management due to disruptions by Industry 4.0: an emerging economy perspective	International Journal of Manpower	This study explores aligning human resource practices with Industry 4.0 in India, prioritizing challenges like performance appraisal and learning & development to ensure sustainable economic growth and decent work opportunities amidst disruptive technological advancements.	(Agarwal et al., 2021)
2	Knowledge translation in the biomass industry: Examine the moderating effect of organizational collaborative environment	Knowledge Management & E-Learning An International Journal	The study investigates the impact of innovation, knowledge management, and learning on organizational performance in the Malaysian biomass industry, with collaborative skills moderating some relationships. Organizational learning emerged as the most critical factor, followed by knowledge management and innovation. Collaborative skills were found to moderate the relationship between organizational learning and innovation on organizational performance.	(Teoh, Lee, & Ahmad, 2023)
3	Does workplace incivility affect travel agency performance through innovation, organizational citizenship behaviors, and organizational commitment?	Tourism Review	This study examines the impact of workplace incivility on various aspects of performance in Egyptian travel agencies, finding a significant negative effect on innovation, organizational citizenship behaviors, organizational commitment, and overall performance. Additionally, it explores the mediating roles of innovation, organizational citizenship behaviors, and organizational commitment in this relationship.	(Al-Romeedy& El-Sisi, 2023)
4	Advances in Intelligent Systems and Computing	New Paradigm in Decision Science and Management, Proceedings of ICDSM 2018	A book chapter stated that decision sciences and AI integrate computing methods like machine learning to optimize management practices, aiding in leadership, team coordination, and addressing complex cross-platform issues, as showcased in top papers from ICDSM 2018.	(Patnaik et al., 2019)

5	Green Management and Sustainable Performance of Small- and Medium-Sized Hospitality Businesses: Moderating the Role of an Employee's Pro-Environmental Behaviour	International Journal of Environmental Research and Public Health	The research paper investigates how green management practices (GMPs) in small- and medium-sized hospitality businesses impact environmental, economic, and social performance. It highlights the moderating role of employees' pro-environmental behavior and emphasizes the importance of fostering a culture of environmental stewardship for sustainable performance improvement.	(Elshaer et al., 2023)
6	Harnessing Sustainable Motivation: A Grounded Theory Exploration of Public Service Motivation in Local Governments of the State of Oregon, United States	Sustainability	The research paper explores sustainable work motivation in local government employees, drawing from Public Service Motivation (PSM) theory, Total Quality Management (TQM) principles, and Sustainable Development Goals (SDGs). It investigates factors influencing PSM using a grounded theory method, offering insights for practitioners and policymakers in government human resources.	(Haider et al., 2019)
7	Work engagement and employee satisfaction in the practice of sustainable human resource management – based on the study of Polish employees	International Entrepreneurship and Management Journal	The research paper explores the relationship between various factors affecting employee satisfaction in the context of Sustainable Human Resource Management (SHRM). It identifies workplace well-being, employee development, and retention as predictors of job engagement and satisfaction, emphasizing the mediating role of engagement.	(Sypniewska et al., 2023)
8	A systematic review of literature on occupational health and safety interventions for older workers	Ergonomics	The research paper conducts a systematic review on workplace interventions targeting the physical and psychological well-being of older workers. It highlights the scarcity of empirical evidence and proposes a future research agenda focusing on organizational and composite interventions, aiming to enhance the health and safety of older employees.	(Bentley et al., 2023)
9	'As You Sow So You Reap': A Multi-case Study on Reshaping Workforce Well-being Through Positive	South Asian Journal of Business and Management Cases	The research paper explores how four construction firms in West Bengal cultivate positive sustainability in the workplace to meet changing workforce expectations. It identifies five key elements—moving beyond	(Biswas & Chakraborty, 2023)

|	Sustainability at Construction Firms		perfectionism, fostering learning agility and grit, practicing mindful gratitude, managing energy effectively, and prioritizing trust—that contribute to transformative experiences and resourcefulness among employees.	
10	Spirals of Sustainable Academic Motivation, Creativity, and Trust of Higher Education Staff	Sustainability	The research paper advocates for sustainability integration in higher education beyond traditional aspects, introducing concepts of sustainable academic creativity (SAC) and sustainable academic trust (SAT). It hypothesizes spiral relations between sustainable academic motivation, creativity, and trust, confirmed by empirical evidence from universities in Slovakia and Poland, suggesting the emergence of sustainable systems and complexes.	(Blašková et al., 2021)
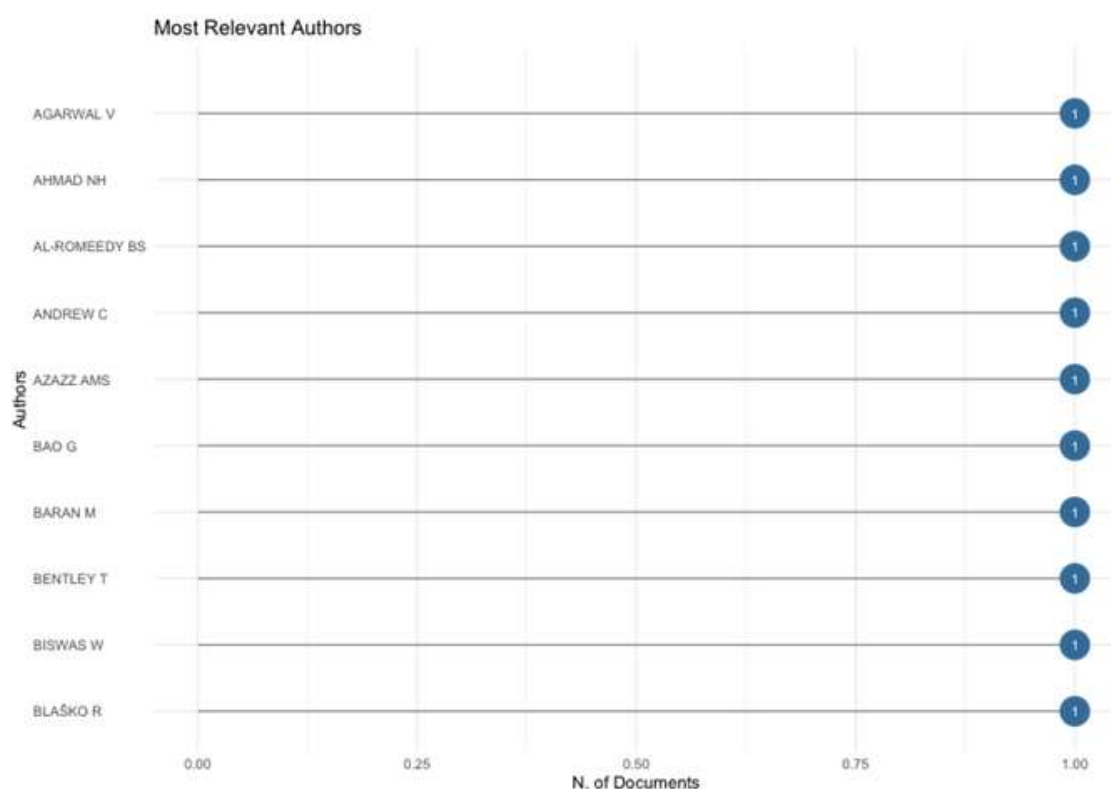
Figure 2: Most relevant Authors as per Biblioshiny

Evolution of number of publications

In table 2 and 3, Dimesion.ai has published a total of 4,962 articles as of January 2024. The numbers of publications per year are as follows: 21 in 2024 (up to January), 1,558 in 2023, 2,106 in 2022, 668 in 2021, 349 in 2020, and 260 in 2019. Among these publications, 180 are from reputed journals listed in UGC Group I and II, and PubMed. The distribution by year for these reputable publications is: 7 in 2024 (up to January), 55 in 2023, 39 in 2022, 29 in 2021, 26 in 2020, and 24 in 2019.

Table 2Distribution of Publication (year wise) (including all available publication journal list and publication type on Dimesion.ai)

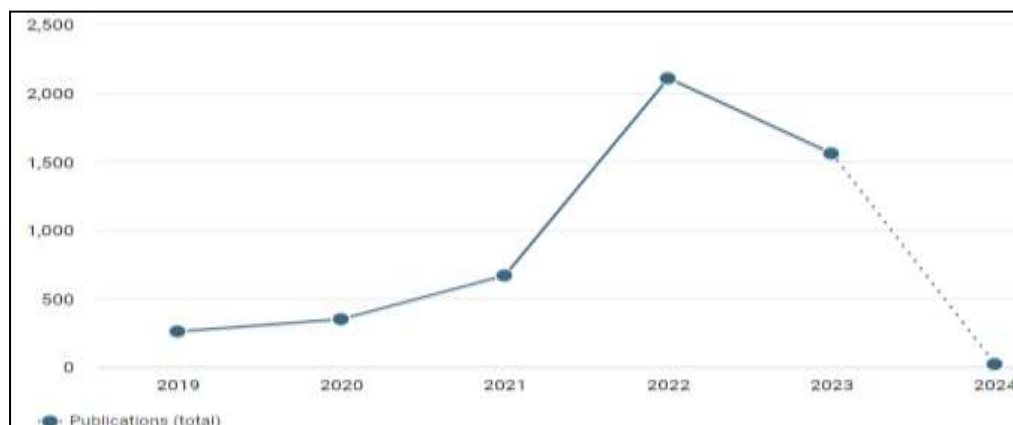| Year	Number of Publications
Jan' 2024	21
2023	1558
2022	2106
2021	668
2020	349
2019	260
Total	**4962**

Figure 3: Graphical representation based on table no.2

Top 10 Publication source (out of 4962 data)

The figure 3, encapsulates the top 10 publication sources that have significantly contributed to the literature. Leading the chart is the "Encyclopedia of the UN Sustainable Development Goals," which has made a prolific contribution with 78 papers, amassing a total of 158 citations. This indicates a robust engagement from the academic community, reflecting the relevance and utility of the works published therein. Following suit, "Lecture Notes in Network and Systems" has presented 26 papers, garnering 84 citations, showcasing its pivotal role in the field. Similarly, "Advances in Intelligent Systems and Computing" has added 23 papers to the scholarly dialogue, receiving 57 citations, underscoring its influence in the Green HRM research spheres, etc. These figures not only highlight the prolificacy of these sources but also their resonance within the academic community, as evidenced by the citation counts.

Name	↓ Publications	Citations
Encyclopedia of the UN Sustainable Develo...	78	158
Lecture Notes in Networks and Systems	26	84
Advances in Intelligent Systems and Comp...	23	57
Advances in Economics, Business and Ma...	15	10
Lecture Notes in Computer Science	14	9
Advances in Social Science, Education and...	14	11
Springer Proceedings in Business and Eco...	12	35
Studies in Systems, Decision and Control	10	27
Smart Innovation, Systems and Technologi...	8	15
Ekonomicheskaya Sotsiologiya	7	48

Figure 4: Top 10 Publication sources (out of 4962 data of table no. 2)

Data based on Reputed Journal publications (UGC Journal list Group I and II, PubMed)
Table 3Distribution of Publication (year wise) (including all available publication journal lists and publication type on Dimesion.ai)

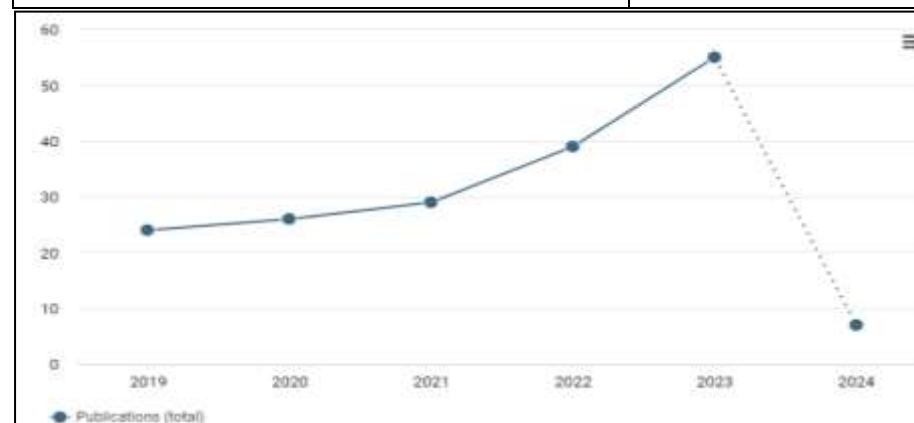| Year	Number of Publication
Jan' 2024	7
2023	55
2022	39
2021	29
2020	26
2019	24
Total	180

Figure5: Graphical Representation of Table no.4
Top 10 Publication source (out of 180 data)

The scholarly landscape is often navigated through the lens of reputed journals, which are pivotal in disseminating high-quality research. In our bibliometric analysis, a distinct table has been curated to highlight the contributions made by such esteemed publication sources. Out of the 4,962 papers analysed, a select 180 papers have been published in journals of repute, underscoring a concentrated pool of quality research.

Figure 5 provides a concise overview of the study on Green HRM disseminating through well-regarded journals. "Lecture Notes in Network and Systems" is particularly noteworthy, with 26 papers and 84 citations, reflecting its substantial impact on the scientific discourse surrounding sustainable practices in HRM. "Advances in Intelligent Systems and Computing" follows with 23 papers and 57 citations, illustrating its prominence in the integration of intelligent systems within Green HRM. Additionally, "Lecture Notes in Computer Science" has made a significant entry with 14 papers and 9 citations, indicating its contribution to the field of Green HRM.

Name	↓ Publications	Citations
Lecture Notes in Networks and Systems	26	84
Advances in Intelligent Systems and Compu...	23	57
Lecture Notes in Computer Science	14	9
Springer Proceedings in Business and Econ...	12	35
Studies in Systems, Decision and Control	10	27
Ekonomicheskaya Sotsiologiya	7	48
Communications in Computer and Informati...	7	6
Contributions to Management Science	7	45
Lecture Notes in Electrical Engineering	6	47
Studies in Computational Intelligence	6	62

Figure 6: Top 10 Publication source (out of 180 data from table no.3)

Research topic and keyword trends by using WordCloud

The world cloud clearly suggests an association between Green HRM, employee wellbeing, and Organizational resilience.

Figure 2: Word Cloud based on keywords used by researchers

As shown in figure no. 6, researchers have explored the impact of green HRM practices on well-being by focusing on key topics such as workplace conditions, health, burnout, efficiency, and quality of life improvements through sustainable HR strategies.

4. DISCUSSION AND CONCLUSION

This study aims to consolidate the diverse range of contributions from researchers worldwide, with a focus on impact, quality, authorship, number of contributions, and the specific areas of study within Green HRM. While this field has garnered increasing attention from researchers and practitioners over the past decade, numerous scholars have made substantial contributions to the existing literature. Nonetheless, our investigation revealed that only approximately 3.63% of the literature was published in reputable journals. This finding indicates that, despite the expansion of literature in this domain, only a small fraction meets the requisite quality standards and can be deemed reliable for further research and analysis. In response to the increasing focus on environmental sustainability, organizations are taking proactive measures by investing in eco-friendly policies and incorporating human resources (HR) practices that support both employee well-being and organizational resilience. (Das & Dash, 2023) Meanwhile, the government is also actively encouraging firms to embrace these practices and establish minimum standards for organizations to adhere to like integration of Green HRM (GHRM), mandatory CSR practices, enforcement of environmental standards, etc. (Krishnan, 2019) Given the critical role of GHRM in the contemporary business landscape, it is imperative for organizations to prioritize and address related concerns. (Bahuguna et al., 2022)

In conclusion, this bibliometric analysis highlights an increasing scholarly interest in Green HRM and its pivotal role in driving organizational transformation, enhancing employee well-being, and supporting sustainability initiatives. While the field has made notable progress, it remains underdeveloped, with a limited number of high-quality, comprehensive studies. Emerging trends reveal a shift towards sustainable practices to bolster organizational resilience, yet substantial gaps persist, particularly in understanding the broader and long-term impacts of Green HRM on organizational performance and employee outcomes. But even after all the research conducted to date, the term Sustainable HRM is still not very clear to researchers and their perspectives (Siddique, Naveed, & Inam, 2025). To deepen insights and advance this field, future research should embrace interdisciplinary approaches, expand methodological diversity, and explore Green HRM's implications for long-term sustainability and holistic employee development.

5. FUTURE RECOMMENDATIONS

This study on Charting Green HRM Perspectives presents several avenues for further exploration. Expanding the temporal range beyond the 2019–2024 period would enable a more comprehensive analysis, incorporating foundational studies that predate the selected timeframe and offering a deeper understanding of the field's evolution. Additionally, future research should address the geographical variation in Green HRM practices, as the current study does not fully account for regional differences. Examining how cultural, economic, and regulatory factors influence Green HRM across different regions could provide valuable insights into its global implementation. To enhance the robustness and reliability of bibliometric analyses, future studies may also benefit from the use of diverse bibliometric tools beyond Dimension.ai, thereby minimizing potential biases and ensuring a broader and more accurate representation of the literature. Furthermore, emerging areas of interest, such as the integration of artificial intelligence and machine learning in Green HRM and the evolving role of CSR and environmental regulations, should be explored to understand their impact on sustainable HR practices. By addressing these dimensions, future research can contribute to a more holistic and nuanced understanding of Green HRM's development and its implications for both academic inquiry and organizational practice.

6. LIMITATIONS

The study on Green HRM research has a narrow focus, focusing on publications released between 2019 and 2024. This temporal limitation may exclude research completed before 2019, excluding fundamental or older studies. The study aims to identify pivotal papers and sources.

The bibliometric tool, R, by Dimension.ai, is a crucial tool for analyzing data in a database. However, it has limitations and biases which might affect the completeness and objectivity of the findings. The precision and dependability of the results are determined by the tool's database structure and algorithm. An exclusive group of ten influential studies on Green HRM, despite a small sample size, provides a partial view of the study landscape. However, geographical variation is not considered, potentially distorting the findings due to the limited attention to geographical variation in the study.

Declaration-

Certain AI tools were used to gather information, not for copy-pasting. If any content from these tools or websites has been included in the paper, proper citations have been provided.

Conflict of Interest

There is no conflict of interest associated in this paper.

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