Sustainable Organizational Performance through Green Innovation and HRM Commitment: A PRISMA-Based Systematic Literature Review and Bibliometric Visualization

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Abstract
This study investigates the relationship between green innovation, human resource management (HRM) commitment, and sustainable organizational performance through a combined bibliometric analysis and systematic literature review (SLR). A total of 105 Scopus-indexed documents were analyzed using VOSviewer to map research trends, thematic clusters, and collaboration networks. Following the PRISMA protocol, 40 relevant studies were selected for in-depth review. The findings highlight sustainability, green innovation, HRM practices, and organizational performance as central themes in the field. The SLR emphasizes that HRM commitment serves as a strategic driver of green innovation, which strengthens sustainable organizational outcomes. By integrating bibliometric mapping with systematic review, this study consolidates fragmented knowledge, proposes a conceptual linkage between HRM and green innovation, and outlines future research directions. This research contributes to theory building in sustainability and organizational studies, while offering practical insights for managers and policymakers seeking long-term competitiveness through sustainable strategies.

Keywords: Sustainable performance, Green innovation, HRM commitment, PRISMA, Bibliometric analysis

1. Introduction

Around the world, companies are facing serious environmental problems like climate change, pollution, using up natural resources, and losing variety in nature. Because of these issues, businesses in many different areas are thinking again about how they run their operations and making sustainability a key part of their plans. It's important for companies to perform well in a sustainable way because they need to manage both growing their business and taking care of the environment and society. This balance helps companies stay strong and successful as the business world changes quickly. Experts say that focusing on sustainability in a company's strategy is very important not just for helping the environment but also for staying relevant in the market and keeping the trust of those who care about the company in the long term (Ugne Sungaile, 2024).

Sustainable organizational performance means an organization can be successful financially while also reducing harm to the environment and helping society. This idea has become a big topic in both academic and business circles, showing that people are realizing traditional ways of measuring success need to include sustainability. Studies also show that

sustainability is key to keeping organizations strong by reducing risks from environmental problems and legal issues. This helps companies stay flexible when facing changes in the economy and unexpected events like worldwide health crises (Steinhart, 2024).

In this situation, green innovation and the dedication of human resource management (HRM) are key factors in reaching sustainable goals. Green innovation refers to creating and using new or better products, methods, and management strategies that help reduce harm to the environment or support nature. At the same time, HRM commitment, especially through approaches like Green Human Resource Management (GHRM), helps turn sustainability goals into action by making environmental awareness part of the company's policies, how people act, and the overall culture. By bringing together the efforts of individuals and the whole team through HRM practices that encourage taking care of the environment, companies can improve both their ability to innovate in a green way and their overall sustainability results (Mukhiffun Mukapit, 2024).

The main goal of this systematic literature review is to look into how Green Human Resource Management and green innovation affect sustainable organizational performance. It focuses on understanding the ways GHRM practices and HRM commitment support innovation and help organizations achieve sustainability in environmental, social, and economic areas. The review aims to bring together existing research and ideas to offer a full understanding of the strategies, leadership styles, and organizational factors that help achieve sustainable performance (Donny Irawan, 2025).

A secondary aim concerns the methodology employed; this study applies the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) protocol, which provides rigorous, transparent procedures for identifying, screening, and synthesizing relevant literature. The adoption of a PRISMA-based approach ensures methodological robustness and replicability, addressing concerns about inconsistent literature reviews in management disciplines. By integrating bibliometric visualization techniques, the review not only consolidates thematic knowledge but also maps evolving research trends, identifies key contributors, and highlights emerging domains within the intersecting fields of GHRM, innovation, and sustainability (Philipp C. Sauer, 2023).

The review includes studies published from 2014 to 2025, spanning various industries and global regions to reflect a wide range of viewpoints and applications. Both quantitative and qualitative methods are taken into consideration, highlighting the complexity of researching sustainability in organizations. This wide scope enables the identification of common trends as well as industry-specific details regarding the role of HRM and innovation in sustainability efforts (Ugne Sungaile, 2024).

This review is organized around key research questions that explore the relationship between green HRM, organizational commitment, innovation, and sustainable performance. The first question investigates how green HRM supports sustainable organizational performance by promoting innovation and employee commitment. This inquiry looks at the ways in which HRM practices lead to environmentally friendly behaviors and innovation results within companies (Zoha Jatoi, 2025).

The review seeks to identify gaps in existing research and suggest future research directions. This involves highlighting underexplored areas such as constructs, sectors, and regions, as well as methodological and theoretical challenges that hinder a comprehensive understanding of the connection between green human resource management (GHRM) and green innovation cannot be separated from an organization's sustainability, and stronger connections are needed to continuously enhance the organization's sustainability.

2. Literature Review

2.1 Green Human Resource Management (GHRM) Concepts and Models

Green Human Resource Management means adding environmental care into regular HR work. It involves making HR policies and actions that help employees gain skills, stay motivated, and act in ways that support the environment. GHRM includes things like hiring people who fit with green values, training them in eco-friendly ways, checking their performance with environmental goals in mind, offering rewards that encourage green behavior,

and letting employees take part in projects that help the environment. All these efforts together create a team that is both able and willing to follow the company's plans for being sustainable (Alya Najla Khairunnisa, 2024).

The connection between HRM policies and eco-friendly actions by employees is well known. When companies include sustainability in their hiring process, they draw in people who care about the environment. Training programs that focus on green practices help workers understand environmental issues and improve their skills, making them better able to support sustainability goals. Also, when performance reviews and rewards are tied to environmental results, it encourages employees to keep behaving in ways that help the planet (Muhammad Ramadhani, 2024).

Theoretical frameworks such as the Ability-Motivation-Opportunity (AMO) model and Resource-Based View (RBV) shape the implementation of GHRM. The AMO framework indicates that employees' abilities, motivation, and opportunities are essential in transforming HRM practices into performance improvements, including green innovation and sustainability outcomes. The RBV emphasizes the strategic value of human resources and organizational capabilities in achieving sustainable competitive advantage. By implementing GHRM, companies develop unique resources that drive innovation and embed sustainability into their operational DNA (Asokan Vasudevan, 2024).

2.2 Green Innovation and Its Role in Sustainability

Green innovation refers to developing and using new products, processes, or ways of organizing that help protect the environment or improve nature. This can involve creating eco-friendly products, using cleaner methods to make things, or changing how organizations work to support sustainability. (Nirupam Mukhopadhyay, 2024.)

The impact of green innovation on operational efficiency is substantial, often leading to cost savings through better resource management, reduced waste, and improved energy efficiency. In addition to financial benefits, green innovation provides a competitive edge by helping businesses stand out in markets that are becoming more environmentally aware. This edge comes from stronger brand image, customer loyalty, as well as adherence to strict environmental regulations, all of which support better sustainable performance (Tjatur Ermitajani Judi, 2022).

Strategic management literature integrates green innovation as a central element of corporate strategy. Implementation requires alignment of innovation activities with organizational vision, leadership commitment, and stakeholder engagement. Studies emphasize leadership's role in fostering an organizational culture receptive to innovation and sustainability. The integration of green innovation within broader strategic frameworks supports operational resilience and long-term sustainability (Ahmad Rifai, 2025).

2.3 Organizational Commitment and Leadership in Green Practices

Organizational commitment acts as a key mediator between green human resource management (GHRM) practices and sustainable performance. Employees' emotional attachment to the organization motivates them to act in ways that support environmental goals, like saving energy or reducing waste. Studies show that commitment, especially affective commitment, enhances the effectiveness of HR practices in driving green workplace behaviors (I. Putu, 2025).

How a leader acts has a big impact on how well green HRM efforts are accepted and work. Transformational leadership, which includes showing a clear vision, inspiring people, and caring about each employee's needs, helps encourage eco-friendly actions by setting a good example and giving employees more power. Sustainable leadership focuses on achieving long-term benefits for the environment and society along with making money, which helps build a workplace where people are more committed to environmental goals and come up with new ideas (Heru Nugroho, 2025).

Moreover, sustainable leadership helps increase employee engagement in green HRM by creating an inclusive and supportive work environment. Leaders who explain the importance

of sustainability and connect the organization's goals with environmental responsibility encourage employees to adopt green values. This leads to stronger individual and group commitment, which in turn results in better sustainable outcomes for the organization (Zeynep Hatipolu, 2025).

3. Methodology

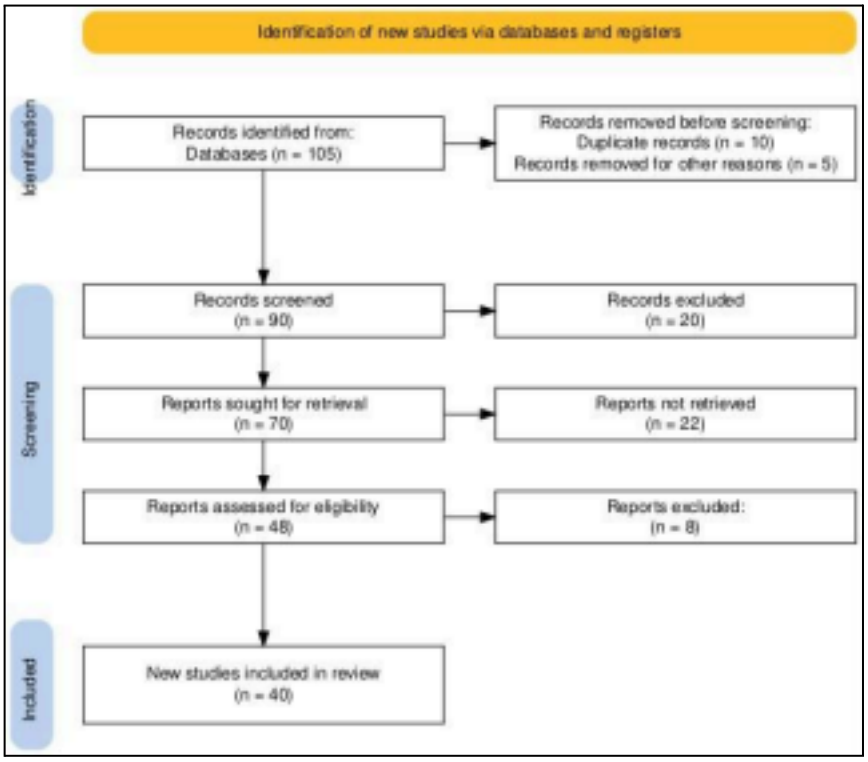

Figure 1. Identification of new studies via databases and registers

3.1.A Systematic Literature Review Using PRISMA Protocol

This study employed the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) approach to identify, screen, and select relevant studies systematically. The PRISMA protocol ensures a transparent and structured selection process, consisting of several key stages: identification, screening, eligibility, and inclusion. A total of 105 records were initially retrieved from database searches, followed by the removal of 10 duplicate and 5 irrelevant records, leaving 90 for initial screening. After reviewing titles and abstracts, 20 records were excluded for not meeting the inclusion criteria. The remaining 70 articles were retrieved for full-text assessment, but 22 could not be accessed. Finally, 48 reports underwent a full-text evaluation, resulting in 8 exclusions for reasons such as insufficient data, non-English language, or irrelevant outcomes. Consequently, 40 studies met all criteria and were included in the final review.

The use of the PRISMA protocol ensures comprehensive identification, transparent selection, and rigorous evaluation of relevant literature. This multi-stage process minimizes selection bias and enhances the reliability and replicability of systematic reviews in management research (Philipp C. Sauer, 2023). The primary data were obtained from the Scopus database, chosen for its wide coverage of multidisciplinary academic journals published between 2014 and 2025. Articles focusing on green human resource management (GHRM), green innovation, and sustainable organizational performance were included, encompassing both quantitative and qualitative studies from diverse sectors to improve generalizability (Uguis, 2024).

The selection criteria emphasized peer-reviewed journal articles published in English to ensure scientific rigor and accessibility. The study incorporated empirical data, conceptual frameworks, and bibliometric analyses to achieve a comprehensive understanding of the field.

Attention was given to research methodologies, geographic contexts, and organizational settings to reflect global perspectives (Donny Irawan, 2025). To support bibliometric analysis, visualization tools such as VOSviewer and Bibliometrix were employed. These tools facilitate the examination of citation networks, co-citation patterns, and keyword co-occurrences, enabling researchers to map the intellectual structure of the field and identify influential authors, journals, and countries (Ugne Sungaile, 2024).

Co-citation and keyword analyses revealed emerging themes and research clusters, shedding light on the evolution and knowledge gaps within GHRM and green innovation studies (Steinhart, 2024). The synthesis combined bibliometric visualization with narrative analysis to cross-verify quantitative findings, yielding deeper insights and a clearer direction for future research (Alix Johana Gaffaro Garcia, 2025). The analytical framework developed highlights the interconnections between green HRM practices, innovation strategies, leadership qualities, and sustainable performance outcomes. By emphasizing absorptive capacity, transformational leadership, and organizational culture as key enablers, the framework contributes to understanding how these factors jointly strengthen an organization's sustainability potential and serve as a foundation for future theoretical development (Asokan Vasudevan, 2024).

4. Results

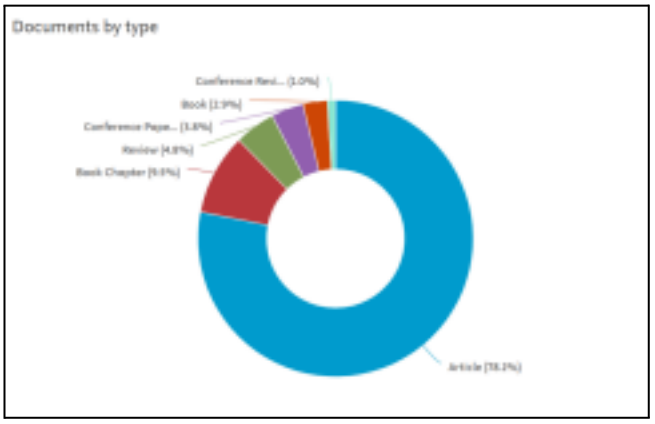

Figure 2. Distribution of Reviewed Documents by Type

Based on the systematic review process illustrated in the PRISMA flow diagram, a total of 40 studies were identified as eligible and included in the final analysis. To further understand the characteristics of the reviewed literature, the distribution of document types was analyzed, as presented in Figure 2.

The results indicate that the majority of the reviewed documents are journal articles (78.1%), suggesting that most scholarly contributions and recent empirical findings relevant to this topic are published in peer-reviewed journals. This dominance of journal articles reflects the academic community's active research interest and the ongoing development of theoretical and practical discussions in this field.

Meanwhile, book chapters (9.5%) and review papers (4.8%) represent secondary sources that provide broader conceptual insights and theoretical overviews, often synthesizing previous research findings. A smaller proportion of the reviewed literature consists of conference papers (3.8%), books (2.9%), and conference reviews (1.0%), which tend to offer preliminary results or contextual discussions but are less rigorous compared to peer-reviewed journal articles.

The diversity of document types included in this review enriches the overall analysis. While journal articles provide strong empirical evidence, the inclusion of books, book chapters, and review papers contributes to a more comprehensive understanding of the theoretical background and policy implications. Hence, the combination of various publication types ensures both depth and breadth in interpreting the existing body of knowledge.

Figure 3. Distribution of Reviewed Documents by Author

Figure 3 illustrates the distribution of reviewed documents based on their contributing authors. The figure compares the number of documents published by up to 15 authors identified during the literature review process. Among them, Din, A.U. is the most productive author, contributing three documents, indicating a strong research focus and expertise in the topic area.

Following closely, several authors—including Altassan, M.A., Atuhaire, S., Bakashaba, R., Bindeea, D.S., Muafi, M., Shahzad, M.A., Tukamushaba, E.K., and Yang, Y.—each contributed two documents. Meanwhile, Abdelwahed, N.A.A. produced one document, representing a smaller portion of the total reviewed works.

This distribution suggests that while there is a diverse range of contributing authors, the research field is still relatively concentrated among a few key contributors. The dominance of certain authors implies that these researchers or their affiliated institutions may play a significant role in shaping the ongoing discourse and direction of studies related to the topic.

Overall, the authorship pattern reflects both the collaborative nature and specialization within the research area, where a handful of active scholars provide consistent contributions while others add complementary perspectives.

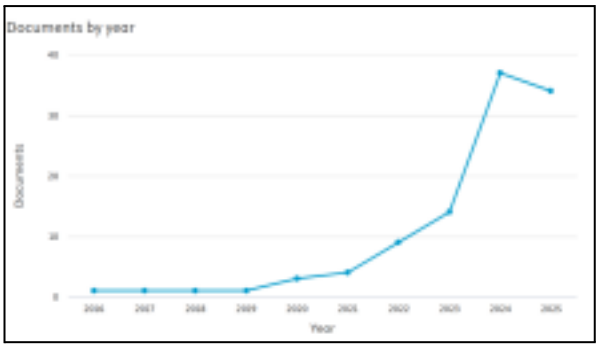

Figure 4: Trend of Published Documents by Year

Figure 4 presents the trend of documents published each year from 2016 to 2025. The data show a significant upward trend in research productivity, particularly in the last few years. Between 2016 and 2019, the number of documents remained minimal and relatively stable, indicating limited scholarly attention to the topic during that period.

A gradual increase began in 2020, followed by a noticeable rise in 2022 and 2023, suggesting growing academic interest and research development. The most substantial growth occurred in 2024, with nearly 40 documents published, representing the peak of publication activity within the observed period. Although there was a slight decline in 2025, the number of documents remains substantially higher than in earlier years.

This trend reflects a rapid expansion of research relevance and awareness in recent years, likely driven by increasing policy interest, technological advancements, or emerging socio-economic factors related to the topic. The consistent growth pattern over the past five years also demonstrates that this research area has evolved into a significant academic discourse, attracting contributions from diverse authors and institutions.

Table 4 presents the annual distribution of documents published between 2017 and 2025, which complements the trend shown in Figure 4. The data indicate a gradual increase in publications over time,

with a particularly sharp rise beginning in 2021. The number of documents increased from only one publication per year between 2017 and 2019, to three in 2020, and four in 2021. This upward trajectory continued with nine publications in 2022 and fourteen in 2023, marking the start of a more active research phase.

The most substantial surge occurred in 2024, reaching 37 documents, followed by a slightly lower but still high count of 34 documents in 2025. These figures clearly demonstrate a significant expansion of research interest and output during the last two years. Such growth likely reflects increased scholarly attention, policy relevance, and global recognition of the topic's importance in the contemporary research landscape.

This trend, supported by both Table 4 and Figure 4, underscores a rapid evolution and maturation of the research area, signaling that it has become a prominent field of study with sustained academic engagement and growing publication momentum.

A total of 40 studies were identified and included in the final analysis, as highlighted in the PRISMA flow diagram. The composition of the research documents was analyzed, as detailed in Figure X. The findings show that the majority of the reviewed studies are journal articles (78.1%), indicating that most discussions and empirical findings on this topic are published in peer-reviewed journals, reflecting the academic community's engagement and ongoing development within this field.

At the same time, book chapters (9.5%) and review papers (4.8%) represent secondary information, often providing broad conceptual insights and an overview of existing studies. A smaller proportion of the literature entails conference papers (3.8%) and books (2.9%), while conference reviews make up 1.0%, typically offering early-stage findings or contextual analyzes but being less comprehensive than peer-reviewed articles. The variety in research types included in this review enhances the overall depth and scope of the findings. While journal articles offer strong empirical studies, the inclusion of books, book chapters, and review papers provides a broader theoretical and practical understanding, especially regarding policy issues. Thus, the integration of different publication types leads to a more holistic interpretation of the existing scholarship.

Meanwhile, looking at Figure 2, it shows how the reviewed documents are spread out based on the authors who wrote them. The figure lists the number of documents each author published, focusing on up to 15 authors found during the literature review. Among them, Din, A.U. is the most active, with three documents, showing a strong interest and knowledge in this area.

Several other authors, like Altassan, M.A., Atuhaire, S., Bakashaba, R., Bindeea, D.S., Muafi, M., Shahzad, M.A., Tukamushaba, E.K., and Yang, Y., each wrote two documents. Abdelwahed, N.A.A. wrote just one, which is a smaller part of all the documents reviewed. This shows that even though there are many authors involved, the research is mostly done by a small group of key people. These authors or their organizations seem to be important in guiding the research and discussions in this field. The way the authors are spread out shows that the research is both a team effort and has experts who focus deeply on specific parts of the topic. A few active researchers keep contributing regularly, while others add different views to the work.

Looking at Figure 4, Figure 4 presents the trend of documents published each year from 2016 to 2025. The data show a significant upward trend in research productivity, particularly in the last few years. Between 2016 and 2019, the number of documents remained minimal and relatively stable, indicating limited scholarly attention to the topic during that period.

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This trend reflects a rapid expansion of research relevance and awareness in recent years, likely driven by increasing policy interest, technological advancements, or emerging socio-economic factors related to the topic. The consistent growth pattern over the past five years also demonstrates that this research area has evolved into a significant academic discourse, attracting contributions from diverse authors and institutions.

By Figure 4, Table X presents the annual distribution of documents published between 2017

and 2025, which complements the trend shown in Figure X. The data indicate a gradual increase in publications over time, with a particularly sharp rise beginning in 2021. The number of documents increased from only one publication per year between 2017 and 2019, to three in 2020, and four in 2021. This upward trajectory continued with nine publications in 2022 and fourteen in 2023, marking the start of a more active research phase.

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This trend, supported by both Table X and Figure X, underscores a rapid evolution and maturation of the research area, signaling that it has become a prominent field of study with sustained academic engagement and growing publication momentum.

Therefore by combining the journals and data that have been accumulated, The data is processed into VOSviewer, with the results including Co-occurrence, Density, Co-author, and also Co-occurrence Density.

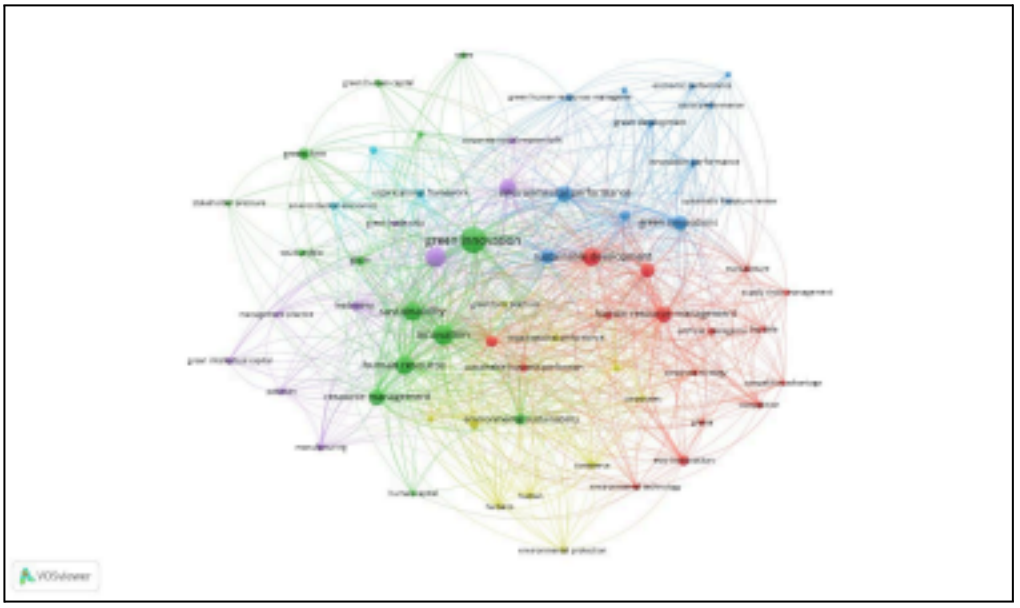

Photo 1 : VOSviewer "Co-occurence" Results

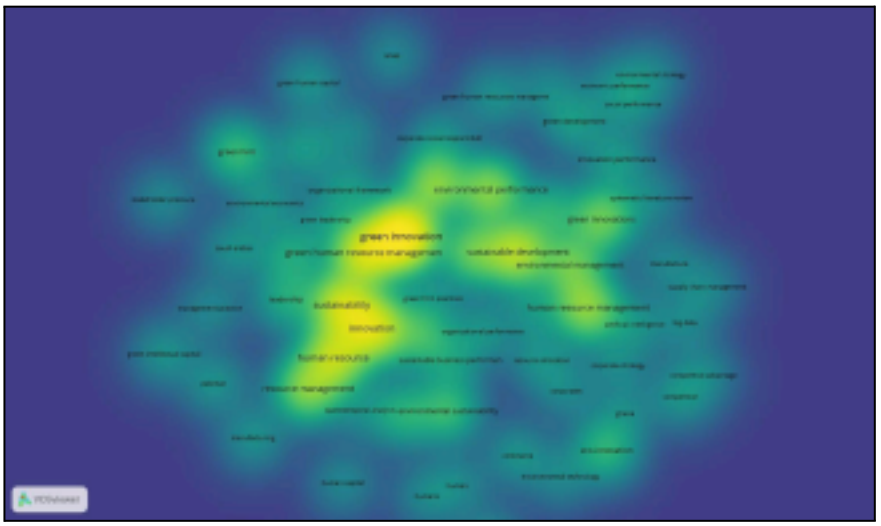

Photo 2: VOSviewer "Density" Results

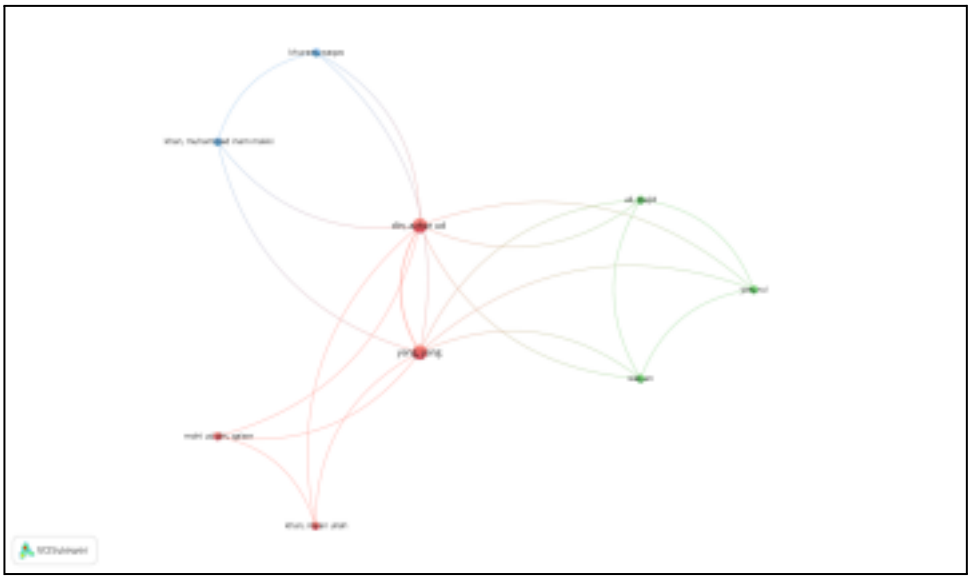

Photo 3: VOSviewer "Co-Author" Results

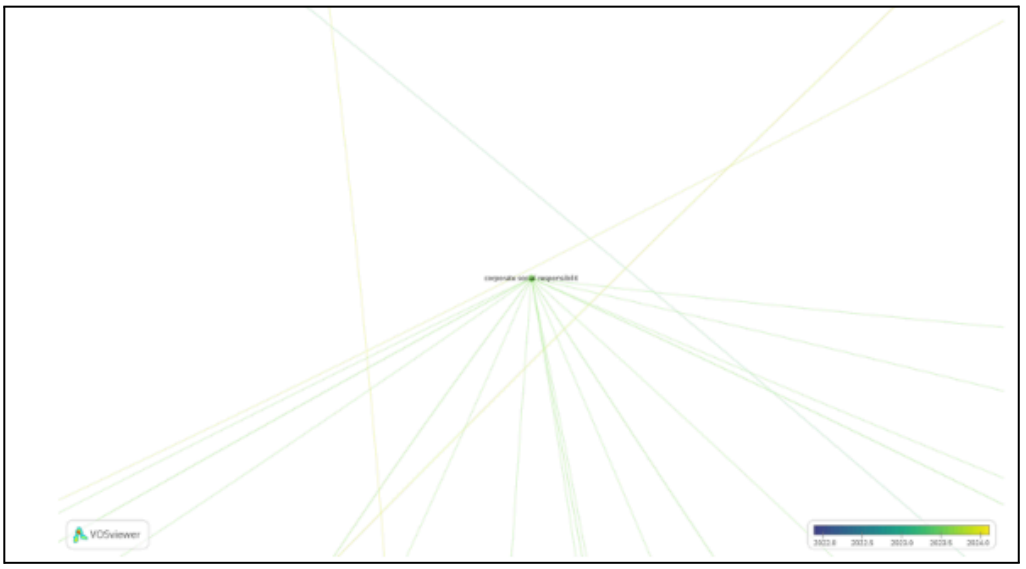

Photo 4: VOSviewer "Co-occurrence Density" Visualization

5. Discussion

5.1 Green Cluster: Green Innovation and Sustainability Core

This cluster represents the conceptual core of the study, emphasizing the nexus between green innovation and sustainable organizational performance. Key themes include the development of eco-friendly products and processes, the integration of innovation into corporate strategy, and the creation of economic value aligned with ecological objectives. Green innovation is viewed as a strategic catalyst that enhances operational efficiency, corporate reputation, and organizational resilience amid global environmental change. Leadership and organizational culture emerge as critical enablers that nurture an innovation-driven and sustainability-oriented work environment.

5.2 Red Cluster: Human Resource Management and Organizational Strategy

This cluster highlights the strategic role of Green Human Resource Management (GHRM) in supporting organizational sustainability implementation. The focus lies in how HR practices—such as green recruitment, environmental training, eco-based performance appraisal, and green compensation—shape employees' pro-environmental behaviors. The integration of GHRM within organizational strategy strengthens employee commitment and aligns personal values with corporate sustainability objectives. Hence, this cluster positions HRM as a strategic foundation for fostering sustainable organizational culture and achieving long-term competitive advantage.

5.3 Blue Cluster: Environmental Performance and Measurement

This cluster highlights the strategic role of Green Human Resource Management (GHRM) in supporting organizational sustainability implementation. The focus lies in how HR practices—such as green recruitment, environmental training, eco-based performance appraisal, and green compensation—shape employees' pro-environmental behaviors. The integration of GHRM within organizational strategy strengthens employee commitment and aligns personal values with corporate sustainability objectives. Hence, this cluster positions HRM as a strategic foundation for fostering sustainable organizational culture and achieving long-term competitive advantage.

5.4 Purple Cluster: Green Intellectual Capital and Management Practice

This cluster emphasizes the importance of green intellectual capital and knowledge-based management practices in supporting sustainability. The main focus includes green knowledge sharing, the development of organizational absorptive capacity, and the cultivation of environmentally oriented organizational culture. Green intellectual capital is viewed as a strategic asset that enhances an organization's capacity to innovate, adapt, and sustain competitive advantage in the green economy era.

5.5 Yellow Cluster: Environmental Technology and Protection

This cluster underscores the contribution of environmental technology in enhancing environmental protection and organizational efficiency. The application of technologies such as Green IT, smart HRM systems, artificial intelligence, and digital sustainability reporting constitutes its core focus. These technologies not only support automation and energy efficiency but also expand organizational capabilities in monitoring, analyzing, and optimizing environmental performance in real time. The cluster demonstrates that digital transformation is an essential driver in accelerating organizational sustainability goals.

6. Conclusion

This study concludes that human resource management (HRM) commitment and green innovation play a strategic role in driving sustainable organizational performance. Using the PRISMA protocol and bibliometric analysis, the research finds that green human resource management practices such as green recruitment, environmental training, and eco based compensation significantly enhance employees pro environmental behaviors and support green innovation. Green innovation itself strengthens operational efficiency, corporate reputation, and long term competitiveness.

Transformational leadership and a sustainability oriented organizational culture are key enablers for integrating green human resource management and green innovation into corporate strategy. The study also highlights the importance of employees' affective commitment as a mediator between human resource management policies and sustainability outcomes. Methodologically, the use of PRISMA and visualization tools like VOSviewer provides a clear mapping of research trends, key contributors, and existing knowledge gaps. Thus, this research not only reinforces the theoretical foundation of organizational sustainability studies but also offers practical guidance for managers and policymakers to design sustainable strategies rooted in innovation and human resource commitment.

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