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GREEN LEADERSHIP IN THE SPOTLIGHT: A BIBLIOMETRIC ANALYSIS OF RESEARCH DEVELOPMENTS

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ABSTRACT

Global sustainability issues require organizations to carry out strategic transformation by balancing profit, people, and planet aspects. In this context, green leadership is present as a leadership style that combines environmental orientation with management practices to support green innovation, sustainable performance, and environmentally oriented human resource management. This research aimed to provide a comprehensive overview of the development of green leadership research, identify trends, research gaps, and the direction of future academic collaboration. The research method uses a quantitative approach through bibliometric analysis with secondary data from the Scopus database using the keyword "green leadership". After the selection process based on the PRISMA framework, a total of 85 articles for the period 1993–2024 were analyzed using the VOSviewer software to map publication trends, affiliations, countries of origin of publications, scientific fields, and keyword relatedness. The results show that publications on green leadership have increased significantly, especially in the 2023–2024 period, with the dominance of the fields of management, social sciences, and environmental sciences. The keywords that are most often associated are sustainability, green innovation, corporate social responsibility, and green human resource management. This research shows that green leadership is increasingly relevant to answer global sustainability challenges. In the future, these findings can encourage the integration of green leadership in organizational policies, strengthen green HRM practices, and implement sustainable innovation in various industry sectors.

Keywords: *leadership, green, green leadership, sustainability, bibliometric analysis.*

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INTRODUCTION

Global issues related to sustainability are increasingly urging organizations to transform in the face of environmental challenges. This important change stems from a global shift towards sustainability, which forces companies to maintain ecosystems and strive to achieve sustainable performance. Serious challenges such as global warming, energy crises, water pollution, and haze demand a more environmentally friendly organizational strategy (Molina-Azorin et al., 2021; Su et al., 2020). The challenge that arises is how organizations can respond to these global pressures, not only with efficiency but also with eco-efficiency that emphasizes the balance between profit, people, and planet. Therefore, leadership style is important to achieve sustainability (Mubarak et al., 2024). A study shows that green leadership style practices have a positive and significant impact on environmental knowledge sharing and improve the company's sustainable performance. In fact, sharing environmental knowledge plays an important role as a mediator in the relationship between green leadership and sustainable performance (R. U. Khan et al., 2023).

Currently, green leadership is considered vital due to increasingly worrying environmental conditions (Gultom, 2022; Hadi et al., 2023). This concept is not only relevant for profit-oriented companies, but also for non-profit organizations, because leaders who care about the environment can encourage the creation of the eco-strategy needed to achieve sustainability (Widiartanto et al., 2023). Some studies also affirm that green leadership is the integration of green management and leadership, which has a positive impact on economic, social, and environmental performance (Wang et al., 2023; Yang et al., 2024). In addition, a green-oriented leadership style also contributes to green innovation and sustainable corporate performance through the innovative behavior of leaders (He et al., 2023; Shiferaw et al., 2025). Furthermore, the role of green leadership is also closely related to the practice of Green Human Resource Management (GHRM), which is the integration between human resource management and environmental orientation (Faisal, 2023). GHRM is proven to improve the company's environmental performance (Aftab et al., 2023; Noor et al., 2023), It is even a new model that ensures the sustainability of a leadership-based workplace (Chreif & Farmanesh, 2022; Tang et al., 2018).

Research on GHRM is still relatively young and requires conceptual clarity (Fachada et al., 2022), so that the role of green leadership becomes increasingly significant in uniting sustainability orientation across all levels of the organization. Although green leadership has received global attention, research on this theme is still evolving and tends to be fragmented in various disciplinary contexts, ranging from management, human resources, to innovation. This fragmentation can be seen in the diversity of definitions, theoretical foundations, and methodological approaches used by scholars, which often results in inconsistent findings and limited cumulative knowledge. For instance, some studies position green leadership as a dimension of transformational leadership, others as a driver of environmental performance, while another stream links it to innovation and organizational culture. Such dispersion across disciplines makes it difficult to build a unified

understanding of the concept and to determine its practical implications for organizational sustainability.

Therefore, bibliometric analysis is very important to conduct, as it enables the systematic mapping of green leadership research developments, identification of dominant themes, gaps, and overlaps, as well as the visualization of scientific collaboration networks. With a bibliometric approach, researchers can assess the extent to which the concept of green leadership has developed, how it is integrated with related fields such as GHRM, and in which direction this research is moving in the future. Thus, the urgency of this research lies in the need to comprehensively understand the position and trajectory of green leadership development as an answer to the global challenge of sustainability, while at the same time contributing to the consolidation of knowledge through in-depth bibliometric mapping.

LITERATURE REVIEW

Green Human Resource Management

Green Human Resource Management (GHRM) is defined by Khan dan Muktar (2020) as an approach that integrates dynamic, cognitive, and psychological approaches to encourage, implement, manage green behaviors, and reduce harmful effects on the environment derived from the activities of an organization or an enterprise. Other definitions are expressed by Mustafa et al., (2023) that Green Human Resource Management (Green HRM) is a set of practices aimed at promoting sustainable use of resources in organizations and improving environmental sustainability. Green HRM strives to ensure that an organization's workforce is aware of and engaged in actions that reduce waste, improve environmental performance, as well as align employee behavior with the organization's environmental goals. Then according to Asadul et al., (2020) and Paillé (2022) Green Human Resource Management (GHRM) is an activity that integrates environmental management into human resource management (HRM) practices that include the development and implementation of HR policies and practices that promote environmentally responsible use of resources.

The importance of Green Human Resource Management (GHRM) is diverse, such as to promote environmental sustainability. In addition, GHRM has been shown to positively affect sustainable organizational performance. By integrating environmental management into HR practices, companies can foster a corporate culture that prioritizes efficiency, cost reduction, and increased employee engagement. So that this not only contributes to environmental sustainability but also increases the reputation and competitiveness of the organization, and significantly affects employee behavior and attitudes towards the organization. For example, GHRM can play a key role in retaining employees, especially among young workers who value an environmentally responsible workplace. Then, the implementation of GHRM practices is in line with the expectations of millennial employees, who are looking for a challenging, meaningful, flexible, collaborative, and transparent workplace. By meeting these expectations through GHRM, organizations can improve management and employee relations, thereby reducing the tendency to change jobs due to dissatisfaction with workplace practices. Thus, it can be seen that the importance of GHRM lies in the ability to promote sustainability and align with the values and expectations of workers (Asadul et al., 2020; Renwick, 2018).

Green Leadership

Green leadership according to Renwick (2018) It can be understood as a leadership style that emphasizes sustainability and concern for the environment by integrating eco-friendly principles into organizational culture, structure, and practices. This emphasis on green leadership is also seen in various other perspectives. For example Lee et al., (2014) view it as leadership that places environmental responsibility in daily business practices. Paillé (2022) adding that this

approach focuses on integrating sustainability principles across the organization's structure and culture. Meanwhile, Wang et al., (2023) highlighting the role of green leadership in creating an organizational culture that supports environmental protection while inspiring members of the organization to contribute to those sustainability goals.

METHODOLOGY

In this study, a quantitative approach through bibliometric analysis was used to map research trends related to green leadership. This method allows evaluation of publication patterns, collaboration between authors, and the development of topics over time (Donthu et al., 2021). Data in this study were obtained from the Scopus database using the keyword TITLE-ABS-KEY ("green leadership"). The use of these keywords aims to collect relevant articles that discuss the concept of green leadership specifically. Once the data is collected, the analysis is carried out using the VOSviewer software which functions to visualize the research network and supports bibliometric analysis. VOSviewer helps identify relationships between authors, institutions, and keywords that frequently appear in related literature, thus providing a clearer picture of the direction of research development (van Eck & Waltman, 2010). This study also applies the PRISMA framework method used in determining inclusion and exclusion criteria, and ensuring that the data selection process is carried out systematically (Moher et al., 2009). The findings obtained from the research are expected to be able to contribute to the field of human resource management and sustainability, as well as open up space for future research.

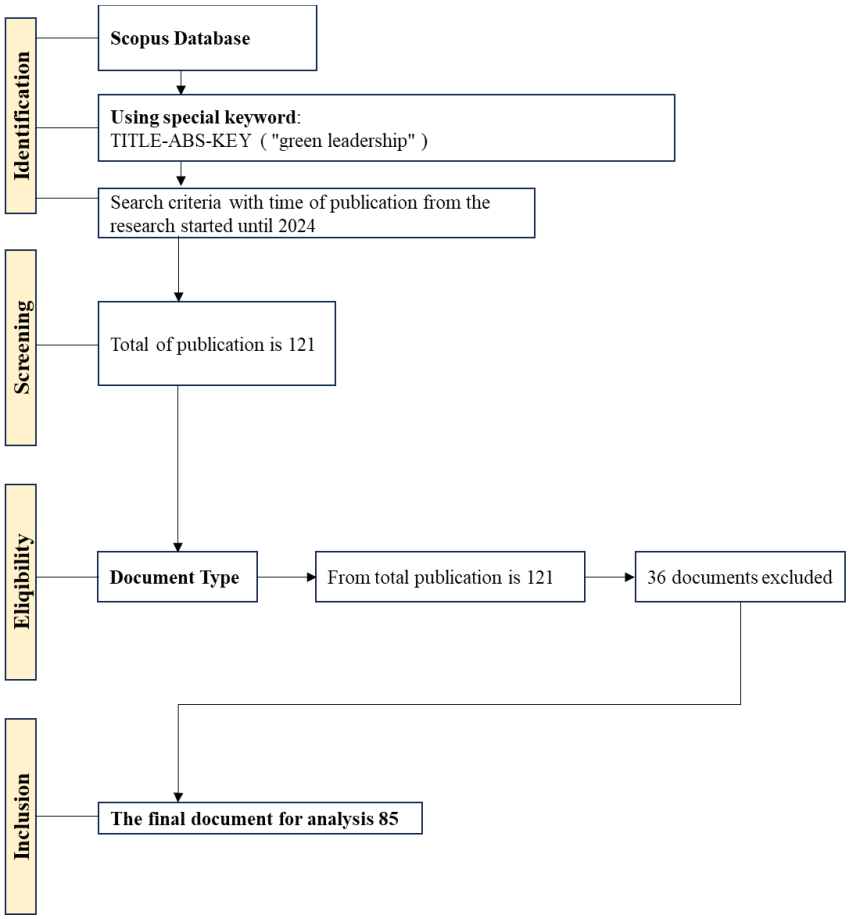

Figure 1. PRISMA Framework

The data of this study was obtained from Scopus using the keyword TITLE-ABS-KEY ("green leadership"). After being selected based on the criteria of the year of publication (1993–2024) and the type of document (article), 85 publications were obtained out of a total of 121 documents to be analyzed in this bibliometric study. The research questions asked are as follows:

1. How are the trends in publications related to green leadership?
2. Which affiliate has the highest number of publications?
3. What scientific fields has the highest in the publication about green leadership?
4. Which country has made the highest contribution in publications and citations?
5. What keywords are most often associated with green leadership?

RESULT AND DISCUSSION

1. Publication Trends Related to Green Leadership

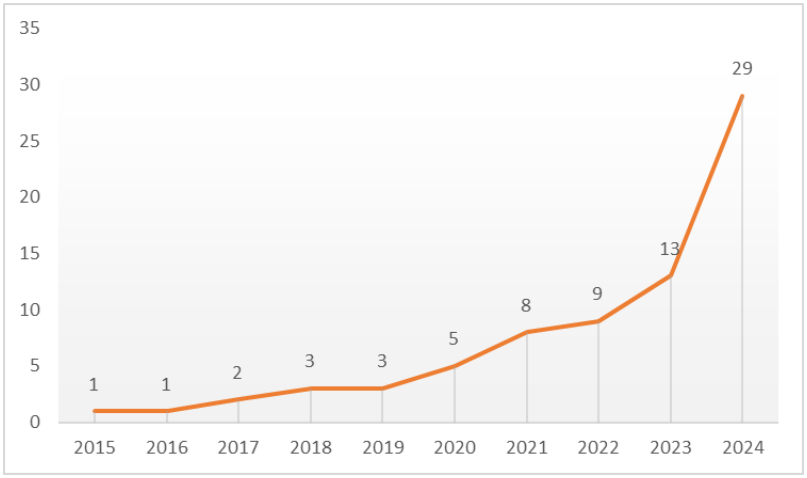

Figure 2. Green Leadership Publication Trends in the Last 10 Years (2015-2024)

At the beginning of the period (2015–2016), the number of publications was still very low, which was only 1 publication per year. Entering 2017 to 2019, the trend shows a slight increase, albeit relatively slowly, from 2 publications (2017) to 3 publications (2018–2019). Starting in 2020, there was an acceleration with 5 publications, then increased again in 2021 to 8 publications. This trend continued steadily in 2022 with 9 publications, before rising significantly in 2023 with 13 publications. The peak of growth is seen in 2024, where the number of publications jumps sharply to 29 publications, more than double compared to the previous year. This graph shows that the attention of academics and researchers to the issue of green leadership is increasing year by year, with very rapid growth, especially in the last two years. This may reflect the growing global urgency for sustainability- and environmentally-oriented leadership.

2. Affiliates With the Highest Number of Publications

The analysis of institutional contributions shows that Wuhan University occupies the top position with the highest number of publications, namely four publications. This finding indicates the university's strong commitment to advancing research on green leadership, potentially supported by its broader academic agenda on sustainability and environmental studies. Following Wuhan University, Iqra University contributes three publications, reflecting a notable role from a non-Western institution in shaping the academic discourse on this theme. Meanwhile, three other institutions—the University of Cape Town, Green Building Partners Oy, and the Building Information Foundation RTS Sr—each contributed

two publications, signifying that interest in green leadership has gained traction not only in Asia but also in Africa and Europe.

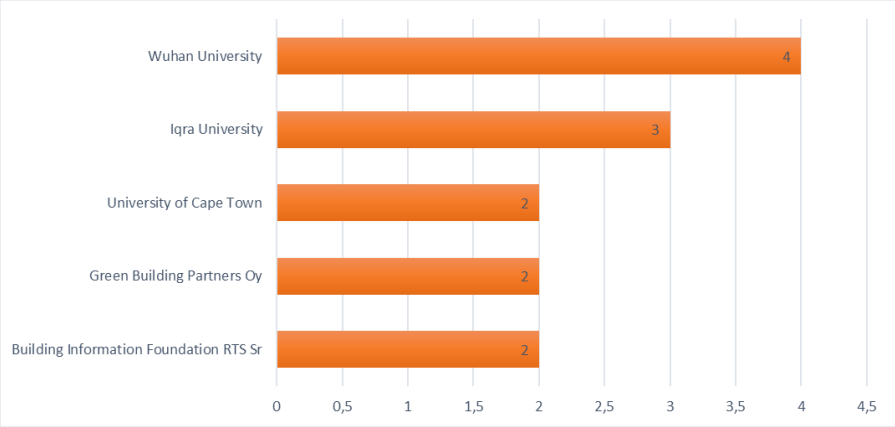

Figure 3. Five Affiliates That Have the Most Contributions

Beyond the numerical contributions, the distribution of these institutions highlights two key insights. First, there is a tendency for a few leading universities to dominate the research landscape, as reflected by the strong position of Wuhan University, which surpasses others by a considerable margin. Second, the active involvement of non-university institutions, such as Green Building Partners Oy (a consulting firm) and the Building Information Foundation RTS Sr (a foundation), underscores that green leadership is not merely an academic concern but also an issue of practical relevance for industry and professional organizations. Their participation reflects a growing recognition that addressing sustainability challenges requires cross-sector collaboration, bridging academia, practice, and policy. This mix of institutional contributions enriches the discourse by integrating both theoretical perspectives and practical applications of green leadership.

3. Scientific Fields Has The Highest In The Publication About Green Leadership

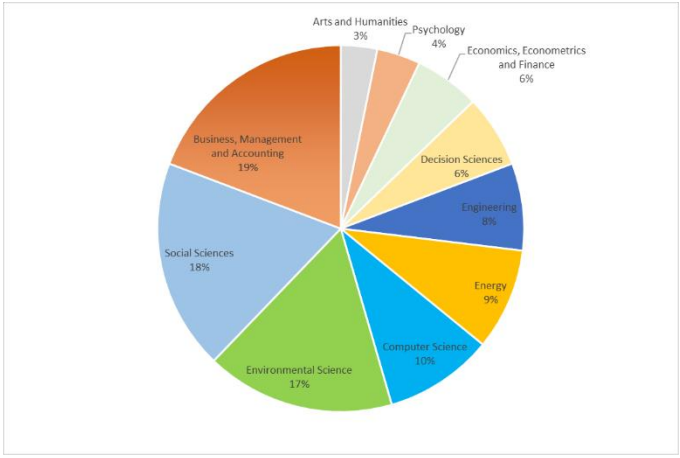

Figure 4. Ten Scientific Areas That Publish the Most Green Leadership

The fields with the largest contribution are Business, Management and Accounting (19%), followed by Social Sciences (18%) and Environmental Science (17%). This shows that green leadership is most studied in the context of organizational management, social dynamics, and environmental issues. In addition, Computer Science (10%), Energy (9%), and Engineering (8%) are also important fields, which confirms that the application of green leadership is very relevant in technology, sustainable energy, and engineering innovation.

Some other fields that also contribute albeit with a smaller proportion are Decision Sciences (6%), Economics, Econometrics and Finance (6%), Psychology (4%), and Arts and Humanities (3%). This data shows that research on green leadership is cross-disciplinary, involving economic, social, technological, and humanities perspectives. This confirms that environmentally oriented leadership is not just a managerial issue, but also covers a broader range of scientific fields.

4. Countries That Make The Highest Contribution to Publications and Citations

China became the country with the highest dominance, accounting for 37% of the total publications. This strong position reflects not only the country's rapid economic growth and environmental challenges but also the Chinese government's increasing emphasis on sustainability, green development policies, and large-scale research funding for environmental issues. The second position is occupied by Indonesia with a contribution of 18%, a noteworthy figure that highlights the country's rising academic attention to sustainability in response to pressing ecological problems such as deforestation, climate vulnerability, and urbanization pressures. The United States follows with 16%, while India and Pakistan contribute 15% and 14% respectively. This distribution indicates that research on green leadership is significantly concentrated in Asia, especially in China, Indonesia, India, and Pakistan, while the United States continues to play an important role as one of the central research hubs in this field.

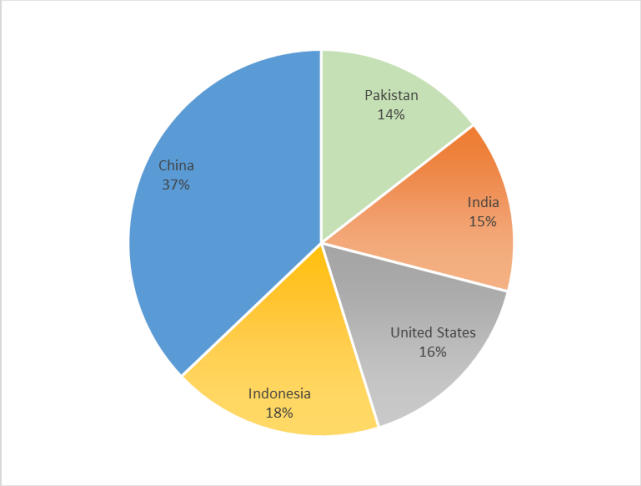

Figure 5. Five Countries with the Highest Number of Publications Contributions Related to Green Leadership

The dominance of Asian countries in this area of research can be linked to several structural factors. First, these countries face acute environmental challenges—ranging from air pollution in China, deforestation in Indonesia, to water scarcity and urban sustainability issues in India and Pakistan—which create strong incentives for academic communities to explore solutions through green leadership frameworks. Second, the growth of higher education and research infrastructure in Asia, supported by government policies that prioritize sustainable development, has provided fertile ground for the expansion of scholarly output. In contrast, while the United States remains influential, its contribution is relatively smaller in proportion, which may be attributed to a broader diversification of sustainability research topics beyond green leadership or differences in funding priorities. Taken together, these structural dynamics highlight that green leadership research is not only shaped by global academic interests but also by the socio-environmental realities and policy agendas of specific regions.

5. Keywords Most Often Associated With Green Leadership

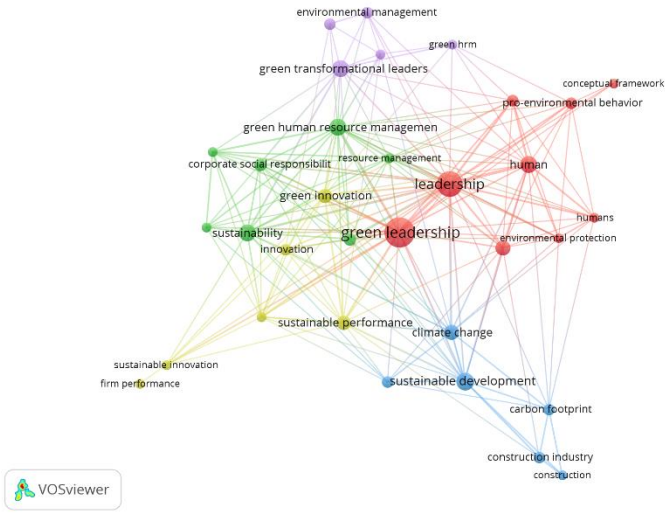

Figure 6. Network Visualization From Co-Occurances Author Keywords of Green Leadership

Based on the results of the network visualization, it is known that there are 33 items divided into 5 clusters. Each cluster represents a group of keywords that are interconnected and closely related to the topic of green leadership. Here are 5 Clusters:

a. Cluster 1 (9 items):
1) Conceptual framework
2) Environmental protection
3) Environmental sustainability
4) Green leadership
5) Human
6) Humans
7) Leadership
8) Pro-environmental behavior
9) Questionnaire

b. Cluster 2 (7 items):
1) Corporate social responsibility
2) Green economy
3) Green human resource management
4) Human resource
5) Management practice
6) Resource management
7) Sustainability

c. Cluster 3 (6 items):
1) Carbon footprint
2) Climate change
3) Construction
4) Construction industry
5) Environmental impact
6) Sustainable development

d. Cluster 4 (6 items):
1) Firm performance

2) Green innovation
3) Innovation
4) Small and medium-sized enterprises
5) Sustainable innovation
6) Sustainable performance

e. Cluster 5 (5 items):

1) Environmental management
2) Environmental performance
3) Green hrm
4) Green transformational leadership
5) Human resource management

There are 33 keywords that have been successfully identified as the main and supporting concepts related to green leadership. The five clusters represent a variety of research focuses, ranging from conceptual aspects and pro-environmental behavior**,** human resource management and organizational sustainability**,** environmental issues and development impacts, to sustainable innovation and corporate performance. These findings show that green leadership studies are multidisciplinary. This issue is not only discussed in the context of leadership, but is also closely related to sustainability, environmental management, human resource management, innovation, firm performance, and climate change**.** Then, here is an image of another VOSviewer analysis result, namely density visualization.

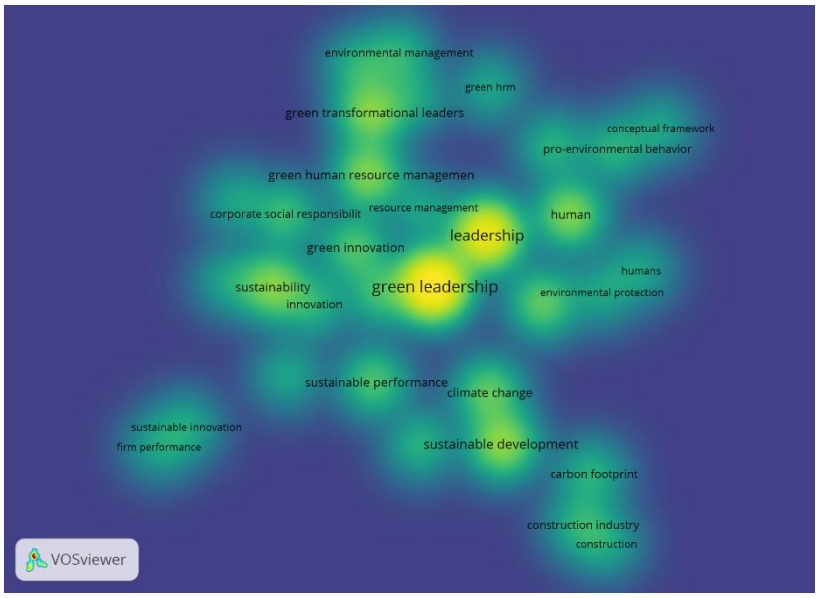

Figure 7. Density Visualization From Co-Occurances Author Keywords of Green Leadership

Based on the density visualization image above, it can be seen that the keyword green leadership occupies the central position with a bright yellow color, indicating that this topic has the highest level of density and relevance in the research. Other keywords such as leadership, sustainability, and green innovation also appear in bright colors around the center, signifying their important contribution in supporting the main theme. Meanwhile, keywords with green to blue colors, such as construction industry, carbon footprint, and conceptual framework, have a lower density level so their role is not as large as the core keywords, but they remain relevant in shaping the overall research landscape. This visualization illustrates that research on green leadership is closely related to sustainability issues, green innovation,

and social responsibility, and is increasingly developing towards implementation in specific sectors such as the construction industry and environmental management.

The findings also provide several practical implications for leaders and policymakers. First, the strong link between green leadership, green HRM, and green transformational leadership suggests that organizations should integrate sustainability principles into recruitment, training, and performance evaluation systems, ensuring that employees at all levels internalize environmentally responsible behavior. Second, the emergence of green innovation and sustainable performance as dense clusters highlights the need for leaders to foster innovation ecosystems—such as funding green R&D projects or incentivizing eco-friendly practices—that directly contribute to both competitiveness and environmental goals. Third, policymakers can draw from keywords like sustainable development and climate change to design regulations that not only mandate compliance but also encourage cross-sector collaboration, particularly in high-impact industries like construction, which appears as an emerging but less dense area. By translating bibliometric insights into organizational strategies and policy directions, this study underlines that advancing green leadership requires concrete alignment between research, institutional practices, and regulatory frameworks.

CONCLUSION

The study found that the trend of green leadership-related publications has continued to increase rapidly in the past decade, with major contributions from Asian countries such as China and Indonesia. The bibliometric results show that green leadership is a multidisciplinary theme that is closely related to sustainability, green innovation, corporate social responsibility, and green human resource management. The findings from the density visualization confirm that green leadership is a core keyword with high connectivity, while other keywords such as the construction industry, carbon footprint, and conceptual framework are still at low density levels so they have the potential to be the focus of further research. This research contributes to mapping the direction of the development of green leadership studies and its relevance for sustainability-oriented organizational practices. In the future, this research can encourage the integration of green leadership with green human resource management practices and green innovations, as well as open up space for exploration on new issues that arise from the visualization results, such as the role of the construction industry in reducing carbon footprint and developing conceptual frameworks more comprehensive. Thus, the results of this study not only strengthen the academic literature, but also provide practical guidance for organizations in dealing with global environmental challenges.

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