# SYSTEMATIC REVIEW OF SUSTAINABLE HUMAN RESOURCE MANAGEMENT S-(HRM) AND SUSTAINABLE LEADERSHIP S-(LDP)

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## Introduction

The main objective of this bibliometric study is to relate the decentralised research reported on S-(HRM) management and sustainable leadership. In addition, we explored, contextualised and visualised the paradigms that are trending in research on the proposed topic, analysing 156 articles from the Web of Science (WoS) database. To arrive at the final sample (156) the research team used exclusion and inclusion criteria to a first database of 562 documents under the PRISMA flow approach.) Subsequently, the analysis for the visualisation of the final graphs was carried out using keywords and co-occurrence analysis in the Vosviewer software.

## Theoretical Framework

Guerci (2016) argues that, sustainable resources not only bring a competitive window to the company, but are linked to the betterment of society and the well-being of the community. Studies have shown that S-(HRM) has a positive impact on the management of the company, leading to better economic, social and environmental performance (Kramar, 2022).

Therefore, S-(HRM) orients the organisation's strategic approach to preservation over time. From the perspective of Renwick et al., (2013) sustainable human resource management refers to the use and establishment of corporate sustainability objectives and S-(HRM) management practices comprise the aspects in the performance

management system of both the staff and the organisation, starting with responsible and fair recruitment, training and development, reward and compensation system.
The term sustainable leadership has been established as a cross-cutting and strategic practice adaptable to corporate culture and strategy Martinez et al., (2016), laying its foundations on fair, consistent, rational and responsible practices. Therefore, as Ruíz (2021) argues in his research, traditional leadership is no longer effective today, if the organisation is really aiming for a sustainable strategy, then a more responsible, inclusive and transformative corporate governance is indispensable (Ruíz, 2021).

Hernández et al., (2023) in their research proposes sustainable leadership, which transcends economic, social and environmental environments, focusing on responsible behaviour with the well-being of the community, the environment and workers, establishing lasting and stable relationships in general. Sustainable leadership becomes a catalyst for building a prosperous and harmonious future (Hernández, 2023).

## Methodology

This research is based on different parts, starting with the selection of Web of Science as the database for the extraction of the 156 articles that made up the final sample. As a second step, the PRISMA approach was used for data selection. As a third step, the statistical programme Vosviewer version 1.6.18 was used for the quantitative analysis.

For the extraction of the raw material, the following search terms were used: Sustainable Human Resource Managers* or leadership Sustainabl* and the first filter used was a search by title and topic.

## Results

From the results of the co-occurrence and co-word analysis, it became evident that S-(HRM) and S-(LDP) management are strongly connected to sustainable development, innovation, impact, sustainable results, sustainable performance and strategic sustainability. In turn, our bibliometric study establishes a direct connection between the heterogeneous knowledge cluster and sustainable leadership. S-(HRM) connects directly to the Sustainable Development Goals, sustainable HR practices, artificial intelligence and sustainability reporting.

From the Vosviewer graphs it was visualised how the S-LDP and S-HRM are the key drivers for sustainable business strategy, as the former articulates (Coherence)- and the latter connects (Cohesion) (Yanini, 2023). Without adequate coherence and cohesion in the strategy, business management will not allow for proper decision making and fair management of resources, especially time, money and people, as evidenced in the network by connecting the cluster dimensions of sustainability.

## Discussion

Based on the results, this research shows that S-(HRM) guides the organisation's strategic approach to preservation over time, providing tangible and intangible tools so that those responsible for each process can make coherent, necessary, fair and rational decisions. This is how sustainable human resource management practices are framed in an important growth, so that companies are sustainable and competitive in the market (Guerci et al., 2016).

By properly performing the above aspects, employees are motivated to participate in practices that lead to sustainable development of the organisation (Longoni et al., 2018). These sustainable practices will serve the organisation in obtaining attractive impacts with improved performance in economic, social and environmental aspects.

Engaging in these sustainable activities through S-(HRM), allows employees creative responses for problem solving and fair and responsible decision making, giving room for sustainable leadership.

To obtain accurate results from the S-(LDP), companies must have professionals trained in sustainability issues with the ability to think in a key and strategic future, oriented decisions to generate shared value in stakeholders, where the challenges in sustainability are transformed into opportunities for the business (Echeverry and Ruiz, 2020).

## Conclusions

This research is considered highly relevant and pioneering in linking two terms that are of great importance for the understanding of sustainable business practices. While it is true that there is evidence from several bibliometric analyses in the field of S-(HRM), there is no evidence that implies a relationship between S-(HRM) and S-(LDP) management. The closest to the relationship proposed in this research is a paper by the authors (Macini, Sengupta, Moin and Caldana, (2023) who make a systematic review between spiritual leadership and sustainable human resource management.
This line of research proposed in this study is still in its infancy, as evidenced by the heat map of the analysis, where sustainable clusters become highly relevant since 2019. Therefore, the articulation of terminologies is necessary for a proper understanding of business sustainability and its impacts. This is how, from the conceptualisation of different fields of study in a unique relationship, we help the scientific development of the new academic strands.

## Keywords:

Sustainable performance, S-(HRM), S-(LDP), sustainability strategic, impacts, SDGs, Agenda-2030.

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