CIÊNCIAS SOCIALMENTE APLICÁVEIS E HUMANIDADES:

SABERES, PRÁTICAS E HORIZONTES DE INVESTIGAÇÃO

CAMILO GIRALDO-GIRALDO
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PRÓLOGO

El presente volumen inaugural de la nueva colección ***Ciências Socialmente Aplicáveis e Humanidades: Saberes, Práticas e Horizontes de Investigação*** reúne 25 contribuciones provenientes de universidades y centros de investigación de diversos países. Este primer tomo marca el inicio de una serie concebida para explorar, desde múltiples perspectivas, los desafíos sociales, culturales, tecnológicos y políticos que atraviesan nuestras sociedades contemporáneas.

La diversidad de enfoques, metodologías y contextos nacionales no constituye aquí una dispersión, sino la oportunidad de construir un espacio de convergencia donde la complejidad de lo real se aborda desde perspectivas complementarias. Cada volumen de la colección buscará mantener este espíritu de diálogo interdisciplinar y pluralidad geográfica, configurando una cartografía crítica de los saberes socialmente aplicables y de las humanidades en movimiento.

La organización de los capítulos en este primer número responde a una lógica progresiva que acompaña al lector desde las escalas más amplias de la geopolítica y la gobernanza hasta las expresiones más situadas de los saberes tradicionales y las prácticas locales. Así, el volumen abre con un **primer eje dedicado a la Geopolítica, las Políticas Públicas, la Economía y el Derecho**, en el que se abordan conflictos internacionales, la gestión de recursos públicos, los mecanismos fiscales y judiciales, así como la estructura financiera de las empresas. Se trata de un bloque que ilumina las tensiones entre poder, instituciones y ciudadanía, desde el nivel global hasta el nacional y empresarial.

El **segundo eje, Gestión, Innovación Organizacional y Ingeniería Aplicada**, reúne investigaciones que exploran la gestión de recursos humanos, el liderazgo y la innovación en las organizaciones, las actividades preventivas en los servicios públicos, y estudios de optimización industrial y de sistemas de control. Aquí se articulan las dinámicas organizacionales con las lógicas de la producción y la ingeniería, mostrando la interdependencia entre gestión, innovación y tecnología.

El **tercer eje, Educación, Lenguajes y Tecnologías**, despliega reflexiones y experiencias sobre la autonomía docente en la educación superior, la incorporación de recursos de realidad aumentada y gamificación en la enseñanza, y el valor pedagógico de la tradición oral indígena. Este bloque invita a pensar la educación como un terreno de tensiones entre tradición y modernidad, donde las lenguas, los recursos tecnológicos y la interculturalidad desempeñan un papel decisivo.

El **cuarto eje, Preservación del Patrimonio y Arqueología**, centra la atención en la conservación estructural de monumentos, la gestión de riesgos en paisajes culturales

y la investigación arqueológica de sitios formativos andinos. El patrimonio se presenta aquí no solo como herencia material, sino como un campo de intervención técnica, social y política frente a los desafíos contemporáneos.

A continuación, el **quinto eje, Turismo, Territorio y Sostenibilidad**, plantea interrogantes sobre la movilidad eléctrica en áreas protegidas, las experiencias autoetnográficas del turismo arquitectónico y la función del idioma portugués en la actividad turística en Argentina. El turismo se aborda como práctica social, fenómeno económico y campo de negociación entre conservación, identidad y desarrollo.

El **sexto eje, Cultura, Medios y Diseño**, integra estudios sobre biopolítica y prensa escrita, desigualdades de género en la inteligencia artificial y la historia del diseño comercial en Corea del Norte. Estos trabajos problematizan los modos en que el poder se inscribe en los discursos mediáticos, en los algoritmos y en las formas visuales que modelan la vida cotidiana y la subjetividad.

Finalmente, el **séptimo eje, Salud, Bioética y Derechos Humanos** en diálogo con los Saberes Tradicionales, reúne investigaciones que van desde el conocimiento y uso de plantas medicinales en comunidades afrocolombianas hasta los desafíos bioéticos vinculados con la narcoterapia en Ecuador y las denuncias sobre las denominadas "cárceles electrónicas" y la vulneración de neuroderechos en América Latina. El volumen cierra, así, con un retorno a lo humano y lo local, al tiempo que sitúa en primer plano los debates contemporáneos sobre la dignidad, el cuidado y las éticas de la vida frente a las tensiones entre tradición, tecnología y derechos universales.

En su conjunto, este **primer volumen** ofrece al lector un itinerario que va del análisis de las relaciones internacionales y los marcos institucionales a las experiencias concretas de educación, cultura, turismo y salud. Su riqueza reside no solo en la pluralidad de temas y metodologías, sino también en la posibilidad de leerlos en continuidad, como parte de un proyecto editorial más amplio que seguirá desarrollándose en los próximos tomos de esta colección.

Les deseo a todos una provechosa y enriquecedora lectura.

Camilo Giraldo-Giraldo
Universidad de Castilla-La Mancha (UCLM), España

SUMÁRIO

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CAPÍTULO 6

A SCIENTIFIC MAPPING APPROACH TO SUSTAINABLE HUMAN RESOURCE MANAGEMENT: LONGITUDINAL CONCEPTS AND PRACTICES (1991–2024)

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ABSTRACT: The objective of this study was to analyse the evolutionary field of sustainable human resource management (S-(HRM)) over four strategically chosen sub-periods in order to understand its behaviour in the period from 1991 to 2024. We started by conducting a comprehensive review of research articles related to our topic, aiming to produce a scientific, accurate, and well-argued result through quantitative and empirical research, incorporating both factorial and exploratory analyses. We began by carrying out an exhaustive review of different research articles related to our topic in order to generate a scientific, truthful and argumentative result, from quantitative and empirical research, in relation to a factorial and exploratory analysis. Regarding the analysis of the period between the years chosen for this research (1991–2024), we observe that the subject analysed has gradually evolved, with an increase in publications, as evidenced in the different graphs. In turn, the analysis of the most prominent themes for the sub-periods is illustrated by their classification in strategic diagrams and structured spheres quantified in the statistical software SciMAT v1.1.06, through keywords, which is the strategy best adapted to this type of research. The analysis (keywords) configures the most important concepts of the research field.

KEYWORDS: sustainable-HRM; sustainable development objectives; bibliometric analysis; evolutionary field; scientific mapping; longitudinal study; S-(HRM).

UN ENFOQUE DE MAPEAMIENTO CIENTÍFICO DE LA GESTIÓN SOSTENIBLE DE RECURSOS HUMANOS: CONCEPTOS Y PRÁCTICAS LONGITUDINALES (1991–2024)

RESUMEN: El objetivo de este estudio fue analizar el campo evolutivo de la gestión sostenible de los recursos humanos (S-(HRM)) a lo largo de cuatro subperíodos estratégicamente seleccionados, con el fin de comprender su comportamiento en el período de 1991 a 2024. Para ello, se realizó una revisión exhaustiva de artículos de investigación relacionados con la temática, buscando generar un resultado científico, veraz y argumentado a partir de una investigación cuantitativa y empírica, incorporando tanto análisis factoriales como exploratorios. En el análisis del período elegido para esta investigación (1991–2024), se observa que el tema ha evolucionado de manera gradual, con un aumento en las publicaciones, como lo evidencian los distintos gráficos. A su vez, el análisis de los temas más destacados en los subperíodos se ilustra mediante su clasificación en diagramas estratégicos y esferas estructuradas, cuantificadas en el software estadístico SciMAT v1.1.06, a través de palabras clave, siendo esta la estrategia más adecuada para este tipo de investigación. El análisis (palabras clave) configura los conceptos más relevantes del campo de estudio.
PALABRAS CLAVE: gestión sostenible de recursos humanos; objetivos de desarrollo sostenible; análisis bibliométrico; campo evolutivo; mapeo científico; estudio longitudinal; S-(HRM).

1. INTRODUCTION

Sustainable Human Resource Management (S-HRM) has gained increasing relevance, although it continues to face significant theoretical confusion and conceptual fragmentation. This article presents a systematic review of its evolution through a scientific mapping analysis conducted with SciMAT (1991–2024), based on 3,862 documents from the Web of Science. The results identify five developmental periods and highlight corporate social responsibility (CSR), socially responsible human resource management, the Sustainable Development Goals (SDGs), innovation, and sustainable human resource management as central axes.

The rise of industrialisation, the consumption of non-renewable resources, and environmental degradation have driven the incorporation of CSR and the triple bottom line approach into organisations (Anuardo et al., 2022; El Baroudi et al., 2023; Westerman et al., 2020). In this context, internal social responsibility is understood as the ethical, supportive, and sustainable management of human capital (Delgado González & Ena Ventura, 2012), while the integration of the SDGs directly links the human and social dimensions of organisations with sustainable business practices (Reyes et al., 2023; Santa Fajardo et al., 2021). Consequently, both large corporations and SMEs have integrated sustainability into their strategic agendas (Wagner, 2018), generating new challenges for people management.

Although the concept of S-HRM emerged just over two decades ago (Kramar, 2014, 2022), it was during the 2010s that it attracted stronger academic and managerial interest (Aust et al., 2020). Pioneering research emphasised its relationship with environmental management and organisational sustainability (Gollan, 2000). These contributions gave rise to various typologies, such as "green HRM", "socially responsible HRM", "triple bottom line HRM", and "HRM for the common good" (Aust et al., 2020). However, the literature continues to reflect controversies and conceptual gaps (Santana & López-Cabrales, 2019), which has prompted calls for more rigorous research (Anlesinya & Susomrith, 2020; Cosenza et al., 2024).

Despite empirical advances and recent literature reviews (Kramar, 2022; Rubio-Leal et al., 2024), only two studies have been identified that analyse the evolution of the term: one of a global scope up to 2018 (Santana & López-Cabrales, 2019) and another focused on Latin America (Rubio-Leal et al., 2024). The lack of consensus has resulted in multiple definitions, some reduced to CSR or "green" practices (Cosenza et al., 2024), which restricts the understanding of the "how" of S-HRM.

This work seeks to address this gap through a comprehensive analysis of the evolution of S-HRM, identifying emerging themes, analytical metrics, and future research avenues. Unlike traditional reviews, scientific mapping provides a panoramic view of trends, connections, and developments, offering conceptual clarity and guidance for both research and practice.

2. THEORETICAL FRAMEWORK

2.1. FROM TRADITIONAL TO SUSTAINABLE HUMAN RESOURCE MANAGEMENT AND ITS EVOLUTION OVER TIME

From its origins, Human Resource Management (HRM) has been understood as the structured process of managing people within organisations, grounded in the recognition that they represent a key resource for business success (Hernández-Perlines et al., 2021). Traditionally, two models have been distinguished: hard HRM, centred on the functional management of employees with an emphasis on strategic control, and soft HRM, oriented towards creativity, commitment, and human development, yet still linked to organisational performance and shareholder value (Aust et al., 2020; Cosenza et al., 2024; McGregor, 1960). During its early decades, HRM was limited to operational processes such as recruitment or payroll, with profitability as its primary objective (Ricardo de Souza Freitas et al., 2011).

In the 1970s and 1980s, Strategic Human Resource Management (SHRM) emerged, shaped by uncertainty and dynamic environments, with a focus on employee development to achieve organisational goals (Arthur et al., 2016; Huselid, 1995; Kramar, 2014). This paradigm integrated practices such as work–life balance, autonomy, occupational health, and training (Rojas-Méndez et al., 2014), acknowledging that HRM policies needed to be aligned with corporate objectives and to adapt dynamically to context (Ren et al., 2018). From this perspective, sustainability arose as a natural extension of SHRM, responding to the tension between efficiency and responsible investment (Hronová & Špa˘cek, 2021).

Sustainable HRM (S-HRM) gained prominence in the last decade, largely driven by corporate social responsibility and the United Nations' Sustainable Development Goals (SDGs) of 2015. This framework promoted greater environmental and social awareness, urging organisations to move beyond mere legal compliance and to integrate sustainability throughout the entire value chain (Macke & Genari, 2019; Molamohamadi et al., 2024). In this sense, HRM assumed a pivotal role in transforming firms into sustainable institutions (Castro-Quelal et al., 2024; Westerman et al., 2020).

The literature distinguishes three main typologies: green HRM, oriented towards environmental management; socially responsible HRM, focused on internal social responsibility; and triple bottom line HRM, which integrates the economic, social, and environmental domains simultaneously (Cao et al., 2023). Aust et al. (2020) added a fourth category: HRM for the common good, characterised by an outside-in approach, leveraging human competencies to promote collective values.

Historically, Carrillo-Acosta et al. (2024) identified three approaches: the Swiss, centred on efficiency and employability; the Australian, grounded in employee participation (Gollan, 2000); and the German, which integrates economic, ecological, and human sustainability (Kramar, 2014). In all cases, the overarching purpose is to align HRM practices with organisational and social sustainability, fostering a balance between economic growth, environmental development, and human well-being (Álvarez-Gutiérrez et al., 2022; Cerdá Suárez, 2023).

Scholars such as De Prins et al. (2014) expanded the concept of S-HRM by assessing performance at three levels – individual, organisational, and social – while incorporating the perspective of employees and their psychological dimension (Mazur, 2015; Kailay & Paposa, 2024). Similarly, Randev and Jha (2019) classified the literature into four orientations: economic, social, environmental, and employee-centred.

S-HRM today represents a critical evolution of SHRM, embedding sustainability within business strategy and strengthening the construction of purpose-driven organisations (Cosenza et al., 2024; Kramar, 2022). Empirical research has developed through both qualitative and quantitative studies (Carrión et al., 2018; Guerci et al., 2016; Rimaldi et al., 2024), confirming the growing academic and managerial interest in this field. Ultimately, S-HRM has consolidated as an essential tool for ensuring corporate sustainability, safeguarding resources and ecosystems, and fostering a resilient corporate culture that simultaneously prioritises economic, social, and environmental performance (Boudreau & Ramstad, 2005; Faisal, 2023).

3. MATERIALS AND METHODS

The study employs scientific mapping and longitudinal analyses to examine the evolution of the field of Sustainable Human Resource Management (S-HRM) and related areas. Bibliometrics, widely used to assess the impact of research fields and scientific communities (Díaz, 2022; Valencia et al., 2023), is applied here through co-citation techniques (Small, 1973) and keyword analysis (Callon et al., 1983), which makes it possible to construct the cognitive architecture of a field of knowledge and to trace its evolution across consecutive periods (Cobo et al., 2011, 2012).

The longitudinal approach enables the identification of the continuity, expansion, or decline of research topics within specific intervals by using stability measures such as the H-index, which allow for the assessment of thematic persistence across different sub-periods (Cobo et al., 2011). Structural and dynamic analysis is segmented by regions, institutions, or authors, revealing both the density (internal cohesion) and centrality (external relevance) of thematic networks (Cobo et al., 2011, 2012).

In this study, the single-centre algorithm was chosen, as used in previous research (Cobo et al., 2011; Pérez-Elizundia & Sandoval, 2023), due to its capacity to generate keyword maps. Initially, 50,943 documents were identified in the Web of Science (WoS) database; after refining the search to focus on business management, sustainability, and corporate governance, the final sample was reduced to 3,862 articles, following the PRISMA protocol to ensure transparency and coherence in the selection process (Birkle et al., 2020), as shown in Figure 1 and Table 1.

Figure 1: Selection of Articles: PRISMA Methodology.

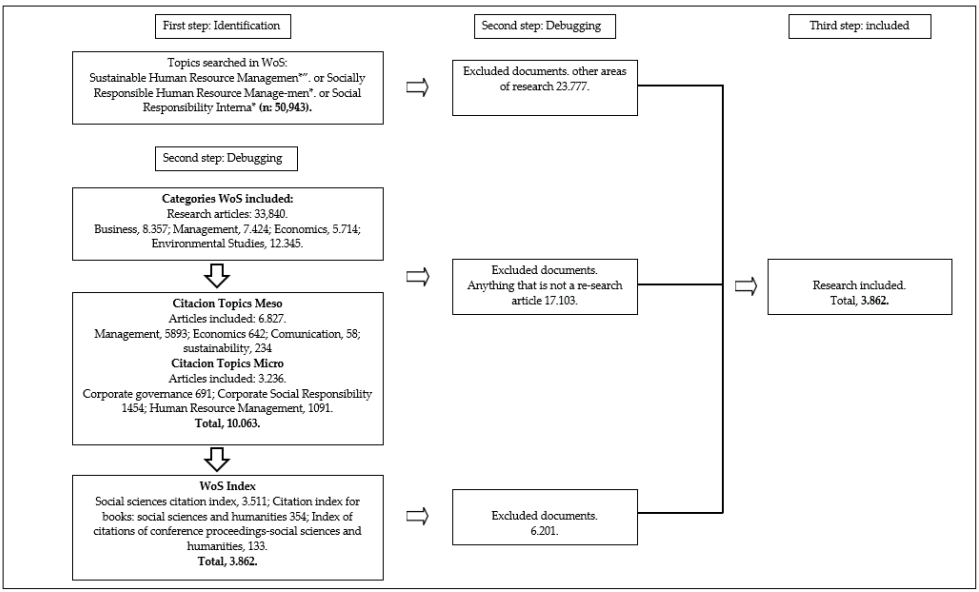
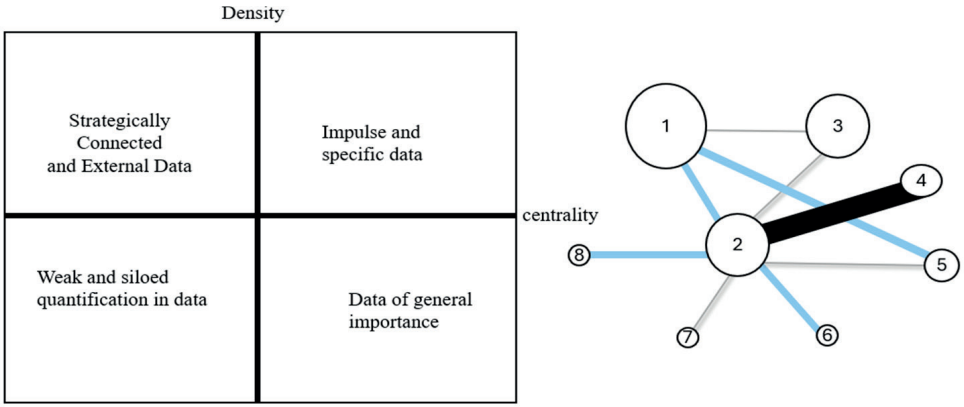


Table 1: Research Methodological Process (PRISMA + SciMAT)

Phase	Methodological Detail
Data Identification (I)	Web of Science (WoS), search criteria, key terms (S-HRM, CSR, etc.).
Refinement and Screening (II)	Application of the PRISMA method, exclusion of false positives and irrelevant articles.
Normalisation and Clustering (III)	Calculation of similarity indices, keyword co-occurrence, thematic networks.
Map Construction (IV)	Use of the single-centre algorithm in SciMAT to generate strategic maps.
Evolutionary Analysis (V)	Assessment of sub-periods, keyword evolution, similarity indices, and thematic continuity.
Performance Evaluation (VI)	Metrics of density, centrality, H-index, and qualitative analysis of impact.

The analysis was conducted using SciMAT v1.1.06, software that integrates algorithms from CiteSpace and VOSviewer, which enabled the development of strategic maps and evolution diagrams. SciMAT allows the representation of equivalence between keywords through nodes and links, distinguishing four strategic quadrants: (i) driving and fundamental themes; (ii) specialised themes with strong internal cohesion but low centrality; (iii) emerging or declining themes, with limited connections; and (iv) basic and transversal themes (Cobo et al., 2011), as shown in Figure 2.

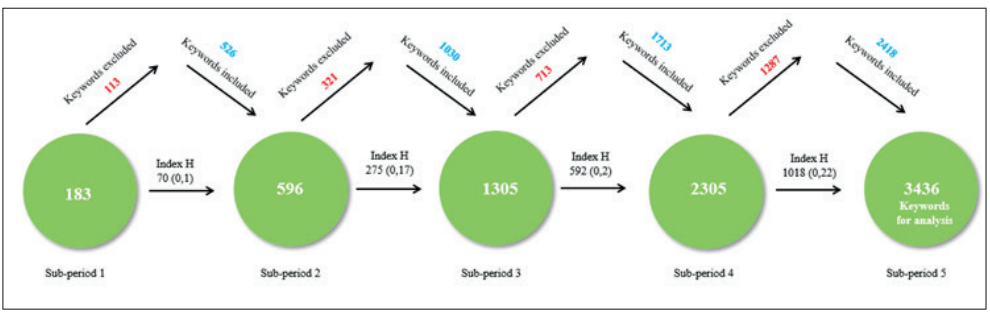
Figure 2: Own elaboration based on the strategic diagram and the thematic network: Sessions and page views (Cobo et al., 2010).



The research was carried out in four phases: (i) identification and extraction of data from WoS; (ii) normalisation of thematic networks and calculation of similarity indices; (iii) construction of maps, topic labelling, strategic diagrams, and analysis of temporal evolution; and (iv) performance evaluation using quantitative metrics (density, centrality, citations, H-index) and qualitative metrics (impact and relevance). This methodology, recommended by Börner et al. (2003) and Linnenluecke et al. (2020), ensures robustness in the detection of trends and in understanding the structure of the field.

With regard to the evolution of keywords, as shown in Figure 3, 3,436 terms were observed in the last sub-period compared to the initial 183, reflecting an almost twenty-fold expansion over three decades. The similarity index also grew progressively, evidencing the terminological and conceptual consolidation of S-HRM. The sub-period analysis made it possible to identify both persistent keywords that articulate the continuity of the field and emerging terms that fail to transcend into subsequent periods, confirming the dynamic of consolidation and discard in scientific evolution.

Figure 3: Evolution of Keywords by Sub-period (Statistical Data from SciMAT).



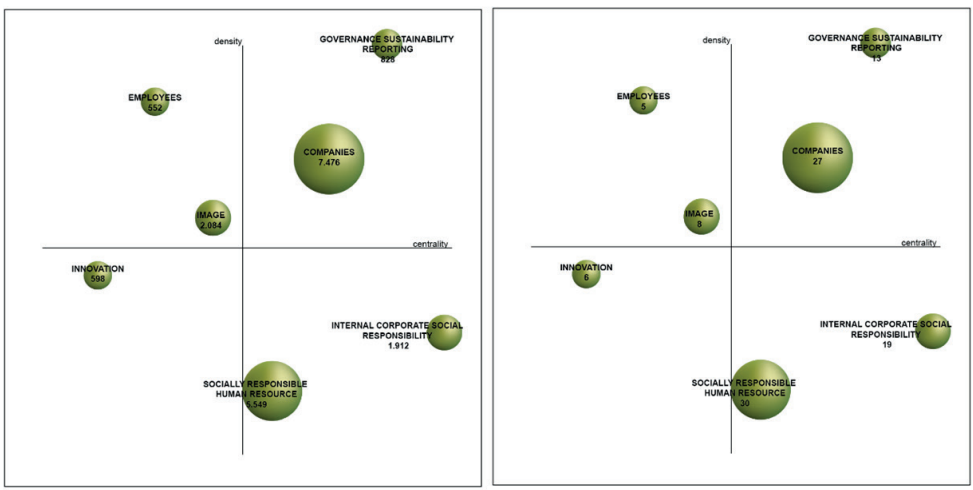
In summary, the methodological design rigorously integrates bibliometrics, scientific mapping, and longitudinal studies, ensuring a reliable analysis of the thematic and structural evolution of S-HRM and its interrelation with sustainability, business management, and social responsibility. The adopted strategy provides greater precision than traditional bibliometric approaches by emphasising the evolutionary dimension and the identification of key thematic clusters for the development of the field (Cobo et al., 2011).

4. FINDINGS AND DISCUSSION

The evolutionary analysis of the field of Sustainable Human Resource Management (S-HRM) between 1991 and 2024, conducted through the co-word technique using SciMAT, enabled the identification of the progressive consolidation of this area as an autonomous field of study within the discipline of human resource management. The study confirms that the number of keywords increased significantly from 183 in the first sub-period (1991–2004) to 3,436 in the most recent one (2020–2024), representing a twenty-fold growth. This expansion demonstrates both the thematic broadening and the consolidation of a specialised terminology, reflected in the progressive increase of the similarity index across periods (Cobo et al., 2011).

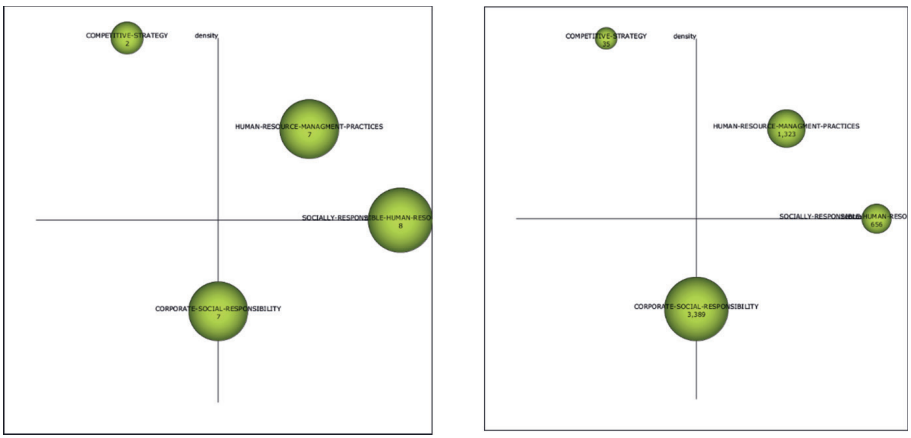
In the first sub-period (1991–2004), the themes of Human Resource Management Practices and Socially Responsible Human Resource Management were particularly prominent, showing high citation levels and initial development. However, Corporate Social Responsibility (CSR) emerged as a theme with a high volume of citations but a low H-index, which indicated an incipient stage of conceptual development (see Figure 4).

Figure 4: Strategic Diagram for the Sub-period 1991–2004. Left: Number of documents; Right: Number of citations.



During the second sub-period (2005–2009), scientific output expanded (246 articles), and new themes emerged – Governance Sustainability Reporting, Internal Corporate Social Responsibility, and Innovation – each displaying different levels of maturity (see Figure 5).

Figure 5: Strategic Diagram for the Sub-period 2005–2009. Left: Number of documents; Right: Number of citations.



El tercer subperíodo (2010–2014) mostró una expansión considerable (618 artículos), con temas estructurantes como *Green Business* y la incorporación inicial de los *Sustainable Development Goals* (SDGs), que comenzaron a conectar la gestión de recursos humanos con la agenda global de sostenibilidad. (Ver figura 6).

Figure 6: Strategic Diagram for the Sub-period 2010–2014. Left: Number of documents; Right: Number of citations.

In the most recent periods, 2015–2019 (see Figure 6) and 2020–2024 (see Figure 7), the field reached its definitive consolidation. The themes of Sustainable Human

Resource Management (SHRM), Green HRM, Innovation, and Corporate Sustainability became integrated into cohesive thematic networks that demonstrate the maturity of the field. Moreover, the analysis reveals how certain areas, such as Socially Responsible Human Resource Management, progressively declined, linking with broader nodes such as the SDGs, and paving the way for the emergence of SHRM as the articulating core of the field. In this process, concepts such as Competitive Strategy, Environmental Strategy, and Supply Chain Performance became associated with sustainable practices and business innovation, illustrating a progressive integration between sustainability, competitiveness, and people management.

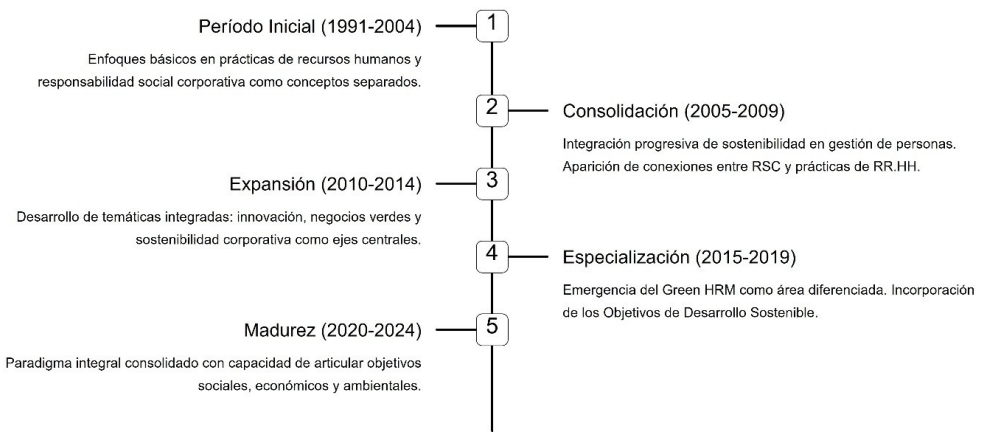
Figure 7: Strategic Diagram for the Sub-period 2014–2019. Left: Number of documents; Right: Number of citations.

Figure 8: Strategic Diagram for the Sub-period 2019–2024. Left: Number of documents; Right: Number of citations.

The use of the H-index made it possible to evaluate the quality and impact of the themes, confirming that the topics with greater centrality in the strategic diagrams coincided with those most frequently cited. In this way, a correlation between centrality, citation, and impact was established, strengthening the validity of the findings.

Thus, while the earlier periods were characterised by traditionalist axes and isolated concepts, the later sub-periods consolidated a sustainability-oriented axis focused on green management and the promotion of practices aligned with the Sustainable Development Goals, prioritising positive impacts. This evolution is consistent with the studies of Aust (2020), Kramar (2022), and Rubio-Leal et al. (2024), who summarise the differentiation between the traditional axis of human resources and the sustainable axis of people management. This transition is reflected in the thematic consolidation and integration illustrated in the timeline presented in Figure 9.

Figure 9: Thematic Evolution across the Periods (1991–2024). Own elaboration based on the analysis with SciMAT.



Consequently, the results show that S-HRM has evolved from being an emerging sub-theme to consolidating itself as a paradigm under construction. Unlike previous studies that merely pointed to the existence of the field (Santana & López-Cabrales, 2019), this research delves into the process of conceptual construction, highlighting the coherence and predominance of certain themes in the strategic diagrams. Scholars such as Kramar (2014) had anticipated this trend, emphasising that academia should provide the business sphere with tools to understand the differences between traditional human resource management and sustainable approaches. The current findings confirm this evolution and reinforce the role of academic research in laying the foundations of this paradigm.

In addition, recent studies (Aust et al., 2020; Guerci et al., 2016; Rimaldi et al., 2024) show that S-HRM already possesses solid conceptual pillars, linked to the integration of social, economic, and environmental dimensions into people management.

Moreover, the longitudinal analysis undertaken reveals how these dimensions have gradually been articulated with concrete practices in training, innovation, and environmental strategies, generating a framework applicable to different business markets. In this respect, the results provide not only an academic contribution but also a practical guide for organisations interested in implementing sustainable policies in the management of their human capital.

A relevant finding is that the consolidation of S-HRM has taken place through the progressive connection of topics that were initially marginal or emerging, such as innovation, internal social responsibility, or the Sustainable Development Goals, which over time gained centrality within the field. This demonstrates that scientific evolution does not follow linear trajectories but rather depends on processes of integration and thematic re-signification. In this way, the field of S-HRM emerges as an interdisciplinary and dynamic space, capable of responding to global sustainability challenges from the perspective of people management.

5. CONCLUSION

This research carried out an evolutionary and structural analysis of the field of Sustainable Human Resource Management (S-HRM) over the period 1991–2024, distinguishing five sub-periods. Based on articles indexed in the Web of Science and using quantitative tools, the study mapped the connections between keywords and thematic areas, which made it possible to identify patterns of development, specificity, and predominance in the literature.

The study highlighted the conceptual transition from responsible management to sustainable human resource management, with increasing consolidation in the two most recent sub-periods (2015–2019; 2020–2024). In these, the themes associated with S-HRM and Green HRM emerged as key drivers of the field, showing greater impact and citation frequency. This confirms that the evolution of the concept responds not only to the expansion of sustainable business practices but also to the impetus of international agendas such as the Sustainable Development Goals (SDGs). Following their introduction in 2015, the SDGs became a catalyst that provided greater rigour and academic depth to S-HRM research, fostering a clearer and more articulated reference framework.

The results indicate that the evolution of S-HRM is upward, in contrast with the declining trend of approaches such as Socially Responsible HRM. Likewise, the strategic

analysis reflects a progressive strengthening in the connections between central themes, consolidating a field that is expanding and projecting towards new research areas. In this respect, the article contributes to filling gaps in the literature by systematising the current state of the art, providing clarity regarding the meanings, scope, and predominant lines of inquiry in S-HRM research.

These findings therefore demonstrate that S-HRM has consolidated itself as a central axis in the academic and business debate on sustainability, reinforcing the need to understand it as a field in constant transformation, where the interaction between theory, practice, and international frameworks shapes its future evolution.

In conclusion, the study offers a systematic and quantitative overview of the evolution of S-HRM over more than three decades, evidencing its transition from a dispersed set of themes linked to corporate social responsibility to a consolidated paradigm that integrates competitiveness, sustainability, and innovation. This evolution reaffirms the strategic role of human resource management in transforming organisations towards more sustainable and integrative models. Furthermore, the results provide a replicable methodological input for other fields of research, demonstrating the usefulness of co-word analysis, strategic diagrams, and the application of the H-index in visualising long-term scientific trajectories.

6. LIMITATIONS AND FUTURE RESEARCH DIRECTIONS

Although the study provides a structured and contextualised view of the evolution of S-HRM, certain limitations remain regarding the breadth of theoretical approaches and the need for greater interdisciplinary integration. The field still shows gaps in the systematisation of comparative frameworks and in the understanding of its contextual dynamics.

For future research, it is suggested to explore S-HRM more deeply as an integrative construct, examining the role of managers and employees as key actors in organisational sustainability. It is also relevant to analyse in greater detail the catalytic potential of the SDGs in the formulation of sustainable business strategies, incorporating organisational perceptions and variables that capture correlations of impact and value. Furthermore, it is recommended to extend this methodological approach to other related fields, which would contribute to strengthening its validity and academic projection.

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