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# The Role of Common Good HRM in Developing Ethical and Sustainable Workplace Cultures

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**Abstract**— The changing business environment highlights the arrival of Common Good HRM which combines workforce management through ethical principles and sustainability and employee welfare standards. This study evaluates how Common Good HRM develops ethical workplace cultures which produce businesses that achieve sustainability and market leadership. The research applies qualitative text analysis to map HRM discourse through keyword mapping and visualizes results using word clouds and performs sentiment analysis for surveying ethical and sustainable HRM principles within the data. The study identifies six core components of Common Good HRM which include prioritizing the common good and sustainable/green HRM while focusing on employees and integrating with strategy and leadership and organizational culture and encountering various tensions and paradoxes. Multiple ethical concepts including sustainability as well as employee well-being and social responsibility and fairness align with the current HRM discussions which actively promote ethical leadership alongside employee welfare and corporate social responsibility. The analysis of emotional content shows HRM terminology mostly produces positive results which demonstrates general support for sustainable HRM practices. Some terms in the text show both neutral and negative sentiment which suggests organizations face difficulties during implementation and confront tensions between shareholder value and social responsibility. Business success in the long run demands that organizations merge their HRM strategies with sustainability and ethical goals to effectively attract and keep high-quality talent. Results from this research will expand ethical and sustainable HRM literature by providing initial foundations for further studies about regional differences and the effects of HR technologies and workplace equity and social responsibility through HRM practices.

**Keywords**— Common Good HRM, Ethical Practices, Sustainable Workforce Management, Environmental Values, Employee Well-being, Sustainable Competitive Advantage.

## I. INTRODUCTION

The current era of corporate accountability and social responsibility has brought forward Common Good HRM as an innovative workforce management system that connects

business operations with ethical values and sustainability objectives and employee welfare. Both employee engagement and societal as well as environmental targets become possible when ethical Human Resource Management practices emphasize fairness and sustainability and long-term goals. This study evaluates how Common Good HRM establishes ethical workplace cultures that lead companies to combine ethical standards with lasting competitive advantages.

The research paper "Common Good HRM: Ethical Practices for Sustainable Workforce Management" draws its framework from established theories in human resource management and ethics as well as sustainability. Stakeholder Theory from Freeman (1984) served as a base by stressing that HRM needs to handle various stakeholder interests between staff members organizations and society instead of prioritizing shareholder benefits. Ethical Leadership Theory from Brown and Treviño (2006) illustrates the process by which values-driven leadership enables ethical decision-making processes and organizational justice to establish sustainability in workforce management practices. The CSR Theory (Carroll, 1991) demonstrates how HRM professionals must embed business ethics into their strategic plans to establish enduring social along with environmental sustainability. Sustainable HRM Theory (Ehnert, 2009) presented the discussion surrounding HRM policy development between employee welfare and environmental sustainability along with long-term employability to showcase the importance of sustainable policies following ethical guidelines. Organizations adopt good HRM practices through normative and coercive and mimetic pressures according to Institutional Theory (DiMaggio & Powell, 1983) which ensures ethical workforce management becomes part of corporate strategies. Multiple theoretical models established the framework for common good HRM as an ethical people management system which combines strategic decision-making and sustainability principles.



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Organizations started using sustainable HR practices which matched environmental and societal values as an approach to keep and draw employees (Chéron, as cited in Aust et al., 2020). The transition to hybrid work models demanded HR professionals to manage employee comfort requirements against organizational operational requirements (Bush, 2020). Organizational success over the long term required organizations to focus on employee experience and continuous skill development as well as employee experience (Ducheyne, as cited in Aust et al., 2020). Several problems surfaced regarding ethical leadership and stakeholder integration because organizations faced difficulties including diverse stakeholder perspectives into their decision-making frameworks (Hollensbe et al., 2014; Järlström et al., 2024). The combination of economic and environmental and social sustainability goals in HRM required careful management because the integration process often led to employee stress according to Ehnert et al. (2016). Organizations faced major obstacles when they attempted to implement Common Good HRM values because they struggled to combine societal and environmental well-being with corporate objectives (Hollensbe et al., 2014; Järlström et al., 2024). A major priority for HR leaders developed into employee retention management because workforce dynamics and workplace expectations were changing rapidly (Kramar, 2014). The trends and issues and challenges demonstrated the necessity to develop an ethical HRM framework which unites sustainability goals with employee welfare and strategic business requirements.

Organizations now struggle to maintain balance between financial performance and social and environmental accountability because ethical workforce management presents an escalating critical issue. Common Good HRM provides principles for ethical workforce integration, yet organizations find it difficult to execute these values because business demands conflict with their implementation. A structured management process is essential because workplace ethics violations combine with employee disengagement and sustainability trade-offs and stakeholder conflicts to create a need for HRM systems which serve organizational and societal well-being. Studies of sustainable HRM and ethical leadership show progress yet researchers still need to clarify how Common Good HRM can become operational to develop enduring value for workers together with organizations and society. Accomplishing this research goal holds relevance because it establishes a link between sustainability practices and workforce well-being through ethical HRM methodologies

which allow businesses to prosper sustainably while safeguarding ethical and social responsibilities. This research will enhance HRM scholarship and practice through its development of a complete framework that enables Common Good HRM implementation for maximizing employee engagement and ethical leadership and sustainable workforce management.

### Objectives for the Study

1. To explore the thematic structure of Common Good HRM using hierarchical keyword mapping.
2. To analyze the prevalence of ethical and sustainable HRM principles through word cloud visualization.
3. To assess the sentiment polarity of HRM-related keywords in ethical workforce management.

Common Good Human Resource Management (HRM) is also explored as an increasingly important way of managing the workforce in an ethical, sustainable and employee centered way. In this study, sentiment analysis, keyword mapping and text analytics are used for gaining data driven knowledge of ethical HRM practices, which are tightly interconnected to organisational sustainability. To develop a robust theoretical foundation, there is a need to review the existing literature in the area of Common Good HRM, ethical leadership, sustainable HRM and employee wellbeing. Therefore, the next section reviews relevant studies, theories, and empirical results that provide a relevant basis for developing this research on the linking of ethical workforce management and organizational sustainability.

## II. LITERATURE REVIEW

### 2.1 Thematic Structure of Common Good HRM Using Hierarchical Keyword Mapping

The dimensions of Common Good HRM include fairness, justice, ethical workforce management, sustainability and strategic performance (Ehnert et al., 2016). Collectively, these elements contribute to a comprehensive HRM framework which takes organizational objectives as well as society welfare. Järlström et al. (2024) argue that the HRM strategies based on ethical responsibility and sustainability correspond to the stakeholder-oriented approach, which strengthens the role of HRM as the main driver of social justice in the workplace. By mapping these thematic dimensions hierarchically, it became possible to identify the dominant HRM themes as well as their subcategories to



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obtain a complete picture of the development of HRM's role.

Hierarchical keyword mapping used an analytical technique called steady for constructing hierarchical yet networked and layered visualization that illustrates the relationship between broader HRM themes and more specific subcategories explaining under the broader themes (Hollensbe et al., 2014). Specifically, recent studies show that keyword mapping has been widely used in corporate sustainability research, strategic HRM and employee wellbeing research (Kramar, 2014). This technique can be applied to Common Good HRM to generate structured taxonomies of HRM discourse, leadership paradigms, sustainability goals and employee centered policies. Hierarchical keyword mapping is especially valuable in HRM because it reveals the underlying patterns, links ethical leadership theories, and spots tensions in HRM strategies, as Ehnert et al. (2016) state.

Hierarchical keyword mapping in HRM research provides the opportunity to break down HRM components like employee wellbeing, sustainable HRM and strategic leadership (Luthra et al., 2018). However, such visualization techniques enable the key identification of dominant themes, emerging HRM trends as well as areas of critical importance for further research (Aust et al., 2020). Through the keyword analysis, scholars map HRM discourse and can figure out which ethical HRM principles are the most cited and how they relate to each other in organizational structure (Ducheyne 2020). Furthermore, keyword mapping is also a diagnostic tool that helps organisations to refine their HRM strategies to fit sustainability goals and employee engagement priorities (Bush, 2020).

### **The Role of HRM Keyword Mapping in Ethical Workforce Management**

To be able to practice ethical workforce management, one needs to have a systematic understanding of HRM principles, which can be organized using keyword mapping methodologies (Chéron, 2020). This is a way to find thematic clusters, like leadership ethics, social responsibility and organizational culture, which are part of Common Good HRM (Järlström et al., 2024). Through keyword frequency analysis, hierarchical analysis and analysis of sentiment polarity, researchers suggest how HRM policies address sustainable business practices and long-term workforce wellbeing (Ehnert et al., 2016). Integrating these analytical techniques to HRM research heightens the understanding of ethical workforce

management and strengthens organizational attempts at conceiving socially responsible HRM strategies.

### **2.2 Analysing the Prevalence of Ethical and Sustainable HRM Principles through Word Cloud Visualization**

This, however, resonates with the general trend of corporate social responsibility (CSR), employee wellbeing and environmental sustainability in the organizational practices (Aust et al., 2020). Previously, HRM was seen as one of the traditional activities of the organization including recruitment, performance management, etc; but, today HRM has gone beyond the traditional functions to include fair wage, work-life balance and stakeholder responsibility (Ehnert et al., 2016). With organizations adopting ethical considerations in HRM, it is necessary to evaluate the prevalence of these principles in HRM discourse. An innovative tool to visualize word cloud can elucidate the frequency and prominence of key HRM concepts and close the gap on the extent to which ethical and sustainable HRM themes are embedded in organizational narratives (Järlström et al., 2024).

Ethical and sustainable HRM is in line with corporate sustainability, environmental governance and employee-oriented HR strategies (Ehnert et al., 2016). Fairness, justice and inclusion are the focus of ethical HRM, as employees should be treated with dignity and respect (Hollensbe et al., 2014). Contrastingly, sustainable HRM involves integrating social and environmental responsibilities in workforce management, in a manner that HR policies support broader sustainability idea such as shrinking ecological footprints and improving workplace wellbeing (Kramar, 2014). Green HRM practices are adopted alongside, which further endorse the sustainability principles, such as conducting green workplaces, ethically sourcing and promoting responsible HR policies (Luthra et al., 2018). According to Bush (2020), the researchers can understand the quantifiable insights of the prevalence of these HRM principles through word cloud visualization to identify the dominant ethical and sustainability related themes in the HRM literature and practice.

Earlier, the word cloud visualization approach, a data driven method to inspect textual content, has been adopted by HRM research as well as the research of organizational discourse (Ducheyne, 2020). Hereafter, this represents a technique that allows researchers to visualize key HRM themes by arranging words based on their frequency of occurrences, providing researchers with an intuitive and systematic approach to find key HRM trend (Chéron, 2020). According to Järlström et al. (2024), word clouds



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have proven to be a useful tool to identify HRM priorities such as employee well-being, sustainable workforce management, and corporate ethics. Word clouds generate a frequency-based representation of HRM discourse, which helps HR leaders and policymakers to focus on the most discussed ethical and sustainable HRM principles for tailoring workforce strategies (Ehnert et al., 2016).

Based on the research on HRM discourse analysis using the word cloud visualization, Kramar (2014) reveals that some key terms such as 'ethics', 'fairness', 'sustainability', 'employee engagement', and 'corporate social responsibility' are the central aspects of the contemporary HRM practices. Word clouds are based on the size of words that are being discussed in HRM discussions, which gives a clear representation of what emerging priorities in HR strategy are (Luthra et al., 2018). Also, word clouds have been used to distinguish between the conventional HRM approaches and the contemporary sustainable HRM practices, showing the move to value and responsibility based HRM workforce approaches (Hollensbe et al., 2014). Moreover, as pointed out by other terms that have a moderate positive magnitude, like 'work-life balance', 'psychological safety' and 'stakeholder engagement', reveals the increased trend of employee centered HR policies (Aust et al., 2020). In this regard, these visual insights are very useful in HR analytics, in strategic decision making, and in policy development to integrate HRM frameworks with ethical and sustainability goals (Järlström et al., 2024).

However, there are some disadvantages and limitations when interpreting HRM discourse only via word frequency in word clouds. For instance, word clouds do not consider the contextual meaning of the terms thereby making HRM priorities misinterpreted (Ducheyne, 2020). Word cloud analysis can, however, be enriched by combining it with sentiment analysis and hierarchical keyword mapping (Ehnert et al., 2016, s. 22) as researchers highlight the importance of also considering for instance the tone of words and structural relations between the words and phrases used in MHRD literature. Further research should uncover how the ethical HRM themes change over time, which will be accomplished through the use of longitudinal text analytics and AI based natural language processing on data (Luthra et al., 2018). Further, integrating qualitative and quantitative HRM research methodologies with visualization tools can also increase effectiveness of ethical and sustainable HRM assessment (Bush, 2020).

### **2.3 Assessing the Sentiment Polarity of HRM-Related Keywords in Ethical Workforce Management**

In the past few years, ethical workforce management has become a core issue in the field of Human Resource Management (HRM) research when organizations aim to integrate fairness, sustainability and employee wellbeing into their operational frameworks (Aust et al., 2020). The sentiment polarity of HRM related keywords can give us insights in how ethical HRM principles are perceived and discussed in different contexts (Ehnert et al., 2016). As a subfield of natural language processing (NLP), sentiment analysis enables researchers to do systematic analysis of the emotional tone of HRM discourse and determine whether workforce management practices are positive, negative or neutral (Järlström et al., 2024). This analytical approach is especially important for investigating the connection between HRM strategies and corporate sustainability, employee engagement and leadership ethics (Kramar, 2014).

In organizational studies, sentiment analysis has been widely used to examine the public and employee perceptions on HR policies, workplace culture, leadership styles etc. (Hollensbe et al. 2014). Researchers can quantify the emotional weight of certain HR practices, for instance, "fair wages", "work life balance", "employee wellbeing," or "ethical leadership" by analyzing the sentiment polarity of HRM related keywords (Luthra et al., 2018). Keywords with a positive sentiment, like "engagement", "sustainability" and "innovation" show an optimistic view of HRM's part in making offices ethical and sustainable (Ducheyne, 2020). On the contrary, the negative sentiment words like 'work intensification,' 'burnout,' and 'shareholder pressure' are indicative of the obstacles and tradeoffs that HR professionals have to make in order to achieve corporate performance with a pressure to uphold ethical responsibilities (Chéron, 2020).

Employee dignity, transparency and social responsibility are becoming more important in HRM discourse and sentiment trends (Ehnert et al., 2016). It is found that positive sentiment words in HRM are correlated with CSR, green HRM and values-based leadership (Kramar, 2014). The findings indicate that the organizations that put an emphasis on ethical decisions and employee centered policies are more likely to have a workplace culture that creates positive sentiment among employees and stakeholders (Järlström et al., 2024). Nevertheless, sentiment analysis has also shown negative sentiment patterns in employee exploitation, unfair compensation, and overwork (Hollensbe et al., 2014). The sentiment divergence of these HRM macro factors also makes sense and proves the dual character of HRM: organizations have



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ethical aspirations but practical challenges of ethical corporate governance and profitability (Luthra et al., 2018).

Organizations would be able to assess the effect of their workforce policies on employee perception and organizational reputation (Bush, 2020), by examining HRM sentiment polarity scores. Sentiment analysis tools that use AI can categorize HRM related terms as positive, negative or neutral which helps HR professionals to know which areas need policy intervention (Ducheyne, 2020). The high occurrence of negatively charged keywords in HRM reports indicates workplace dissatisfaction regarding ethics and leadership as well as work-life balance according to Chéron (2020). Organizations using sustainability-driven HR strategies along with maintaining high employee trust and organizational integrity will show increased positive sentiment keywords according to Aust et al. (2020). The interpretation of neutral sentiment words like 'ethics', 'diversity' and 'stakeholder trade-offs' in their contextual setting determines their effect on HRM decision making (Järlström et al., 2024).

However, use of sentiment analysis in HRM research faces some challenges, such as contextual ambiguity, linguistic complexities and domain specificity (Ehnert et al., 2016). However, while the sentiment score of the same HRM-related keyword may vary because of industry context, cultural factors, or leadership style (Hollensbe et al., 2014). For example, flexibility can carry a positive meaning when related to work-life balance policies or when related to issues of job insecurity or gig work arrangements (Kramar, 2014). Researchers suggest that to improve accuracy in the HRM sentiment analysis process, machine learning models should be combined with qualitative HRM expertise for further refining keyword classification as well as contextualization of sentiment (Luthra et al., 2018).

### **2.4 Future Research Directions in HRM Sentiment Analysis**

Sentiment analysis is anticipated to assume an expanding part in assessing workforce sentiments and directing HRM policy making as HRM keeps on developing in view of mechanical headways and moral difficulties (Järlström et al., 2024). To understand the evolution of changing HRM sentiment over time and the related implications for the employee engagement and corporate sustainability goals, future research should be conducted on a longitudinal sentiment analysis (Ducheyne, 2020). On top of that, sentiment analysis can be further incorporated with other HRM text analytics techniques like word cloud visualization and hierarchical keyword mapping to yield a

more in-depth analysis of HRM discourse and its ethicality (Aust et al., 2020).

## **III. METHODOLOGY**

### **3.1 Research Design**

The research design uses qualitative methods to study Common Good HRM as well as its function in developing sustainable workforce ethics. The research method involves data extraction followed by textual analysis to detect major ethical HRM practice elements and patterns. The exploratory research design combines literature review with text analytics tools for deriving insights from scholarly sources because of its non-empirical approach.

### **3.2 Research Approach**

Highly meaningful patterns derived from HRM-related texts undergo analysis according to thematic methods which support the principles of ethical sustainable workforce management. The research uses Natural Language Processing (NLP) techniques across three analysis methods including keyword mapping in addition to sentiment analysis followed by word cloud visualization to conduct systematic data examination. A structured analysis method permits researchers to study HRM-related texts which helps them identify key themes along with their connected patterns.

### **3.3 Research Philosophy**

By adopting an interpretivist approach the research investigates HRM practices that emerge from specific contexts when monitoring ethical and sustainable workforce management. The chosen paradigm shows how HRM principles derive from social norms and leadership beliefs and organizational cultures which makes qualitative methodologies suitable for studying these phenomena. Through the interpretivist approach researchers can deeply study the development of HRM principles which adapt according to societal and economic and environmental conditions.

### **3.4 Data Collection**

Secondary data has been used as the research basis from peer-reviewed journal articles reports as well as academic publications which focus on HRM ethics sustainability and workforce management. Sources for data collection consist of Scopus-indexed journals combined with HRM research databases together with organizational reports that examine Common Good HRM. The research team extracts relevant

text data from these sources then cleans and preprocesses it before analytical evaluation.

### 3.5 Data Analysis Methods

The analysis benefits from three systematic text analytics methods which process the collected data.

The hierarchical keyword mapping technique creates visual displays that present both HRM concepts together with their networked connections in graph form. The method organizes HRM-related keywords into four main thematic areas which include ethical HRM and sustainable HRM and employee well-being and leadership.

Word cloud visualization displays the prominent HRM-related keywords by showing themes including fairness with justice and sustainability together with employee engagement.

The sentiment analysis method examines HRM-related keywords to assess their sentiment polarity which helps identify the overall ethical and sustainable HRM discussion tone. Contextual analysis determines sentiment scores for words that lead to their classification as positive or negative or neutral.

Multiple text analytics methods work together in a complete assessment of Common Good HRM by showing connections between ethical HRM implementation and workforce sustainability and organizational effectiveness. The research outcomes receive interpretation by evaluating them within existing HRM literature for meaningful conclusions and recommendations.

The HRM Common Good Approach represents its alignment between HRM principles and ethical sustainable strategic goals through a structured hierarchical network graph. The core concept of HRM Common Good Approach forms the central point of the graph which connects to six essential HRM subject areas including Emphasis on the Common Good and Sustainable/Green HRM and Employee-Centered Perspective and Integration with Strategy and Leadership and Organizational Culture and Tensions and Paradoxes. The secondary nodes which represent different themes expand into specific keywords which describe essential HRM practices. The Common Good theme of HRM emphasizes ethical practices along with fairness and just systems and stakeholder responsibility which enables organizations to establish responsible work environments. The Sustainable/Green HRM category demonstrates the importance of workforce management to incorporate sustainability principles and corporate social responsibility practices as well as Sustainable Development Goals. The Employee-Centered Perspective emphasizes HRM's transformation to systemic workforce assistance by concentrating on employee welfare and engagement and fair payment systems plus work-life management. The Integration with Strategy theme demonstrates how ethical HRM practices achieve business success by connecting HRM to organizational performance and innovation and competitive advantage. The Leadership and Organizational Culture theme includes institutional leadership and ethical leadership and moral identity because leadership plays a vital role in embedding values-based HRM. The Tensions and Paradoxes section analyses work intensification and shareholder profit versus social welfare and stakeholder trade-offs because they demonstrate how HRM must handle its moral duties and corporate pursuits. The visualization uses central large nodes for broad concepts while terminal small nodes represent specific terms to effectively show how different components relate to each other in HRM. The visual scheme uses light blue for central nodes and light green for theme nodes and light salmon for specific keywords to make information more readable. This visual representation highlights how HRM has transformed into a dual strategic and ethical domain that leads to better sustainability and employee commitment as well as enduring business performance. The visual depiction of the HRM Common Good Approach delivers essential knowledge to HR leaders and policymakers and researchers so they can create workforce management strategies that unite ethical practices with economic performance. The structured HRM framework established in this study will enable research

## IV. ANALYSIS

### 4.1 Keyword Mapping Analysis

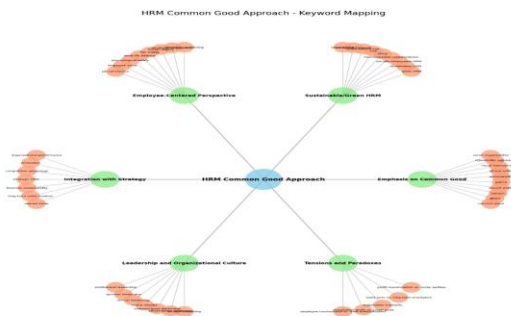


Fig 1: Keyword Mapping

exploring regional HRM differences and cultural influences and ethical HRM effects on organizational outcomes and new HR technology use to develop socially responsible workplaces. HRM practices create more than employee management since they establish cultures that focus on organizational success along with social welfare benefits.

#### 4.2 Word Cloud



Fig 2: Word Cloud

The HRM Common Good Approach word cloud visualizes important themes in modern HRM discussions through word size correlations that represent frequency distribution. The largest terms, such as “common good,” “ethics,” “sustainability,” and “employee well-being,” suggest a dominant focus on ethical, socially responsible, and employee-centered HRM practices. The inclusion of “justice,” “fairness,” and “decent work” further reinforces the moral and human-centric dimensions of HRM, emphasizing fair treatment, workplace equity, and stakeholder engagement. Terms such as “sustainable HRM,” “green HRM” and “social responsibility” indicate that environmental and social governance (ESG) principles are increasingly incorporated into the HRM strategies and, in a greater way, corporate sustainability strategies. Choosing the diverse pallet of colors in the visualization nicely splits HRM priorities in workplace ethics like ‘moral framework’, ‘psychological safety’ vs strategic business factors like ‘competitive advantage’, ‘innovation’, ‘long term value creation’. Furthermore, the use of the terms such as “institutional leadership,” “servant leadership,” and “values-based leadership” implies that ethical leadership continues to be vital to the encouragement of responsible HRM practices. Existing tensions call for the existence of contrasting terms, “stakeholder trade-offs” and “employee involvement vs. work intensification,” as words that reveal the tension between business efficiency and employee

wellbeing. This word cloud finally represents the essence of the core principles that will guide HRM toward a more ethical, sustainable, and employee centered future, and serve as a handy and overall picture of what the future of HRM looks like for researchers and practitioners alike.

#### 4.3 Advanced Visualization Keyword Mapping



Fig 3: Advance keyword mapping

The concept of the ‘Common Good’ has been given much prominence in modern Human Resource Management (HRM) discourse with reference to sustainable, ethical management and employee well-being. A systematic analytical approach is necessary to know how the HRM practices tie with the broader societal and organizational missions. In order to achieve this, an advanced visualization technique was used to conduct a keyword mapping analysis of HRM themes to six thematic clusters. Each of these clusters corresponds to a separate and interdependent perspective of ethical and sustainable HRM practices. A sunburst chart (a hierarchical and interactive view of how a set of keywords for HRM is embedded within more general themes) presents the findings.

##### 4.3.1. Emphasis on the Common Good

In this theme, HRM practices are focused on the fairness, justice and ethical responsibility in managing human capital. The use of words like ‘common good’, ‘ethics’, ‘fairness’ and ‘decent work’ in discussions of HRM as a driver of social responsibility and corporate ethics. The recurrence of these terms indicates the rising sense of organizations’ ethical obligations to their employees and to society; it is leading HRM strategies to be more in line with broader moral imperatives. Since the shift also represents a



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change in a HRM paradigm which sees workforce management as encompassing more than traditional FM concepts of maximising efficiency and productivity to an overall intention of having ethical workplaces that contribute to society.

### **4.3.2. Sustainable / Green HRM**

Due to the increasing importance of sustainability, 'Green HRM' and 'Sustainable HRM' have become important areas of academic and managerial attention. In the present context, organizations are being pressured to incorporate social and environmental responsibility into their HRM policies, in alignment with the global sustainability frameworks namely the United Nations Sustainable Development Goals (SDGs). The keywords present here like 'socially responsible HRM,' 'sustainability' imply that companies are making efforts to reconfigure their HRM strategies to minimize environmental impact, boost corporate social responsibility (CSR), and create a workforce dedicated to sustainable practices. The theme of this category represents the leading role of HRM in contributing towards environmentally conscious corporate culture and embedding sustainability principles into the planning of workforce management.

### **4.3.3. Employee-Centered Perspective**

The impact of Human Resource Management (HRM) on the employee wellbeing is a fundamental dimension of HRM that focuses on how HRM helps in engagement, dignity and fair treatment. The keywords "employee well-being," "employee engagement," "human dignity," "fair wages," "work-life balance" and the like indicate a growing trend of people-centric HR practices. This is the beginning of shifting off this traditional HRM models of this traditional HRM models only looking at this only economic resources of employees to a more holistic wellbeing, more a taken out of employees to a more motivation to make employees grow, to develop. The presence of terms like 'fair wages' and 'work life balance' shows that the HRM scholars and practitioners understand that equitable compensation and work flexibility are essential to determining the level of job satisfaction, employee retention and an organization's success.

### **4.3.4. Integration with Strategy**

Increasingly HRM is being seen as a strategic enabler and to organizational success and competitive positioning. Keywords such as "organizational performance," "innovation," and "competitive advantage" indicate this category of HRM that integrates HRM with broader

business strategies. Thematic mapping indicates that good HRM strategies impact positively on the employee productivity and engagement, business innovation, and sustainable business development. This alignment is consistent with the current SHRM discussions on the alignment of human capital with corporate objectives. Strategically, integrative HRM lets an organization build a workforce that is agile, innovative, and aligned with the organization's longer term corporate goals, and thus help create a sustainable competitive edge for the organization.

### **4.3.5. Leadership and Organizational Culture**

HRM outcomes are the products of leadership, the associated workplace culture, ethical decision making, and employee engagement. In this category, we note the increased prominence of values-based leadership approaches in the terms such as "institutional leadership", "moral identity" and "common good leadership." In their ethical leadership, spiritual leadership, and transformational leadership theories, leaders are advised to incorporate ethical principles into HRM policies in order to create trust, fairness, and inclusion. The frequent use of "moral identity" emphasizes the growing demand that HRM performs should be imbued with ethical leadership frameworks to improve employee morale, ethical decision making and the integrity of the organization. In the context of organizations' search for ethical and sustainable HRM, leadership continues to play a crucial role in creating a positive organizational culture centered on employee well-being and the good of the society.

### **4.3.6. Tensions and Paradoxes**

The tensions between business objectives and social responsibilities are present in the positive aspirations of HRM to attain the common good. This theme brings out the issues and tradeoffs involved in introducing ethical HRM practices and being viable financially. The conflict that arises when organizations try to balance both economic performance and employee-oriented policies is reflected in keywords such as "work intensification," "shareholder profit vs. social good," and "stakeholder balancing." The implication of the keyword mapping is that HRM professionals have to balance these competing priorities carefully, without any compromise to the ethical work force management. These paradoxes, however, must be addressed with a problematic combination that straddles corporate performance goals with workers' well-being and maintaining corporate ethical responsibility and social responsibility (Simpson & Ogbonna, 2012).





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should be integrated into modern organizational practices. The research conducted a hierarchical keyword mapping analysis of HRM themes and evaluated ethical and sustainable HRM principles using word clouds and evaluated HRM keyword sentiment polarity. The research confirms that ethical HRM serves as both an organizational moral requirement and a strategic tool which benefits employee welfare and organizational performance while securing long-term sustainability. This study uses text analytics procedures including keyword mapping and sentiment analysis and word cloud visualization to deliver systematic knowledge about ethical HRM principles throughout workforce management communication.

### 6.1 Managerial Implications

Organizations need to synchronize their HRM strategies with ethical and sustainability objectives to acquire and keep valuable personnel who will drive enduring business success. Linking positive workplace culture development to HR leaders requires concentration on fair pay and work-life equilibrium and employee welfare together with diverse company programs. The application of ethical leadership models which include both servant leadership and value-based leadership allows organizations to increase employee trust combined with higher levels of engagement. Managers need to weigh the relationship between organizational profitability and social responsibility to create solutions that help both the company and its workers.

### 6.2 Research Implications

The investigation adds new information to sustainable and ethical HRM research through qualitative methods and text analytic discourse evaluation. Keyword mapping together with sentiment analysis along with word cloud visualization presents an innovative research approach which researchers can utilize in other HRM subject areas. Research on HRM ethics can develop by adding continuous text monitoring techniques to monitor changes in ethical practices throughout time. The study creates a research base for scholars who wish to understand differences between ethical HRM practices across regions and cultures as well as analyse emerging HR technologies' effects on workforce sustainability.

### 6.3 Societal Implications

The adoption of ethical Human Resource Management creates powerful effects on communities through equal treatment at work and fair treatment of both people and nature. Organizations which implement Common Good

HRM principles create a better economy because they support employee and community welfare as well as environmental protection. The adoption of ethical HRM frameworks by organizations should be supported through policy initiatives from regulators and policymakers who will enforce compliance with Labor rights and environmental regulations together with corporate governance standards. The study demonstrates that corporate social responsibility programs develop sustainable Labor practices which lead to better workforce conditions.

### 6.4 Future Directions

The future of ethical workforce management research requires investigation of artificial intelligence and human resource analytics systems to establish their effect on sustainability goals. The utilization of employee feedback obtained through qualitative surveys and interviews would improve researchers' comprehension of HRM policies' effects on workforce engagement together with job satisfaction. The analysis would gain greater depth if researchers included data from different industries across multiple countries to study ethical HRM practices in various organizational settings. Research must continue to study how human resource management practices activate ethical leadership and sustainable practices together with societal well-being in the modern worldwide Labor dynamics.

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