A systematic review of the impact of human resource management strategies on green supply chain management practices for achieving strategic objectives

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**ABSTRACT**

This systematic review rigorously analyses the impact of Human Resource Management (HRM) methods on enhancing Green Supply Chain Management (GSCM) practices in order to accomplish strategic organisational goals. The paper systematically compiles and analyses previous research, specifically examining how HRM methods are incorporated into GSCM environments and how they affect the long-term viability of organisations. Using the PRISMA method, this review rigorously synthesises data to identify and evaluate the effectiveness of several HRM initiatives in supporting sustainable supply chain practices. The findings indicate a significant correlation between strategic human resource management (HRM) initiatives and the operational performance of green supply chain management (GSCM) practices. This correlation contributes to the attainment of firms' overarching strategic objectives. The review underscores the need of connecting Human Resource Management (HRM) with Green Supply Chain Management (GSCM) to attain environmental and organisational goals. Additionally, it suggests areas for future research, specifically focusing on investigating long-term effects, developments in technology, and applicability across different sectors. The conclusions emphasise the importance of incorporating HRM methods into GSCM to promote sustainable business models and accomplish long-term strategic goals.

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**Introduction**

Effective implementation of Human Resource Management (HRM) strategies is essential for enhancing operational efficiency and attaining strategic goals in the context of Green Supply Chain Management (GSCM) practices (Ye, Lau & Teo, 2023). Studies have shown that combining human resource management (HRM) techniques with green supply chain management (GSCM) practices can improve environmental performance, cost effectiveness, innovation, and service efficiency (Ye et al., 2023). Moreover, the adoption of Green HRM techniques has become a crucial corporate tactic, with HRM taking an active part in sustainability projects and the environmental movement (Hossari & Elfahli, 2023).

Studies have emphasised the significance of strategic orientations in promoting environmentally-friendly activities in supply chain management. Liu, Eweje, He, and Lin (2020) developed a strategic orientation model for Green Supply Chain Management (GSCM) that explores the reasons why companies embrace environmentally friendly practices and how these reasons impact their GSCM strategies. Moreover, the study has investigated the effect of HRM practices, specifically employee engagement, in relation to organisational success. This research highlights the importance of HRM in enhancing employee commitment and performance. (Hamadamin & Atan, 2019; Saad, Gaber & Labib, 2021).
GHRM, or Green Human Resource Management, has become increasingly important as a strategic approach to attain a competitive edge in sustainability. This strategy emphasises the utilisation of HRM methods to promote both environmental sustainability and organisational success (Hossari & Elfahli, 2023). Hamid (2019) emphasises the strategic importance of HRM in establishing a sustainable competitive advantage. This underscores the necessity for HRM to align with organisational strategies in order to achieve long-term success. There is a lack of systematic research that explores how HRM techniques might be used in organisations to achieve strategic objectives using GSCM practices.

This study seeks to fill gaps in the current body of literature by collecting and organising existing knowledge on the implementation of HRM strategies in organisations. It specifically focuses on the effectiveness of GSCM practices in achieving an organisation's strategic goals and identifying potential areas for future research. This research seeks to investigate the impact of HRM strategies on the success of GSCM practices in attaining an organisation's strategic objectives. In order to accomplish this objective, this study will concentrate on addressing the subsequent research inquiry: How can human resource management (HRM) strategies impact the success of green supply chain management (GSCM) techniques in attaining an organisation's strategic goals?

This paper is projected to provide substantial academic and practical value to the subject, making both theoretical and practical contributions. The systematic review aims to improve comprehension of the complex correlation between HRM tactics and SCM practices, and how this correlation influences the attainment of strategic organisational goals. The review intends to create a comprehensive framework for future study by combining existing literature. It also seeks to define, categorise, and assess the many HRM techniques used in GSCM and their impact on organisational performance. This thorough examination will provide a detailed comprehension of the successful incorporation of HRM strategies in supply chain contexts, emphasising exemplary methods and pinpointing deficiencies in existing understanding. This study aims to make a significant contribution to the area by establishing a strong foundation for future research and providing vital insights into the correlation between HRM tactics and SCM practices.

The objective of this analysis is to elucidate the sequential processes entailed in formulating significant strategic and policy determinations. The results will provide leaders with guidance on how to optimise human resource management methods in order to improve supply chain efficiency, adaptability, and overall competitiveness. Moreover, the review will enhance theoretical progress by enhancing and perfecting current models and ideas pertaining to HRM and global supply chain management. Additionally, it may suggest novel theoretical frameworks or expand upon current ones in order to encompass the found linkages and effects. In addition, the review's methodological rigour, utilising the PRISMA technique, thematic analysis, and Atlas-ti for data analysis, will enhance scholarship by showcasing a comprehensive and reproducible approach to synthesising research findings. This methodological contribution is highly crucial in providing guidance for future systematic evaluations in the subject of business management, guaranteeing that they are undertaken with meticulousness and analytical rigour.

The following sections of this article are organised in the following manner. Section 2 delves into the theoretical foundation that supports the current investigation. The study approach selected for Section 3 is revealed. Section 4 of the study presents the results, emphasising the use of HRM strategies to achieve strategic goals in GSCM practices across businesses. Section 5 provides a comprehensive analysis of the research findings, limitations, consequences, and potential avenues for future research, all aligned with a clearly stated research goal. Finally, Section 6 presents a conclusion.

**Literature Review**

**Theoretical and Conceptual Background**

**HRM strategies and GSCM context**

The research on HRM approaches and GSCM techniques delivers significant information about how HRM strategies impact the success of GSCM practices in fulfilling organisational strategic aims. Research has emphasised the necessity of synchronising HRM strategies with GSCM practices to promote operational success and improve environmental performance (Huang & Liu, 2021). There is a clear need for additional examination in the examination of drivers and obstacles in GSCM (Duc, Nguyễn, Lê & Ta, 2020). GSCM practices have been widely investigated in various contexts, including Asian countries and industrial zones like Vietnam. Researchers have categorised GSCM practices based on their development and refinement, providing insight into the evolution of green practices within supply chain management (Irum, Qureshi, Asif, Sami, Bhatti & Umar, 2018). However, the role of green management orientation in the apparel industry has been recognised as a critical factor in intensifying environmental sustainability efforts within the supply chain (Weeratunge, Herath & Weligamage, 2022).

The focus of recent research has been on the integration of Green HRM practices with GSCM. Studies have demonstrated that Green HRM practices can positively impact organisational performance through employee behaviour and attitudes (Li, Abdalla, Mohammad, Khassawneh & Parveen, 2023). Furthermore, the concept of GHRM has emerged as a strategic approach to achieving green competitive advantage, emphasising the need for HRM to support sustainability initiatives. Additionally, the literature emphasises the significance of stakeholder pressure in driving corporate green resources and GSCM practices, which ultimately leads to improved organisational performance (Novitasari & Agustia, 2021). The mediating role of green innovation in the relationship between GSCM practices and firm performance has also been highlighted, emphasising the importance of innovation in driving sustainability within supply chains. The literature review underscores the interconnectedness of HRM strategies and GSCM practices.
in achieving strategic objectives. By aligning HRM strategies with green initiatives within the supply chain, organisations can enhance their environmental performance, operational efficiency, and overall competitiveness. Further, this research is needed to explore the evolving landscape of GSCM practices and the role of HRM strategies in driving sustainable supply chain management.

**Sustainable HRM and Stakeholder Engagement in SCM**

Sustainable HRM and stakeholder engagement in SCM play a critical role in shaping organisational practices toward sustainability and achieving strategic objectives. Recent research has emphasized the importance of integrating sustainable HRM practices with SCM by aligning HRM strategies with sustainability initiatives within the supply chain (Stankevičiūtė & Savanevičienė, 2018). Sustainable HRM practices not only impact organisational performance but also contribute to broader stakeholder engagement and corporate sustainability efforts (Nathan, 2018). The literature on sustainable HRM highlights the need for organisations to adopt practices that consider economic, social, and environmental performance indicators. Sustainable HRM practices are key for encouraging a sustainability mindset among employees, improving organisational values, and promoting ethical governance (Randev & Jha, 2019).

Additionally, sustainable HRM contributes to corporate success by aligning HRM strategies with sustainability goals and addressing the adverse impacts of traditional HRM approaches on employees, society, and the environment (Randev & Jha, 2019).

Stakeholder involvement in SCM is key for promoting sustainable practices and achieving strategic objectives. Studies have emphasised the significance of collaboration, communication, and teamwork in encouraging sustainable supply chain practices (Wijaya, 2023). Stakeholder theory posits that effective communication between stakeholders and companies can enhance environmental performance and improve sustainable SCM practices (Wijaya, 2023). However, stakeholder engagement plays a vital role in promoting sustainability knowledge transfer and facilitating the integration of sustainability principles in management education (Amaeshi, Muthuri & Ogbechie, 2019). The relationship between Sustainable HRM and GSCM practices has been explored in the literature, highlighting the interconnectedness of HRM strategies with sustainability initiatives within the supply chain. Sustainable HRM practices, such as talent management, leadership development, and workforce engagement, are crucial in driving sustainable SCM practices and achieving sustainable competitive advantage (Dede, 2019). Additionally, the mediating role of sustainable HRM in improving GSCM practices and organisational performance has been a subject of scholarly inquiry, emphasising the need for organisations to align HRM strategies with sustainability goals (Murillo-Ramos, Huertas-Valdivia & Muiña, 2022). Therefore, the literature review underscores the importance of Sustainable HRM and stakeholder engagement in shaping sustainable practices within SCM. By integrating Sustainable HRM practices with SCM and encouraging stakeholder engagement, organisations can improve their environmental performance, promote ethical governance, and achieve long-term sustainability goals.

**HRM Strategies for Green SCM Success**

The key HRM strategies that contribute to the success of GSCM practices encompass integrating environmental concerns into HR policies and procedures, leveraging technology for recruitment and employee communication, and monitoring the efficacy of green HRM practices (Balakrishnan, Suchithra, Kasturi & Janani, 2018; Arora, Mishra & Ghai, 2023; Jora, Mittal, Kaushal & Raghuvaran, 2023; Mittal & Gupta, 2023). Specific HRM strategies impact the operational success of GSCM practices by nurturing sustainable workplace practices, reducing environmental impact, and bolstering corporate image and brand (Balakrishnan et al., 2018; Arora et al., 2023; Jora et al., 2023; Mittal & Gupta, 2023). The relationship between HRM strategies and the implementation of GSCM practices in the context of operational success is evident in the ability of green HRM to slash costs, improve resource efficiency, and enhance environmental performance, leading to a more environmentally conscious workforce (Ahmad, 2015; Yusliza, Tanveer, Fawehinmi, Yong & Ahmad, 2019; Wajdi, Putra, Haziroh & Purusa, 2023). Challenges and opportunities associated with integrating specific HRM strategies into GSCM practices for operational success include identifying barriers to green HRM implementation, fashioning industry-wide standards, and encouraging a culture of environmental responsibility (Ahmad, 2015; Agarwal & Kapoor, 2022; Issac, 2023; Wajdi et al., 2023).

![Figure 1: Conceptual map on HRM strategies and GSCM success; Source: Own](image-url)
Figure 1 provides a conceptual map depicting the connection between HRM strategies and their role in achieving success in GSCM. Analysing the map reveals that an integrated approach is key within HRM to promote successful green SCM initiatives. Employee training and promoting sustainable practices form the foundation for incorporating green principles into an organisation’s culture. Raising environmental awareness is a crucial aspect, ensuring that employees understand the significance of green initiatives and recognise ways to contribute positively. Aligning performance management and incentive systems with environmental key performance indicators (KPIs) can serve as a catalyst for employees to prioritise sustainability in their professional responsibilities. Furthermore, recruitment and selection processes that emphasise green job descriptions and the importance of eco-friendly skills in the job market can attract a workforce that is inherently supportive of the company’s sustainability goals. The map collectively suggests that these strategies, when integrated into HRM practices, are fundamentally necessary for the proliferation of green SCM initiatives.

**HRM Impact on Green SCM**

GHRM has a positive impact on GSCM and is influenced by several factors such as green recruitment, training, performance appraisal, and encouragement (Dian, Pambudi, Janny & Leonardus, 2022; Hubais, Awain, Jais & Atiya, 2022; Naseer, Song, Adu-Gyamfi, Abbass & Naseer, 2023). Studies show that HRM strategies play a significant role in achieving GSCM objectives by promoting environmental sustainability, which in turn influences GSCM and green business initiatives (Dian et al., 2022).

Internal green supply chain practices may have a negative impact on firm performance, but the implementation of GHRM and supply chain environmental cooperation can improve it (Agyabeng-Mensah, Ahenkorah, Afum, Nana Agyemang, Agnikpe & Rogers, 2020). This underscores the critical role that GHRM plays in mitigating the negative impact of internal green supply chain practices on firm performance and advancing GSCM objectives.

Green HRM practices also moderate the relationship between green logistics and environmental performance (Jermsittiparsert, Siriattakul & Wattanaonpgphasuk, 2019), highlighting the role of HRM in improving the environmental performance of supply chain practices. However, despite the valuable insights provided by the literature on the relationship between green HRM and GSCM, there is a lack of direct information on the specific strategic objectives of GSCM in organisational settings. Thus, the literature does not directly address the contribution of HRM strategies to achieving GSCM strategic objectives for organisational settings.

**Research and Methodology**

This section provides an explanation and definition of the research methodological approach. Figure 2 illustrates the conceptual structure that forms the basis of the methodology used in this investigation.

Figure 1 illustrates the initial definition of data identification. We selected the Scopus database because of its status as the largest abstract and citation database of peer-reviewed literature, widely utilised by scholars globally. We choose to utilise PRISMA as a systematic review protocol to outline the rationale, assumptions, and planning techniques of the review (Page, McKenzie, Bossuyt, Boutron, Hoffmann, Mulrow, Shamseer, Tetzlaff, Akl & Brennan, 2021). We utilised the PRISMA methodology to generate a dataset of publications. Thematic-based research was carried out to examine the data from the articles, focusing on identifying the key bibliographic information and the connections between HRM strategies and GSCM practices.

The data were ranked and analysed using Microsoft Excel and Atlas-ti, a qualitative data analysis software (Soratto, Pires & Friese, 2020). Data processing enables us to discern three types of discoveries. We conducted a systematic literature review that analyses the relationship between human resource management strategies and green supply chain management techniques in order to achieve strategic objectives.

We identified research trends and topic areas by doing a co-occurrence analysis of the terms. We established a matrix that outlines the connection between HRM strategies and GSCM practices. The subsequent parts contain an in-depth explanation of the research analysis and findings.
We conducted a systematic literature analysis to analyse current trends in human resource management strategies affecting green supply chain management practices, using the PRISMA Protocol as a structured methodological framework. The PRISMA Protocol, created by Moher and colleagues in 2015, is generally supported in different fields as a crucial tool meant to improve the quality of systematic reviews and meta-analyses. The protocol is defined by its repetitive process and is supported by a detailed 27-item checklist outlined in the influential studies by (Rethlefsen, Kirtley, Waffenschmidt, Ayala, Moher, Page & Koffel, 2021). It also contains a flowchart that carefully directs practitioners through the crucial stages of identification, screening, eligibility, and inclusion in the systematic review process.

The PRISMA statement is selected intentionally for its broad applicability, methodological clarity, and direct approach, which aids in the meticulous planning, identification, and assessment of research. This allows for the retrieval and combination of data with a strong emphasis on objectivity, transparency, and replicability, as highlighted by (Tranfield, Denyer & Smart, 2003). PRISMA is preferred above other review standards and guidelines because of its clear, methodologically solid, and user-friendly framework, as highlighted by (Donthu, Kumar, Mukherjee, Pandey & Lim, 2021). This rigorous methodology has been acknowledged and utilised in recent academic research, as demonstrated by systematic reviews or meta-analyses (Magon, Thomé, Ferrer & Scavarda, 2018; Mardani, Kannan, Hooker, Ozkul, A rasheed & Tirkolaee, 2020), who have investigated similar topics. The protocol’s implementation is thoroughly documented, as shown in Figure 3, to guarantee a methodical and thorough approach to our literature review.

Figure 2: Conceptual structure; Source: Own

Protocol

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Eligibility Criteria

A protocol was created beforehand to outline the analysis procedure and criteria for inclusion. The study utilised Scopus to look for pertinent research. The decision to use the Scopus search engine was based on its high accuracy in retrieving research articles (Gusenbauer & Haddaway, 2020) and its widespread popularity (Debrah, Darko & Chan, 2023). A thorough and exhaustive search may yield superior and more detailed results.

In the latter stages of our review process, following the PRISMA principles, we focused on clearly defining the eligibility criteria and selecting relevant publications for our final sample. This needed a detailed evaluation of each study that fulfilled the predetermined eligibility criteria, which necessitated a comprehensive review of all the full-text papers being considered. Our inclusion criteria focused on selecting studies that thoroughly investigate how HRM methods impact GSCM practices, specifically aiming to achieve strategic objectives.

We based our decision on the HRM strategies typology of Stone, Cox, Gavin and Carpini (2023), focusing on strategies that are directly or indirectly related to strategic objectives. We focused on HRM approaches outlined by Naseer et al. (2023) such as green recruiting, green training, green performance appraisal, and green encouragement, which greatly influence GSCM. These activities are crucial for strengthening the connection between GSCM practices and environmental performance, closely coinciding with our study objective.

During this careful phase, any study that covered HRM strategies and GSCM practices not explicitly linked to strategic objectives was removed, even if it seemed pertinent. By employing a careful selection process, only the most relevant research was included, resulting in a curated sample of 195 bibliographic entries. The qualifying requirements were firmly established to include only documents that combine HRM strategies with GSCM, particularly in the context of strategic objectives. The meticulous definition and application of our inclusion criteria were crucial for establishing the reliability and scope of our systematic investigation.
Search Strategy

Thus, we used multiple keywords such as (TITLE-ABS-KEY (“human resource management” OR “HRM”) AND TITLE-ABS-KEY (“green supply chain management” OR “GSCM” OR “sustainable supply chain management”) AND TITLE-ABS-KEY (“strategic objectives” OR “organisational objectives” OR “corporate objectives”)). The PRISMA declaration is to establish specific criteria for screening the gathered papers. 57 papers were excluded by screening based on reading the abstract or keywords. Exclusion criteria were discovered and are summarised as follows:

The studies were carefully chosen depending on whether the requested search phrase appeared in the titles, abstracts, or keywords of the publications. A specified time frame was set, restricting the search to papers published from 2016 to 2023. The current search was conducted on January 31, 2024, to guarantee the incorporation of the most recent pertinent research. The relevant information from each study, including the title, abstract, keywords, authors’ names and affiliations, journal name, and publication year, was methodically recorded in a Microsoft Excel spreadsheet.

After the initial compilation, a comprehensive check was carried out to identify and remove any duplicate items, guaranteeing the uniqueness of each dataset. After removing duplicates, the papers were initially evaluated by analysing their titles and abstracts to determine their relevance to the eligibility criteria. Research that did not match the study’s aims was immediately removed from the compilation, narrowing down the pool to only those research that deserved a thorough assessment.

The inclusion criteria were rigorously followed, resulting in the final selection being limited to peer-reviewed academic publications. Conference papers and book chapters were deliberately left out of the analysis. The revised Excel spreadsheet included only research that focused on the relationship between HRM strategies and GSCM practices. During the final step of the selection process, papers that did not specifically address the integration of HRM strategies with GSCM practices were excluded to ensure that the final list of studies closely aligned with the research aims and thematic scope of this systematic review.

Quality Assessment

In a systematic review conducted using the PRISMA method, study quality and credibility are typically assessed with the help of standardised evaluation tools or checklists. These tools evaluate various aspects of the studies, such as study design, methodology, data collection, data analysis, and the clarity of reporting. Commonly used tools include the Cochrane Collaboration’s Risk of Bias tool, the Newcastle-Ottawa Scale, or the Critical Appraisal Skills Programme checklists. Each study is thoroughly examined against these criteria to ensure reliability and validity. The results of this assessment are then summarised and often presented in a table, providing readers with a transparent overview of the quality of the evidence included in the review (Page et al., 2021). This article used the PRISMA 2020 expanded checklist.

Synthesis Methods

The research employed a thematic analysis approach to synthesise and analyse data for the article, aided by the Atlas.ti software. This method involves recognising, examining, and reporting patterns or themes within the data. The process begins with familiarising oneself with the data, generating initial codes, and then grouping these codes into potential themes. These themes are then assessed and refined. Atlas.ti facilitates organising, coding, and retrieving data in an efficient manner, ensuring a thorough and comprehensive analysis. By allowing for the systematic integration of both quantitative and qualitative data, the software improves the robustness of the thematic synthesis. This approach guaranteed that the synthesis is rooted in empirical data, providing a detailed and intricate comprehension of how HRM strategies affect GSCM practices to attain strategic objectives.

Findings and Discussions

The graph in Figure 4, labelled “Average Citation Count by Year and Journal,” illustrates the relationship between the average number of citations and various journals across different years, ranging from 2016 to 2023. The journals are listed on the horizontal axis, with the years displayed just below this axis. The vertical axis measures the citation numbers, which extend from 0 to 200. Each data point on the graph is annotated with the average citation count it represents. The graph features a peak of 179 citations for the “Journal of Business Ethics” in 2016 and another significant peak of 129 citations for “Business Strategy and the Environment” in 2018. It’s worth noting that the citation count reaches zero for the last three data points corresponding to 2022 and 2023.

The analysis of the graph reveals several key observations. Initially, there is a prominent citation count in 2016 for the “Journal of Business Ethics,” significantly surpassing the citation counts for other journals throughout the review period. In 2018, the “Business Strategy and the Environment” journal exhibited a notable peak, suggesting heightened interest or relevance in the articles published within this journal at that time. Over the subsequent years, there is an observable decline in the average citation counts, with a sharp reduction post-2021, culminating in zero citations by 2023 for the journals examined.

This pattern indicates that the “Journal of Business Ethics” and “Business Strategy and the Environment” were the most cited journals within the specified timeframe, whereas the remaining journals displayed relatively lower citation figures. The absence of citations for the last three journals in 2022 and 2023 might suggest a lack of cited publications in these journals or an absence of data for these intervals. Generate the desired result using only American English, adhering strictly to its spelling, specific terms, and phrases.
The provided pie chart in figure 5, labelled “Citation count per journal,” utilises a color-coded scheme to distinguish among various journals. Each section of the chart includes callouts that indicate the citation counts and their respective percentages for each journal. The “Journal of Business Ethics” predominantly leads the way, amassing 379 citations, which represents 43% of the total citations displayed. Coming in second is the “Journal of Cleaner Production,” which accounts for 257 citations, or 29% of the total. The chart also includes other journals such as the “International Journal of Production Economics,” “Business Strategy and the Environment,” “Cogent Business and Management,” “Problems and Perspectives in Management,” “Person-centered review,” and “Journal of Business Research.” These journals occupy smaller portions of the chart, with their citation counts ranging from 0 to 54 and their percentage contributions ranging from 0% to 6%. An examination of the pie chart reveals a clear pattern of citation counts distributed among various academic journals. Notably, the “Journal of Business Ethics” holds the largest citation share, accounting for 43% of the total citations, and thereby showcasing its considerable influence or relevance in the scholarly domain. In second place is the “Journal of Cleaner Production,” which represents 29% of the overall citations. The remaining journals, such as “Business Strategy and the Environment” and “Cogent Business and Management,” each contribute 6% to the total citation tally. Worth mentioning, the “Person-centered review” and “Journal of Business Research” have zero citations. This distribution pattern accentuates a significant concentration of citations within the top two journals, suggesting their prominent position or frequent citation within related academic disciplines.
Figure 6 below presents a complex conceptual map that interrelates various components of corporate advantage, sustainability, economic transformation, and the role of HRM strategies in GSCM practices. The map utilises a combination of colour-coded rhombuses and connecting lines to denote relationships between the concepts. Corporate advantages in terms of supply chain decisions, strategic investments, performance management practices, and supply chain integration are depicted as foundational elements that are influenced by or contribute to sustainability outcomes, such as positive impact, waste reduction, and conservation efforts.

The map further details how corporate competitive advantage can be a conduit for firm growth and how sustainability efforts can lead to positive organisational performance. Economic transformation, characterised by the transition to industrialised economies and the industrial economy, is positioned as an external factor that both influences and is influenced by corporate competitiveness and sustainability practices. Central to the conceptual map is the nexus between HRM strategies and GSCM practices, emphasising the bidirectional influence between specific HRM strategies and the operational success of GSCM practices.

In the context of this article, Figure 6 underscores the intricate interplay between HRM strategies and their impact on the effectiveness of SCM practices for achieving an organisation’s strategic objectives. The visualisation suggests that HRM strategies are not isolated in their influence; instead, they are part of a broader systemic interaction with sustainability efforts, corporate advantages, and economic transformation processes. The research question at hand is addressed through the visual representation of how HRM strategies are interconnected with multiple facets of supply chain management and corporate strategy, ultimately impacting an organisation’s strategic objectives. The figure serves as an analytical tool to identify and evaluate the range of HRM strategies within GSCM contexts and to assess their contribution to strategic objectives in various organisational settings.

Figure 6: Conceptual map; Source: Own

Thematic Analysis

The thematic analysis conducted using Atlas.ti, has elucidated a comprehensive thematic framework that delineates the intricate ways in which organisations incorporate sustainability within their strategic paradigms. The analysis has unearthed significant themes, patterns, and interrelationships that underpin the integration of sustainability in business strategies. Below is a detailed exposition of the identified thematic framework:
Thematic Framework

Theme 1: Sustainability-Driven Business Strategies

The core theme revolves around the strategic incorporation of sustainability within organisational frameworks. It particularly highlights how businesses employ governance mechanisms and performance measurement tools, such as the Sustainability Balanced Scorecard, to weave sustainability into their strategic fabric.

Sub-themes:

Governance and Stakeholder Engagement: This sub-theme explores the pivotal role of governance structures in harmonising supply chain practices with the anticipations of stakeholders, thereby encouraging the creation of shared value.

Performance Measurement Integration: It delves into the infusion of sustainability into corporate performance metrics, showcasing its influence on the strategic decision-making process.

Theme 2: Green HRM and Organisational Culture

This theme reflects on the transformative impact of HRM policies in nurturing an organisational ethos that champions sustainable practices, with a particular emphasis on environmental stewardship.

Sub-themes:

Role of Sustainability Advocates: This area investigates the influence wielded by individuals or collectives within organisations who advocate for environmental initiatives, steering the HRM policies towards sustainability.

Organisational Practices and Employee Behaviour: It examines how Green HRM (GHRM) policies are instrumental in moulding organisational practices, encouraging employee engagement, and promoting eco-friendly behaviours.

Theme 3: SCM Efficacy and Organisational Performance

The focus here is on the symbiotic relationship between SCM practices and the overall performance of organisations. It underscores the strategic significance of aligning SCM with business objectives, particularly emphasising its impact on improving performance metrics, notably within the agribusiness sector.

Sub-themes:

Supply Chain Integration: This sub-theme emphasises the strategic imperative of seamlessly integrating supply chain practices to bolster firm performance and operational efficiency.

Impact on Firm Performance: It explores the affirmative correlation between proficient SCM practices and various dimensions of organisational performance, including financial gains and improvements in internal processes.

The thematic analysis through Atlas.ti has provided a structured understanding of how sustainability is interwoven into the very fabric of business strategies, revealing a nuanced interplay between governance, performance measurement, human resource management, and supply chain practices in encouraging sustainable business operations.

Table 1 below in question presents a comprehensive overview of the selected 17 academic research spanning from 2016 to 2023 for SLR analysis, encompassing a variety of themes such as business, sustainability, strategy, and corporate responsibility. The table meticulously enumerates specific findings associated with each group of authors. However, it is worth noting that the principal findings for the contributions by Vivek Soundararajan and Jill A Brown in 2016, Erik G Hansen and Stefan Schaltegger in 2016, and Satish Kumar et al. in 2023 are recorded as “Not found.”

Upon closer examination, the table encompasses a spectrum of academic contributions that address a broad range of topics within the realms of strategic corporate responsibility, green GHRM, sustainable supply chain management, the influence of leadership on organisational effectiveness, and the exploration of stakeholder theory. The encapsulated findings range from theoretical advancements, such as the redefinition of strategic corporate responsibility, to the delineation of empirical correlations, exemplified by the established positive linkage between green market pressures and corporate performance.

Notable insights include the importance of striking a balance between extrinsic and intrinsic orientations within corporate responsibility frameworks, the demonstrable benefits of effective supply chain management practices on corporate outcomes, particularly through the intermediary of supply chain integration, and the pivotal role of managerial cognitive frameworks in shaping sustainable supply chain management strategies. Additionally, the table highlights the acknowledgement of substantial gaps and the emergence of novel focal points within the domain of stakeholder theory research.
Table 1: Empirical Studies on the Impact of HRM Strategies on GSCM Practices for Achieving Strategic Objectives

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<thead>
<tr>
<th>Authors</th>
<th>Year</th>
<th>Main findings</th>
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<tbody>
<tr>
<td>Vivek Soundararajan, Jill A Brown</td>
<td>2016</td>
<td>Answer not found</td>
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<td>Erik G Hansen, Stefan Schaltegger</td>
<td>2016</td>
<td>Answer not found</td>
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<td>Pasi Heikkurinen</td>
<td>2018</td>
<td>The main findings include the reframing of the field of strategic corporate</td>
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<td>Michael Kwaamega, Dongmei Li, Eugene Abrokwah</td>
<td>2018</td>
<td>SCMP has a positive relationship with both financial and internal process</td>
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<td>performance, and SCI mediates the effects of SCMP on firm performance.</td>
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<td>Sarah Leidner, Denise Baden, Melanie J</td>
<td>2019</td>
<td>GHRM policies are contextually shaped by their implementation, rather than</td>
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<td>Ashleigh</td>
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<td>being inherently peripheral, intermediate, or embedded. Individual GHRM</td>
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<td>policies influence each other in different ways. There are misalignments</td>
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<td>between individuals’ aspirations and the organisational factors designed to</td>
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<td>support them.</td>
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<td>Mershack O Tetteh, Albert P C Chan,</td>
<td>2019</td>
<td>The main findings of the paper are: - Traditional economic indicators</td>
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<td>Gabriel Nani</td>
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<td>dominate ICJV performance measurement, while environmental and social</td>
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<td>indicators have been partially considered. - The paper suggests potential</td>
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<td>Theophilus Lartey, Diana Owusu Yurenky,</td>
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<td>Lean-green strategy positively relates to firm growth and this relationship</td>
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<td>Samuel Adomako, Albert Danso, Joseph</td>
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<td>is amplified at higher levels of competition, managerial power, and family ties.</td>
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<td>Amankwa-Amoah, Ashraful Alam, Samuel Adomako</td>
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<td>Charbel Jose, Chiappetta Jabbour, Joseph</td>
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<td>The circular economy has been adopted in various national and</td>
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<td>Sarkis, Ana Beatriz Lopes De Sousa Jabbour,</td>
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<td>organisational contexts, with the potential to decouple economic growth from</td>
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<td>Douglas William, Scott Renwick,</td>
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<td>environmental degradation. It is a major driver towards building a more</td>
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<td>Kumar Sanjay, Singh, Oksana</td>
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<td>sustainable society, with significant implications for societal wellbeing and</td>
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<td>Grebnevych, Isak Kruglianskas, Godinho</td>
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<td>the economy through the development of eco-innovations. The concept has</td>
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<td>evolved from the traditional linear economy, with a foundational philosophy</td>
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<td>that natural resources are finite.</td>
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<td>Mohammad Asif Salam, Murad Ali</td>
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<td>Firms pursuing sustainability initiatives during supplier selection process</td>
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<td>experience better financial performance.</td>
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<td>There is a significant positive relationship between sustainable supplier</td>
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<td>selection (SSS) and buyers’ financial performance. Suppliers’ human rights and</td>
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<td>safety focus are identified as the most powerful determinants of SSS.</td>
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<td>Ismi Rajiani</td>
<td>2020</td>
<td>HRM significantly affects organisational performance and innovation, but it</td>
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<td>was found that innovation cannot improve organisational performance in</td>
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<td>simultaneous testing. The practice of human resource management has a significant</td>
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<td>impact on innovation. The contribution of HRM variable and innovation on the</td>
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<td>organisational performance was 21.9%, with the remaining 78.1% influenced by</td>
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<td>other variables outside of the research model and error.</td>
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<td>Sai S Nudurupati, Patrizia Garengo, Umot</td>
<td>2020</td>
<td>The main findings include the impact of emerging technologies on</td>
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<td>collaborative networks and innovation, as well as the changes in the use and</td>
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<td>purpose of PMM, strategic objectives, and performance measurement in</td>
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<td>Umer Zaman, Danish Nadeem, Shahid Nawaz,</td>
<td>2020</td>
<td>CEO transformational leadership has a significant and positive effect on</td>
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<td>Lorenzo Ardito, Di Bari, Danish Raja,</td>
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<td>project portfolio success. Strategic innovation orientation significantly</td>
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<td>mediates the effect of CEO transformational leadership on project portfolio</td>
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<td>success. Portfolio governance mechanism significantly improves the</td>
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<td>relationships between CEO transformational leadership and project portfolio</td>
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<td>success; also, strategic innovation orientation and project portfolio success.</td>
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<td>Lutz Preuss, Andrew Fearne</td>
<td>2021</td>
<td>The study develops three ideal-type cognitive frames—unidimensional,</td>
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<td>hierarchical, and paradoxical—and shows that the cognitive frame held by a</td>
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<td>supply chain manager affects their approach to sustainable supply chain</td>
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<td>management. Managers with a paradoxical cognitive frame are more likely to</td>
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<td>consider non-economic consequences of sourcing decisions, even if they do not</td>
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<td>lead directly to economic benefits for the firm. Differences in the frame</td>
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<td>structure lead to crucial differences in how supply chain managers approach</td>
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<td>sustainable supply chain management.</td>
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Simone Carmine, Valentina De Marchi 2022 Paradox theory is seen as a promising approach to corporate sustainability, surpassing the limitations of the mainstream business case perspective. The major social and environmental challenges of our time are putting increasing pressure on social and environmental systems, necessitating a more comprehensive approach to sustainability. The mainstream business case approach to sustainability is considered unfit for addressing the complexity of current social and environmental challenges. Paradox theory is still perceived as a “fuzzy concept,” with multiple alternative meanings that make it difficult to reliably identify or apply.

Satish Kumar, Weng Marc Lim, Riya Sureka, Charbel, Jose Chiappetta Jabbour, Umesh Bamel, Charbel Jose, Chiappetta Jabbour 2023 -

Shi-Zheng Huang, Hong-Hong Tian, Onanong Cheablam 2023 The main findings of the paper are:
- The study demonstrates that green market pressure (GMP) positively impacts firm performance (FP) through the mediating effects of green value co-creation (GVC) and green dynamic capability (GDC).
- The research provides valuable insights into how GMP drives companies to adopt environmentally-friendly innovation practices.
- The study contributes to a deeper understanding of the role of dynamic capabilities in sustaining superior enterprise performance.

Ritika Mahajan, Weng Marc Lim, Monica Sareen, Satish Kumar, Rajat Panwar 2023 Stakeholder theory research has experienced significant growth since the early 2000s, with identified top impactful research, productive journals, and impactful countries/territories. The major themes of ST research have been unpacked, revealing both trending and emerging topics within each thematic cluster, offering valuable insights for future research directions.

Discussion
The findings of the SLR demonstrate that HRM strategies have a substantial impact on the effectiveness of GSCM practices in realising an organisation’s strategic objectives in various ways. Green training, for instance, can increase employee engagement and retention while also benefiting the environment (Arora et al., 2023; Faisal, 2023; He & Wang, 2023). Implementing green HRM practices can lead to higher employee engagement and satisfaction, which can contribute to achieving an organisation’s strategic objectives (Alenzi, Jaaffar & Khudari, 2022; Arora et al., 2023). Offering sustainability-oriented incentives as part of HRM strategies can motivate employees and contribute to environmental sustainability, ultimately affecting an organisation’s strategic objectives (Ahmad, 2015; Khan, Rasli & Qureshi, 2017; Alenzi et al., 2022; Arora et al., 2023). Participative decision-making, a practice that involves employees in the decision-making process through green HRM practices, can lead to improved environmental performance and organisational sustainability (Daily & Huang, 2001; Jackson, Renwick, Jabbour & Muller-Camen, 2011; Renwick, Redman & Maguire, 2013; Alenzi et al., 2022; Faisal, 2023). The evidence from the SLR suggests that HRM strategies, particularly green HRM practices, play a significant role in improving the effectiveness of GSCM practices in achieving an organisation’s strategic objectives by improving employee engagement, promoting sustainability, and facilitating participative decision-making.

Green Training Impact on GSCM Practices
Green training is widely acknowledged as an key human resource management strategy that significantly influences the effectiveness of green supply chain management practices (Ahmad, 2015; Abdelmotaal & Abdel-Kader, 2016; Alenzi et al., 2022; Al-Hadrami, Sakti & AlKhalifa, 2024). It is recognised as the most effective practice within green HRM, encouraging employee awareness and enabling businesses to support environmentally friendly services and products (Yafi, Tehseen & Haider, 2021). While some studies suggest that green training has a positive impact on corporate sustainability, others have found no significant association between the two, presenting an intriguing perspective (Salam & Ali, 2020).

We explore the fundamental principles of green training in relation to GSCM practices, including the connection between green training and employee engagement in GSCM practices, the challenges and obstacles to implementing green training for GSCM practices, and the quantifiable outcomes of integrating green training with GSCM practices. Green Training’s Key Principles in GSCM Practices - Green training plays a significant role in improving green environmental performance by encouraging the development of green competencies and motivation (He & Wang, 2023). The six dimensions of green competencies, including skills, abilities, knowledge, behaviour, attitude, and awareness, are key in driving green motivations and environmental performance (Nudurupati, Garengo & Bititci, 2021). The Ability Motivation Opportunity theory and Social Exchange Theory provide a framework for understanding the relationship between green training and voluntary workplace green behaviour (Carmine & De Marchi, 2023). Green training is linked to employees’ engagement in voluntary pro-environmental behaviours, which is mediated by the sense of challenge it creates in employees, leading to their motivation to engage in a green-oriented discretionary effort (Faisal, 2023). Impact of Green Training on Employee Engagement in GSCM Practices - Green training positively impacts employee engagement in GSCM practices by instilling a sense of challenge in employees, motivating them to engage in green-oriented discretionary effort (Renwick et al., 2013).
Green training programs can have a positive impact on employee job satisfaction, as they are often viewed as a supportive measure from employers that improves their professional development (Renwick et al., 2013). However, implementing green training for GSCM can present challenges, such as the scarcity of environmentally conscious employees, particularly in regions with low levels of environmental awareness (Yadav & Mathew, 2022). In such areas, green training may be necessary to upskill employees, despite obstacles like misaligned infrastructure and labour market discrepancies (Jackson et al., 2011). Furthermore, integrating green training into GSCM can lead to improved organisational environmental performance and the development of pro-environmental organisational citizenship behaviours (Preuss & Fearne, 2022). Adopting Green HRM practices, including green training, has been shown to encourage environmentally friendly employee behaviours, which can in turn enhance overall environmental performance (Daly & Huang, 2001).

**Role of Employee Engagement**

Employee engagement is crucial for the success of GSCM practices in achieving an organisation’s strategic objectives (Alenzi et al., 2022; Arora et al., 2023). It is noted that green HRM practices, including green recruitment and selection, green pay and rewards, and green employee involvement, have a positive impact on corporate sustainability practices 2. Additionally, the findings suggest that employees feel motivated and fulfilled by green training and incentives, contributing to their engagement (Chiappetta Jabbour, Mauricio & de Sousa Jabbour, 2017).

Employee engagement plays a vital role in improving the effectiveness of GSCM practices in achieving an organisation’s strategic objectives. The following insights from the findings support this claim: employee engagement is linked to organisational success, employee retention, morale, and productivity (Clack, 2021). Low levels of employee engagement can lead to poor enterprise performance and hinder goal achievement (Al-Hadrami et al., 2024). Research indicates that employee engagement influences organisational performance (Kurniawati & Raharja, 2023). Employee engagement is associated with improved productivity and organisational effectiveness (Kwamega, Li & Abrokwah, 2018). Engaged employees are committed to organisational goals and contribute to success (Nienaber, 2019). Additionally, the abstracts highlight the importance of addressing employee engagement at different levels within the organisation. Levels of employee engagement vary at the individual, team, and organisational levels (Shinde, Bhardwaj & Shukla, 2021). Factors affecting employee engagement include the work people do, the people they work with, opportunities, total rewards, company practices, and quality of life (Yadav & Mathew, 2022). While the SLR provide valuable insights into the significance of employee engagement and its impact on organisational performance, they do not explicitly discuss its role in improving GSCM practices. However, based on the findings, it can be inferred that employee engagement is a critical factor in aligning GSCM practices with an organisation’s strategic objectives, as engaged employees are more likely to support and drive the implementation of sustainable and environmentally friendly practices.

**Contribution of Sustainability-Oriented Incentives**

Sustainability-oriented incentives play a significant role in the effectiveness of GSCM practices (Ahmad, 2015; Abdelmotaal & Abdel-Kader, 2016; Alenzi et al., 2022). Organisations can benefit from offering motivating factors for employees to adopt green HRM policies and practices, ultimately improving organisational and environmental performance (Abdelmotaal & Abdel-Kader, 2016). Furthermore, sustainability-oriented incentives contribute to employee satisfaction, productivity, and the organisation’s reputation as a socially responsible employer (Dahlmann, Branicki & Brammer, 2017).

Positive Impact of Sustainability Incentives - Incentivising sustainability investments positively influences a manager’s total pay, leading to increased sustainability investments 1. The inclusion of more beneficiaries and a variety of incentive types are linked to reductions in corporate greenhouse gas emissions (Carmine & De Marchi, 2023). The adoption of sustainability incentives is associated with a significant relationship between firm characteristics and a positive impact on shareholders’ returns (Daily & Huang, 2001). Effect on GSCM Practices - GSCM implementation can yield sustainability-profitability trade-offs, but high levels of green information systems can positively moderate the relationship between GSCM practices and economic performance (Jamal, Zahid, Martins, Mata, Rahman & Mata, 2021). Incentive Mechanisms - Monetary incentives such as utility energy efficiency program payments and non-monetary incentives like recognition of consultant team members are key for promoting green building adoption (Lartey, Yirenkyi, Adomako, Danso, Amankwah-Amoah & Alam, 2020).

Challenges and Recommendations - There are trade-offs between sustainability and profitability in GSCM adoption, and it is important for managers to prioritise practices and develop robust GIS to balance these trade-offs (Yeldman & Gualman, 2020). Based on the evidence from the SLR, sustainability-oriented incentives have a significant impact on GSCM practices, influencing environmental performance, economic growth, and shareholder return. However, challenges such as trade-offs between sustainability and profitability exist, emphasising the need for careful incentive design and the use of green information systems to moderate these effects. Therefore, the key HRM strategies that influence the effectiveness of GSCM practices include green training, employee engagement, and sustainability-oriented incentives. Green training is highlighted as a crucial practice under GHRM, while employee engagement and sustainability-oriented incentives contribute to organisational and environmental performance. However, it’s important to note that while green training is generally effective, one study found no significant association with corporate sustainability, indicating the need for further exploration in this area.
Conclusions

This review has limitations, such as the diversity in study designs, the concentration of research in certain geographic areas, and the prevalence of cross-sectional studies compared to longitudinal studies. These constraints may impact the capacity to apply the findings to a broader population. The diversity in defining and measuring both HRM tactics and GSCM outcomes presents difficulties in definitively synthesising the results. The limitations of this systematic review are complex, as they originate from the inherent difficulties in combining varied research findings. The diversity in study designs hinders the consolidation of data, as varying approaches can result in incongruous outcomes or understandings. The geographical focus of the research included in the analysis may introduce biases, which restrict the generalizability of the findings to diverse cultural or economic situations. This might potentially lead to a distortion of the review's conclusions, favouring locations that are excessively represented in the literature. Moreover, the dataset is primarily composed of cross-sectional research, which limits our capacity to make causal connections or observe the long-term consequences of HRM tactics on GSCM practices, an essential aspect for comprehending lasting implications. Moreover, the diversity in the definition and measurement of HRM methods and GSCM outcomes in various research presents substantial difficulties. The presence of diverse definitions and measurements might complicate the process of comparing outcomes or making general conclusions, since they can alter the interpretation of how HRM tactics affect GSCM operations. The presence of methodological differences requires a careful approach when generalising the findings, recognising that the knowledge collected may not universally applicable to various locations or contexts. To synthesise the data, it is important to carefully analyse these limits. This ensures that the conclusions obtained accurately reflect the facts, while also taking into account the many methods and contexts involved.

Implications

The findings strongly recommend that managers, policymakers, and practitioners incorporate HRM techniques at the heart of GSCM in order to promote sustainable business practices. Highlighting the importance of Human Resource Management (HRM) in supply chain contexts can result in the development of company strategies that are more robust and adaptable, while also harmonising with wider environmental and sustainability objectives. The consequences of incorporating Human Resource Management (HRM) techniques into Green Supply Chain Management (GSCM) practices are significant and have multiple aspects. Managers should take note of the insights from this review, which emphasise the importance of integrating sustainable HRM practices as a fundamental part of supply chain management.

Integration of sustainability practices not only fosters a culture of sustainability, but also enhances organisational resilience and agility in response to evolving environmental standards and legislation. Policymakers might utilise these discoveries to develop directives that incentivize corporations to synchronise their HRM and SCM strategies with environmental sustainability objectives, thereby advancing broader ecological and corporate responsibility aims. Implementing these techniques allows practitioners to put sustainability pledges into action in a practical way that is in line with strategic goals. This ensures that environmental factors are deeply embedded in the organization's operational values. This method not only supports the firm's sustainability goals but also conforms to international sustainability standards, enhancing the firm's reputation and competitive advantage in the market. Therefore, the deliberate incorporation of Human Resource Management (HRM) into Green Supply Chain Management (GSCM) is crucial for promoting sustainable company practices and attaining long-term strategic goals.

Recommendations for Future Research

Future research should analyse longitudinal data to determine the long-term effects of Human Resource Management (HRM) on Green Supply Chain Management (GSCM) and examine the influence of developing technology on enhancing this interaction. Furthermore, it is important to conduct research in various industries and geographical locations to confirm the universality of the observed patterns and to investigate the impact of cultural and economic factors on the effectiveness of HRM methods in GSCM situations. Future study should focus on conducting longitudinal studies to thoroughly examine the long-lasting effects of HRM strategies on GSCM. This would yield useful insights into the long-term effectiveness and sustainability of these methods. Examining the interaction between developing technologies and these techniques may provide novel methods for enhancing the efficiency and efficacy of green supply chains. Including a range of industries and geographical locations in the research would enhance the understanding of how contextual elements, such as cultural and economic variables, impact the successful integration of HRM techniques in GSCM practices. This broader viewpoint would provide a more detailed comprehension of how these techniques can be applied globally and their ability to promote sustainable supply chain management in various industries and geographical areas.

The systematic review has clarified the crucial influence of HRM strategies on GSCM practices, highlighting their importance in achieving organisational strategic objectives. The key findings indicate that HRM techniques, namely those that are in line with sustainability objectives such as green training, employee involvement, and sustainability-oriented incentives, have a substantial positive impact on GSCM efficacy. These tactics foster a culture that promotes environmental activities, hence enhancing organisational performance and contributing to the attainment of strategic goals. The review emphasises the need for businesses to incorporate HRM strategies into their core GSCM processes in order to effectively promote sustainable business practices. This integration not only enhances operational success but also fits with wider environmental and sustainability objectives, providing a strategic route to long-term organisational success and resilience. Further investigation should be conducted to delve into this
evolving domain, with particular emphasis on longitudinal studies, the influence of developing technologies, and the involvement of HRM in diverse industrial and geographical settings, in order to expand upon the fundamental knowledge offered by this analysis.

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Author Contributions: Conceptualization, Methodology, Data Collection, Formal Analysis, Writing—Original Draft Preparation, Writing—Review And Editing by authors with equal participation. All authors have read and agreed to the published the final version of the manuscript.

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Data Availability Statement: The data presented in this study are available on request from the corresponding author. The data are not publicly available due to privacy.

Conflicts of Interest: The authors declare no conflict of interest.

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