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A Critical Review of Green Human Resource Management and Green Supply Network Management for Future Research Direction

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Abstract

The purpose of this manuscript is to provide synergies and trade-offs of the available Green Human Resource Management (GHRM) and Green Supply Network Management (GSNM) literatures and offer a comprehensive path of research for future researchers. Prior to the development of synergized versions of relevance for the GHRM and GSNM, they were considerably studied separately from each other. The methodology of this research is based on the secondary data tool analysis from Scopus and Web of Science sources in which numerically 25 relevant articles were assessed, studied, and analyzed. Worthwhile mentioning that empirical research on the relationship between GHRM and GSNM are relevantly limited due to its recent emergence. The result of this study identifies the existence gap and paves the way for the future empirical research direction. Outcome of this manuscript has substantial implications for scientists to further explore the relevance of organizational sustainability to value chain and HR management.

For citation

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Keywords

Supply chain, management, green human resource management, sustainability, literature, sustainable development, corporate social responsibility.

Introduction

Environmentally friendly value chain management known as Green Supply Chain Management (GSCM) has rapidly evolved as a pivotal theme around the procurement, administration, production and consumption processes for both the scholars as research opportunities and the enterprises as a responsible business conduct. The organizations are now seriously considering eco-friendly business conduct as a result of downstream activities for customers' growing demand for saving energy, reducing waste, and cutting greenhouse gas emissions during their supply chain (Vachon & Klassen, 2006) [Vachon, Klassen, 2006]. Similarly, human capital management is playing a vital role in organizations as a strategic partner, employee champion, change agent, and administrative partner and Green Human Resource Management (GHRM) has not long ago became known as a fundamental concept for integrating environmentally friendly behavior into HR practices (Jackson, Renwick, Jabbour, & Muller Camen, 2011). Hence, scientists believe that greening practices in organizations start with GHRM which can together with GSCM initiate a partially full scale of ecological friendly behavior development in the organizations.

Several researchers have developed manuscripts and investigated the concept of GHRM and GSCM. However, there is a dearth of studies about a comprehensive explanation of the nexus GHRM and GSCM. This paper is therefore aiming to review existing literature on green human resource management and green supply chain management with outlining connections between them. Additionally, this manuscript will also find out about the present stage of GHRM and GSCM in east Asia specifically China.

The structure of this manuscript is constituted of the research methodology, results and revision of previous studies regarding the development of GHRM and GSCM concept, practical application of eco-friendly cooperation in the enterprises, and desk analysis of inner nexus between the two concepts (GHRM and GSCM). The closing part of this paper includes discussion of the research, conclusions and provision of practical suggestions and recommendations for the scientific community and the organizations.

Materials and Methods

The research method of this study relies on the narrative literature review concerning green human resource management and green supply chain management, comprising the summarization, identification, and trends of the present studies on the GHRM and GSCM. Additionally, it is also providing a comprehensive overview of the topic and will also provide the nexus between these two concepts (GHRM and GSCM) from a broad range of manuscripts. Furthermore, the data is collected from various sources such as Scopus, Web of Science and research gate.

During the manuscript development, initially a structured research question and purpose of the study as finding out the connection between the GHRM and GSCM was formulated and the way how to provide response for the formulated question was identified using the existing literature and synthesizing research findings of two concepts (GHRM and GSCM). Respectively, databases such as Scopus, Web of Science and Research Gate were systematically searched using key words like green human resource management, green supply chain management, eco-friendly management, and sustainability. Afterward, relevant manuscripts on GHRM and GSCM were rigorously screened, and their significances were assessed. Conversely, the studies out of having eco-friendly interventions on human capital management and value chain management were excluded from the study. Last but not

the least, quality of the published articles on GHRM and GSCM were clearly assessed and then the outcome of each topic was synthesized to discover the connection between both above-mentioned topics.

As indicated in the figure one below regarding reviewed articles from the sources, Scopus, Web of Science and Research Gate, a total number of 18 articles were reviewed and their concepts on GHRM and GSCM were synthesized, most of which are from Scopus source.

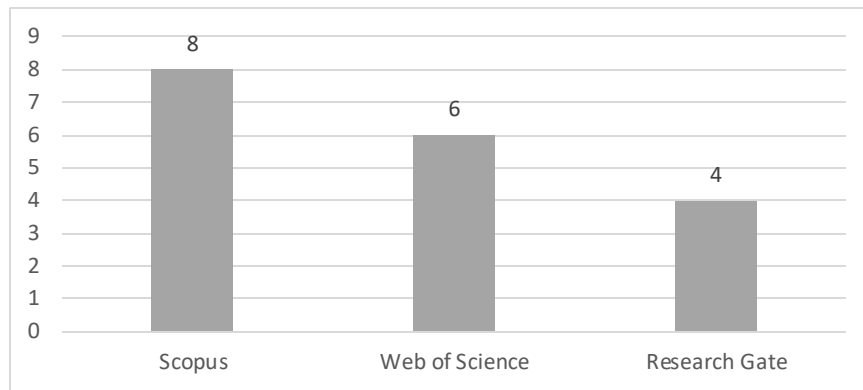


Figure 1- Number of articles reviewed from database Scopus, Web of Science and Research Gate. Source: compiled by the author using databases Scopus, Web of Science, and Research Gate

Results

Green Human Resource Management (GHRM) and Green Supply Network Management (GSNM). Despite the provision of developmental path to societal and economic promotion through their business activities, the enterprises have negative actual and potential impacts on the sustainable development goals and their targets such as greenhouse gas emission, waste increase, and pollution which is detrimental for the environment (Zhang , Tang , Xiao, Xiang, & Huang, 2023). Hence, the enterprises are mandated to consider responsible business conduct and prevent or mitigate their environmental negative impact to protect the society and environment (Ru, Si, & Lei, 2024). For the organizations seeking to make their business activities compatible with the environmental protection regulations and policies need to reform their behavior within the organization. Human resource management department as a change agent and strategic partner of the organization is a crucial unit to cultivate and initiate eco-friendly behavior in the organization (Ahmad, Javed, Sharma , & Siddiqui , 2025).

On the other hand, manuscripts on value chain management and the organizational responsible business conduct are recently significantly issued. However, the concept of supply chain management in China was initially innovated in 1980 for the purpose of increasing organizational operational efficiencies and well-coordination of the activities toward overall goal of the businesses (Zhu, Sarkis, & Geng, Green supply chain management in China: pressures, practices and performance, 2005). Although the ecological aspects of supply chain management have been unnoticed though, it is causing negative effects on the environment such as waste increase, resource depletion, and pollution which are increasingly hindering effective and efficient management of value chain (Sarkis & Dou, 2017).

The evolutionary path of GHRM and GSNM. The evolution of GHRM concept goes back to the emergence of sustainable development as in the book titled “The Limit to Growth”, published in 1972

by the Club of Rome, the primal notion of GHRM emerged from sustainable development concept (Piwowar-Sulej, 2021). The precise definition of sustainable development has been well articulated in *Our Common Future: Report of the World Commission on Environment and Development* known as WCED (1987) as meeting the needs of present without compromising the ability of future generation to meet their own needs (WCED (1987) *Our Common Future: Report of the World Commission on Environment and Development*, 1987). Later, sustainable development concept was well-known worldwide and put the corner stone of environmental management theory developed by scientists such as McCloskey, Maddock, and others. Accordingly, three years after WCED, in 1990 Hunt proposed the integration of environmental management to human capital management (Anshima, Sharma, & Bhardwaj, 2025)].

Considering the know-how of Green Supply Network Management (GSNM) processing negative impact on the environment, the researchers and scientists were convinced to initiate a practical efficient approach for value chain management. Hence the concept of green supply network management had emerged as an important part of the system in supply which underscores the significance of environmentally friendly and efficient operation of the supply chain in the contemporary world (Beske & Seuring, 2014). In 1970 the concept of supply chain management was researched by scholars under logistic management topic and GSNM as a green logistic management (Tseng, Islam, Karia, Fauzi, & Afrin, 2019). In 1996 for the first term green supply chain management was used instead of green logistic management. Nonetheless, the concept of greening was still studied by the academic community in separation from the supply chain management until Berman in 1999 for the first time incorporated the greening into supply chain management and initiated a green design of supply chain management (Hariyani, Hariyani, Mishra, & Sharma, 2024). Green supply network management is defined as integrating environmentally friendly practices into the operational procedure of supply chain ranging from the sourcing, selection, production, and delivery to the end of life of the product when it is useless (Srivastava, 2007).

GHRM and GSNM in Asia. In Asia specifically in China industrialization is rapidly growing which is simultaneously accompanied by inter alia, pollution, waste increase, and emission of greenhouse gases (Yu, Li, Duan, & Song, 2023). In order to reduce high volume of non-renewable energy consumption and cut down the pollution, companies will need to have a transition a sustainable and eco-friendly economic pattern in which green style of management will play a leading role (Pham & Truong, 2025). Chinese enterprises are required to make their business compatible with the current environmental needs of the communities by adopting ecologically friendly practices through which they will enable the companies to guarantee their competitive advantageous and keep with the current trend of the businesses competitions (Li, Li, & Wang, 2024). GHRM is a concept incorporating sustainability practices into the Chinese enterprises which is ensuring efficient economic and ecological benefits for the Chinese societies and the world (Ren & Chowdhury, 2025).

GSNM has increasingly attracted attention and become a hot topic after a rapid industrialization in China. Notwithstanding that environmental related concerns awarenesses has widely spread in China, the issues concerning GSNM operations have still not been optimally considered by the enterprises (Zhu, Sarkis, & Geng, Green supply chain management in China: pressures, practices and performance, 2005). The practicing of GSNM is greatly associated with the external regulatory pressure by government in China (Liu et al, 2014). Therefore, the government of China spend more of its endeavors to regulate enterprises in terms of their sustainability practices. However, the scientists analyzed GSNM in China and concluded that green practices in the operational process of value chain inevitable.

Discussion

The purpose of this literature review was to scrutinize the developmental path of Green Human Resource Management (GHRM) and Green Supply Network Management (GSNM) and find out the connection between these two concepts. Therefore, in accordance with this purpose, we conducted a narrative review of the literature underpinning the connection between these two concepts by assessing 18 topic relevant articles from databases Scopus, Web of Science and Research Gate.

The findings of this research substantiate a robust correlation between GHRM and GSNM for further efficiency in resource consumption and eco-friendly practices. In a similar way, previous studies substantiated that human resource management and supply chain management synergized practices contribute to the efficiency of activities (Ellinger & Ellinger, 2013). In addition to that, the outcomes of scientific research also proved that logical setting of human resource management strategies has a meaningful impact on supply chain management practices (Jena & Ghadge, 2021).

After the industrial revolution the environment was increasingly deteriorated, all the enterprises in various sectors comprehended the need for integration of ecologically friendly strategies into their organizational management system which includes both green human resource management and green supply network management since the greening idea within an organization initially starts from training to staff and inclusion of strategies by HR department as a change agent of the organization that will then ensue in supply change operational procedures (González-Benito & González-Benito, 2006). Furthermore, a well-recognized approach of the triple bottom which is defined as the balance between triple P (planet, people, and profit) or balance between environment, society, and economy is further substantiating the synergy between GHRM and GSNM considering both concepts are in favor of increasing positive impact on the environment and facilitating the efforts on preventing, mitigating, addressing and remediation of actual and potential negative impacts on the planet (Milne & Gray, 2013).

Outcome of this study contributes to the body of knowledge by providing a synergized version of green human resource management and green supply network management providing further direction of studies for future scholars since the previous research has reviewed the literatures regarding to human resource management and supply network management separately. Moreover, this manuscript gives a practical insight into the implications of GHRM and GSNM to the organizations and enterprises for further consideration of the interconnected practices of the abovementioned concepts for their sustainability purposes.

The implications of GHRM and GSNM for businesses are as the integration of green practices into HR management strategies has been proven to be instrumental in achieving their sustainability goals (Molina-Azorin, López-Gamero, José Tarí, Pereira-Moliner, & Pertusa-Ortega, 2021). Those businesses that consider preliminary knowledge and awareness of the potential candidate during the interview and provide significant training after the recruitment are taking precedence over the enterprises which are not considering prior awareness and training in attaining their sustainability objectives (Silveira Ramalho & Fátima Martins, 2022). The impact on green practices integration into HR strategies is precise and multidimensional. Alternatively, greening process into the management operation is the result of interconnection between factors of the organizations and the practical activities which are both complementary and supplementary of each other. For instance, setting strategies is subtle example of organizational factor which is providing the cornerstone of eco-friendly practices within the organization. Vice versa, ecologically friendly practices in the organization impact organizational factors like building green brand image and improving competitive edge (Tang, 2015).

On the other hand, the result of survey conducted in Finland by Lintukangas in 2015 collecting data from 165 firms regarding examination of green supply network philosophy shows that it is an innovative concept in enterprises strategy which is crucial for knowing green practices in value chain management (Lintukangas, Hallikas, & Kähkönen, 2015).

Conclusion

The main purpose of this desk analysis is to review the concept of GHRM and GSNM, developmental path of these two conceptions, and the connection between them for achieving organization's sustainability goals. Additionally, this manuscript outlined and provided the beneficial implications of their implementation for the enterprises. During the research 18 authentic academic articles were deeply reviewed which were extracted from the database Scopus, Web of Science and Research Gate. The author put forward efforts to extract most recently published articles.

The findings of this manuscript substantiated that the concept of green human resource management and green supply network management with the organizational factors are complex and interrelated as including strategies of eco-friendly practices provides the opportunity for the implementation of green ideas within the organization and in turn GHRM practices builds green branding image for the organization.

The core limitation identified during the research is underscored as the insufficient manuscripts of empirical studies on GHRM and GSNM theory in the context of the Asian country specifically in China which currently has a growing trend in industrialization. Finally, this study proposes the attachment of importance in environmental protection and including them into the enterprises supply chain value and human resource management.

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**Критический обзор «зеленого» управления
человеческими ресурсами и «зеленого» управления цепочками
поставок: направления для будущих исследований**

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Аннотация

Целью данной статьи является представление синергии и компромиссов в доступной литературе по зеленому управлению человеческими ресурсами (GHRM) и зеленому управлению сетями поставок (GSNM), а также предложение всеобъемлющего пути исследования для будущих исследователей. До разработки синергетических версий,

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релевантных для GHRM и GSNM, они были в значительной степени изучены отдельно друг от друга. Методология данного исследования основана на анализе вторичных данных из источников Scopus и Web of Science, в которых были оценены, изучены и проанализированы 25 соответствующих статей. Стоит отметить, что эмпирические исследования взаимосвязи между GHRM и GSNM относительно ограничены из-за их недавнего появления. Результат данного исследования выявляет существующий разрыв и прокладывает путь для будущего направления эмпирических исследований. Результат данной рукописи имеет существенное значение для ученых для дальнейшего изучения релевантности организационной устойчивости для цепочки создания стоимости и управления персоналом.

Для цитирования в научных исследованиях

Мохаммад Хамед Шахаб. A Critical Review of Green Human Resource Management and Green Supply Network Management for Future Research Direction // Экономика: вчера, сегодня, завтра. 2025. Том 15. № 9А. С. 712-720. DOI: 10.34670/AR.2025.58.70.069

Ключевые слова

Цепочка поставок, управление, экологичное управление человеческими ресурсами, устойчивость, литература, устойчивое развитие, корпоративная социальная ответственность.

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