

Chapter 14

The Impact of Green Human Resources Management Practices in Supply Chains on Organisational Performance: A Literature Review

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ABSTRACT

The aim of this chapter was to comprehensively explore the impact of green human resources management practices in supply chains on organisational performance. This chapter reviewed more than 42 scholarly articles. The chapter found the following as the key practices of G-HRM that affect organisational performance, namely green recruitment and selective hiring, green development and training, green performance evaluation, green pay and reward, green empowerment. In addition, factors that affect G-HRM included cultural factors, economic factors, regulations and legal factors, international workforce, political factors, educational factors, technological factors, leadership and management, and communication. The chapter uncovered that the benefits of G-HRM far outweigh the drawbacks and include aspects like it ensures that the correct people are recruited and developed and creates enhanced employee engagement, creates a good reputation, reduction in legal and judicial costs, ensures unhindered access to lucrative markets and creates sustainability.

DOI: 10.4018/979-8-3693-6175-7.ch014

1. INTRODUCTION

The reduction of trade barriers and the rapid expansion of worldwide commercial development, has enabled the acceptance globalization (Trujillo-Gallego et al., 2022). Furthermore, this global integration has changed the way business function, enabling them to open up new markets and set up production units across borders. According to Chen et al. (2022), international marketing is essential to this process because it helps companies enter overseas markets more successfully and build a presence across a range of geographic areas. Consequently, as businesses grow globally, there is an increasing need for highly qualified workers. A staff member that is not just highly educated but also experienced and skilled at navigating challenging foreign contexts is essential for businesses looking to prosper in competitive global marketplaces (Zhao et al., 2024). Many firms continue to approach recruitment without fully integrating a comprehensive corporate sustainability plan, despite the urgent need for trained talent. Therefore, the performance of the entire organization may be greatly impacted by this overlook.

According to Mousa and Othman (2020), preventing employee attrition and turnover is essential. Furthermore, this could ensure preserving the sustainability and continuity of a business. In addition, maintaining stable employee relations is crucial for firms as high turnover rates can cause disruptions to operations and impede long-term profitability. Moreover, Trujillo-Gallego et al. (2022) assert that organizations are realizing the significance of environmental management initiatives and green practices as the world community grows more conscious of environmental challenges. Consequently, Zhao et al. (2024) contend that companies can improve their attractiveness to prospective employees and make a beneficial impact by incorporating sustainability into their recruitment and operational strategies. Furthermore, this could improve the organizations' brand reputation and long-term marketability (Mousa & Othman, 2020). Ultimately, the adoption of sustainable practices not only attends to the concerns of employees but also conforms to wider cultural norms. Ultimately, this could result in cultivating a more robust and conscientious corporate model amidst continuous globalization (Zhao et al., 2024).

1.1 Background of the Study

Boiral et al. (2017) posit that the International Standards Organization (ISO) established a committee in 1994 with the goal of creating environmental management systems that would regulate international company sustainability practices. This was a major step toward promoting corporate responsibility. ISO 14001:2015 implementation has modernised and become a pillar of environmental stewardship (Boiral et al., 2017). This standard is widely acknowledged as a pioneering manual

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