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School of Social Studies

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Postgraduate Dissertation:

Human resources management in supply chain, optimizing human resources management in a multicultural and international environment.

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Abstract

In today's globalized business environment, Human Resource Management (HRM) and Supply Chain Management (SCM) are highly interlinked, playing a crucial role in ensuring operational efficiency, workforce productivity, and competitive advantage. This dissertation explores the integration of HRM within SCM, focusing on how strategic HRM practices optimize workforce planning, talent acquisition, digital transformation, and sustainability in supply chains.

In order to analyze HRM strategies in global SCM A bibliographic research approach was used, evaluating their effectiveness across different industries and regions. The study identifies main HRM challenges, such as cultural diversity, expatriate management, legal compliance, and technological adaptation, which impact supply chain workforce efficiency. Additionally, the research highlights the role of AI-driven HRM, workforce analytics, and digital tools in enhancing HR processes within SCM.

Organizations tend to implement strategic HRM models, AI-powered workforce planning, and sustainable HRM policies experience improved supply chain performance, employee engagement, and operational agility. It is also emphasized that growing importance of diversity and inclusion policies, remote workforce strategies, and ethical labor practices in shaping the future of HRM in SCM.

This research contributes to the academic and professional discourse on HRM-SCM integration, offering insights into best HRM practices, future trends, and recommendations for workforce optimization in supply chains. It concludes that companies who invest in HRM digitalization, employee well-being, and sustainability-driven workforce management can achieve a significant competitive edge in global SCM operations.

Keywords: Human Resource Management, Supply Chain Management, Workforce Optimization, AI-Driven HRM, Talent Acquisition, Digital HRM, Sustainability in SCM, Diversity and Inclusion, HR Analytics.

Περίληψη

Στο σημερινό παγκοσμιοποιημένο επιχειρηματικό περιβάλλον, η Διαχείριση Ανθρώπινου Δυναμικού (HRM) και η Διαχείριση Εφοδιαστικής Αλυσίδας (SCM) είναι όλο και περισσότερο αλληλένδετες, παίζοντας καθοριστικό ρόλο στη διασφάλιση της λειτουργικής αποδοτικότητας, της παραγωγικότητας του εργατικού δυναμικού και του ανταγωνιστικού πλεονεκτήματος. Η παρούσα διατριβή διερευνά την ενσωμάτωση της HRM στην SCM, εστιάζοντας στο πώς οι στρατηγικές HRM βελτιστοποιούν τον προγραμματισμό του εργατικού δυναμικού, την προσέλκυση ταλέντων, τον ψηφιακό μετασχηματισμό και τη βιωσιμότητα στις εφοδιαστικές αλυσίδες.

Μια βιβλιογραφική ερευνητική προσέγγιση χρησιμοποιήθηκε για να αναλυθούν οι στρατηγικές HRM στη διεθνή SCM, αξιολογώντας την αποτελεσματικότητά τους σε διάφορους κλάδους και περιοχές. Η μελέτη εντοπίζει βασικές προκλήσεις της HRM, συμπεριλαμβανομένων της πολιτισμικής πολυμορφίας, της διαχείρισης εκπατρισμένων εργαζομένων, της συμμόρφωσης με τη νομοθεσία και της τεχνολογικής προσαρμογής, οι οποίες επηρεάζουν την αποδοτικότητα του εργατικού δυναμικού στην εφοδιαστική αλυσίδα. Επιπλέον, η έρευνα αναδεικνύει τον ρόλο της HRM που βασίζεται στην τεχνητή νοημοσύνη, των αναλύσεων εργατικού δυναμικού και των ψηφιακών εργαλείων στη βελτίωση των διαδικασιών HRM εντός της SCM.

Τα ευρήματα δείχνουν ότι οι οργανισμοί που εφαρμόζουν στρατηγικά μοντέλα HRM, προγραμματισμό εργατικού δυναμικού με χρήση AI και βιώσιμες πολιτικές HRM επιτυγχάνουν βελτιωμένη απόδοση της εφοδιαστικής αλυσίδας, αυξημένη δέσμευση των εργαζομένων και λειτουργική ευελιξία. Η μελέτη υπογραμμίζει επίσης τη διαρκώς αυξανόμενη σημασία των πολιτικών πολυμορφίας και ένταξης, των στρατηγικών απομακρυσμένης εργασίας και των ηθικών εργασιακών πρακτικών στη διαμόρφωση του μέλλοντος της HRM στην SCM.

Αυτή η έρευνα συμβάλλει στην ακαδημαϊκή και επαγγελματική συζήτηση για την ενσωμάτωση της HRM στην SCM, προσφέροντας πληροφορίες σχετικά με τις βέλτιστες πρακτικές HRM, τις μελλοντικές τάσεις και τις προτάσεις για τη βελτιστοποίηση του εργατικού δυναμικού στις εφοδιαστικές αλυσίδες. Η μελέτη καταλήγει στο συμπέρασμα ότι οι εταιρείες που επενδύουν στην ψηφιοποίηση της HRM, την ευημερία των εργαζομένων και τη βιώσιμη διαχείριση του εργατικού δυναμικού θα αποκτήσουν σημαντικό ανταγωνιστικό πλεονέκτημα στις παγκόσμιες λειτουργίες SCM.

Λέξεις-κλειδιά: Διαχείριση Ανθρώπινου Δυναμικού, Διαχείριση Εφοδιαστικής Αλυσίδας, Βελτιστοποίηση Εργατικού Δυναμικού, HRM με Τεχνητή Νοημοσύνη, Προσέλκυση Ταλέντων, Ψηφιακή HRM, Βιωσιμότητα στην SCM, Πολυμορφία και Ένταξη, Ανάλυση HR.

Introduction

1.1 Research Background

In an increasingly globalized world, Human Resource Management (HRM) and Supply Chain Management (SCM) seems to be two interdependent disciplines that drive business success. The need for an efficient supply chain is essential for cost reduction, agility, and operational excellence, while HRM ensures that organizations attract, develop, and retain a skilled workforce capable of meeting these demands. Companies that integrate HRM strategies into SCM can optimize logistics, improve workforce productivity, and foster innovation.

The sudden advancements of technology, automation, and artificial intelligence (AI) has transformed both HRM and SCM, requiring organizations to adopt strategic workforce planning and digital transformation initiatives. Furthermore, challenges such as global talent shortages, employee retention issues, cultural diversity, and ethical workforce management necessitate new approaches to managing HR within international supply chains (Tracey, 2014).

This dissertation examines the optimization of HRM in a multicultural and international environment and explores how HRM strategies can enhance SCM performance. The research focuses on HRM best practices, workforce digitalization, diversity management, and sustainable employment policies to create an efficient, future-ready supply chain workforce.

1.2 Purpose and Objectives of the Study

The main goal of this dissertation is to analyze the integration of HRM within SCM and its value and impact on global workforce efficiency. More specifically, this study will try to identify key HRM challenges in international supply chains, as well as examine the role of HR technology and AI in workforce optimization. This study will also try to evaluate the impact of diversity and inclusion policies in HRM-SCM integration and explore sustainable HRM strategies for long-term workforce planning in SCM. Long term, will to try to provide recommendations for HRM best practices that enhance supply chain performance.

By achieving these objectives, this research contributes to enhancing HRM strategies in SCM, ensuring that businesses active in a rapidly evolving global market could long term, remain active and developing (Lentiana, 2024).

1.3 Research Questions and Hypotheses

To address the objectives, certain important research questions were followed in this study:

1. How do HRM practices influence workforce performance in global supply chains?

2. What are the main challenges faced by HR professionals in multicultural and international SCM environments?
3. How does AI and digital transformation enhance HRM in SCM?
4. What role does sustainability play in HRM for supply chains?
5. What HRM strategies can improve employee retention, engagement, and productivity in SCM?

Hypothesis 1: Organizations that implement AI-driven HRM practices experience increased workforce efficiency in SCM.

Hypothesis 2: Diversity and inclusion policies positively impact employee engagement and SCM performance.

Hypothesis 3: Sustainable HRM strategies reduce workforce turnover and enhance long-term supply chain resilience.

1.4 Research Methodology and Approach

This study employs a bibliographic research methodology, analyzing existing literature on HRM and SCM integration. The research involves:

- A systematic literature review of HRM practices in SCM.
- Comparative analysis of HRM models across industries and global regions.
- Case studies highlighting successful HRM strategies in SCM.

The methodology ensures a comprehensive understanding of HRM trends, challenges, and best practices in supply chains (Anderson, D., Britt, F., & Favre, D., 2013)

1.5 Structure of the Dissertation

This dissertation includes 5 chapters, in which it is attempted to analyze inadequately the objectives of the chosen theme.

In Chapter 1, Theoretical Foundation of HRM & SCM, an overview of the research topic, purpose, objectives, research questions, methodology and dissertation structure will be provided. It is important to first understand how HRM works, and then examine how it can be integrated into the environment of SCM, not the less in a global and multicultural site.

In Chapter 2, HRM Challenges in a Multicultural and International Supply Chain, workforce diversity, expatriate management, labor compliance, and global talent acquisition challenges in supply chains, will be examined. Those are main challenges companies have to face, on their way to attract human resources and also keep long term.

Chapter 3, Literature Review on HRM Strategies in Global Supply Chains analyzes HRM strategies in SCM, including AI-driven HRM, performance management, digital transformation, and workforce sustainability. All the above are mostly ways to try and control the challenges that may arise and were seen in the previous chapter.

In Chapter 4, Comparative Analysis of HRM Models in SCM, HRM models used across different industries and global regions, evaluating their effectiveness in SCM workforce management, are being compared, giving a better insight in what may already works and make further suggestions.

In Chapter 5, Future Trends and Implications for HRM in Global Supply Chains, there is a discussion about emerging trends such as AI-driven HRM, hybrid work models, ethical HRM, and sustainable workforce planning in SCM.

In the Conclusion, key findings will be summarized, in accordance with research contributions, limitations, and recommendations for HRM integration in global supply chains.

As supply chains continue to evolve globally, HRM must adapt to new workforce challenges, technological advancements, and cultural complexities. This dissertation aims to bridge the gap between HRM and SCM by identifying strategies that optimize workforce productivity, engagement, and resilience. The findings will provide organizations with actionable insights on HRM best practices that increase supply chain performances and ensures long-term business sustainability.

In this study the importance of integrating HRM within SCM is being analyzed and highlighted, demonstrating how a well-managed workforce improves the efficiency, reduces costs, and strengthens global supply chain networks. As HRM continues to evolve, companies that embrace digital HR transformation, diversity management, and sustainable employment policies will maintain a competitive advantage in the future of supply chain management (Tracey, 2014).

Chapter 1: Theoretical Foundations of Human Resource Management (HRM) and Supply Chain Management (SCM)

1.1 Introduction

Human Resource Management (HRM) and Supply Chain Management (SCM) are two disciplines that drive organizational success. HRM focuses on managing people and SCM ensures the proper movement of goods and services. The integration of the two is of great importance for maintaining a productive, adaptive, and innovative workforce within global supply chains. In this chapter will be provided a theoretical foundation for both HRM and SCM, showing their evolution, interconnectivity, and strategic importance. The ever-growing complexity of global markets needs a deeper understanding of how HRM can support SCM through workforce planning, leadership development, and digital transformation strategies.

Additionally, organizations deal with increasing challenges in workforce mobility, compliance with international labor laws, and technological advancements that change supply chain operations. HRM's role has expanded beyond basic workforce management to include talent analytics, strategic workforce planning, and diversity management, all of which directly impact SCM efficiency.

1.2 Definition and Key Concepts of Human Resource Management (HRM)

HRM refers to the “systematic approach of managing an organization’s workforce to achieve strategic goals”, as said by Al_Qudah et al in 2014. It involves processes such as recruitment, selection, training, performance management, compensation, and employee engagement (Al_Qudah, H. M. A., Osman, Dr. A., & Al_Qudah, H. M., 2014). The primary objective of HRM is to increase employee performance and organizational efficiency through policies and practices. HRM plays a significant role in improving workforce adaptability and ensuring that employees contribute effectively to organizational goals. Certain HRM functions are being better analyzed following.

Talent acquisition is the process of identifying, attracting, and hiring individuals whose skills align with an organization’s needs. In SCM, finding and recruiting the right person for the job is critical for maintaining operational efficiency and supply chain agility. Companies employ various strategies for talent acquisition, including AI-powered recruitment tools, predictive hiring analytics, and strategic employer branding to attract the best candidates. Effective recruitment ensures that organizations have the necessary talent to deal with complex global supply chains.

Performance management involves evaluating and improving employee contributions to align with business objectives. In SCM, real-time performance tracking, key performance indicators (KPIs), and employee feedback mechanisms are used to measure workforce productivity. Companies leverage HR analytics and AI-driven performance assessments to identify skill gaps and enhance employee efficiency. An

effective performance management system ensures that employees remain engaged, motivated, and aligned with supply chain goals.

Training and development allows employees the skills required to increase productivity and adapt to technological advancements in SCM. Continuous learning programs, such as on-the-job training, e-learning platforms, and industry certifications (e.g., CSCP, CPIM), can help employees to remain competitive and responsive to supply chain challenges. Companies that invest in workforce training see improved efficiency, innovation, and long-term employee retention.

A well-structured compensation and benefits system is essential for attracting and retaining skilled supply chain professionals. Competitive salaries, performance-based incentives, flexible work policies, and well-being programs improve employee satisfaction and reduce turnover. Organizations that align compensation strategies with employee engagement and productivity metrics experience higher workforce stability and SCM effectiveness.

Workforce planning involves aligning human resource strategies with business and supply chain goals. Companies use workforce analytics to forecast labor demands, manage talent pipelines, and optimize employee allocation across various supply chain functions. Workforce planning ensures that businesses maintain a resilient, adaptable, and future-ready supply chain workforce (Badre, 2021).

1.2.1 Evolution of HRM

HRM has evolved significantly from its administrative roots in the early 20th century to a business mostly functioning on strategic decision making today. The early focus on personnel management has shifted toward a knowledge-based and competency-driven HR approach that leverages technology, analytics, and psychological insights for workforce optimization (Anderson, D., Britt, F., & Favre, D., 2013). The shift from traditional personnel management to strategic HRM has enabled organizations to respond proactively to dynamic business environments, particularly in globalized supply chain networks.

Traditional Personnel Management

Traditional HRM was primarily transactional and operational, supporting basic workforce functions without direct involvement in business strategy. This approach was mainly characterized by giving emphasis on administrative efficiency, with HR departments managed personnel files, employment contracts, and compensation plans. There was a lack of employee engagement programs, as HRM was not actively involved in motivation, retention, or leadership development. There was mainly standardized, one-size-fits-all HR policies, as the workforce management followed rigid structures with little flexibility for talent optimization. Finally, problem-solving would be reactive, as issues such as employee turnover, skill shortages, and workplace

disputes were addressed as they arose, rather than through proactive strategic planning.

Shift Toward Strategic HRM

With the rise of globalization, technological advancements, and competitive business environments, HRM underwent a major transformation. The focus shifted toward strategic workforce management, employee development, and business-driven HR policies. There were several factors that contributed to this evolution, with globalization and workforce mobility. Companies expanded operations internationally, requiring HR to manage cross-cultural teams, expatriate assignments, and international labor laws. Technological Advancements were made, which introduced HR analytics, artificial intelligence (AI), and digital HR solutions allowed organizations to optimize recruitment, workforce planning, and performance evaluations. Then there was the War for Talent, with organizations beginning competing for highly skilled professionals, leading to the development of robust talent acquisition, employee engagement, and leadership development strategies. Lastly, in data-driven decision-making, companies started using HR metrics and workforce analytics to measure employee productivity, predict turnover, and develop personalized career progression plans (Anderson et al., 2013).

This shift marked the transition from traditional HRM to a knowledge-based and competency-driven HR approach, emphasizing continuous learning, leadership development, and workforce adaptability.

Strategic HRM in Global Supply Chains

Strategic HRM plays a critical role in managing human capital in complex, globalized supply chains. The modern approach integrates HRM into business strategy, ensuring that workforce planning aligns with supply chain agility, efficiency, and risk management.

The integration of HR analytics, AI-driven recruitment, and competency-based workforce planning has allowed companies to build agile supply chain teams that can adapt to shifting global market conditions and technological disruptions.

The Role of Technology, Analytics, and Psychological Insights in HRM Optimization

Modern HRM leverages technology, workforce analytics, and behavioral science to drive employee engagement and optimize supply chain operations. Following more detail is given about main advancements.

HR Analytics and Workforce Optimization

HR analytics can use big data and predictive modeling to, identify workforce trends, as skill shortages and turnover risks. Also, can be used to attract talent acquisition by assessing candidate compatibility through AI-powered algorithms and optimize employee performance by analyzing productivity metrics and feedback mechanisms.

Artificial Intelligence (AI) in HRM

AI-driven HR solutions allow organizations to automate recruitment processes, by reducing hiring time and improving candidate selection accuracy. Also, personalized employee training programs, that uses adaptive learning technologies to upskill workers can be created. Implement AI-powered chatbots for real-time HR assistance and engagement tracking.

Behavioral Science and Psychological Insights in HRM

Psychological research has influenced HRM strategies by emphasizing firstly, employee motivation and retention theories, such as Herzberg's Two-Factor Theory and Maslow's Hierarchy of Needs, as stated by Anderson et al. at 2013. Moreover, leadership psychology, which helps organizations develop effective managers who can inspire and guide teams. Diversity and inclusion initiatives, ensures workplaces foster innovation, collaboration, and cross-cultural communication.

The Impact of Strategic HRM on Organizational Success

The adoption of strategic HRM in supply chains has led to increased productivity, as employees receive training that aligns with SCM demands. Higher workforce retention rates have been created, reducing hiring costs and improving institutional knowledge. There is stronger alignment between business and HRM objectives, ensuring supply chain operations remain competitive. And finally, improved decision-making, with data-driven workforce strategies enhancing operational agility.

By transitioning from an administrative function to a strategic partner, HRM has become a driving force behind supply chain resilience, employee satisfaction, and long-term business sustainability (Anderson et al., 2013).

1.3 Definition and Key Concepts of Supply Chain Management (SCM)

SCM is the strategic coordination of procurement, production, logistics, and distribution activities to maximize efficiency and customer satisfaction. It involves managing relationships with suppliers, manufacturers, distributors, and customers to enhance operational performance (Beamon, 1998). The integration of SCM strategies enables organizations to improve cost efficiency, customer satisfaction, and market responsiveness.

Procurement: Sourcing and Purchasing Raw Materials

Procurement refers to the strategic sourcing, selection, and purchasing of raw materials and goods required for production. This function is critical in ensuring cost efficiency, quality control, and supplier relationship management. Effective procurement practices lead to:

- **Cost savings** through negotiation and bulk purchasing.
- **Reduced supply chain risks** by sourcing from multiple suppliers.

- **Sustainability improvements** by ensuring ethical sourcing and compliance with environmental regulations.

Companies employ different procurement models, such as centralized procurement (decision-making at headquarters) and decentralized procurement (local purchasing decisions at various locations), depending on business needs (Anderson, D., Britt, F., & Favre, D., 2013).

Production Planning: Managing Inventory and Manufacturing Operations

Production planning ensures that manufacturing processes align with demand forecasts and resource availability. This function may involve inventory management by maintaining optimal stock levels to meet customer demand while minimizing holding costs. Capacity planning, with aligning production output with facility capabilities and labor availability. Just-in-time (JIT) production, which reduces waste by manufacturing only what is needed at the right time.

Effective production planning prevents bottlenecks in manufacturing, reduces waste, and improves production efficiency. Companies like Toyota have perfected JIT systems, leading to increased agility in supply chain operations (Anderson, D., Britt, F., & Favre, D., 2013).

Logistics and Distribution: Coordinating Transportation and Warehousing

Logistics and distribution involve the movement of goods from suppliers to production facilities and then to customers. The process can be sanctioned in transportation management, where selecting the most efficient mode of transportation (air, sea, road, rail) to minimize costs and delivery times, warehousing and storage, as managing inventory levels in warehouses to ensure timely order fulfillment, and lastly last-mile delivery optimization, that ensures that products reach customers efficiently, especially in e-commerce supply chains.

Efficient logistics and distribution enhance customer satisfaction, reduce operational costs, and improve supply chain resilience (Anderson, D., Britt, F., & Favre, D., 2013).

Demand Forecasting: Predicting Customer Needs to Optimize Resource Allocation

Demand forecasting is a data-driven approach to predicting future customer demand based on historical data, market trends, and external factors (such as economic conditions and seasonal fluctuations). Effective forecasting enables companies to minimize inventory costs by reducing excess stock or stockouts, optimize production schedules to align with expected demand and enhance supplier coordination by adjusting procurement strategies in response to market conditions.

Companies use AI-powered predictive analytics and machine learning models to refine demand forecasts, that leads to more accurate decision-making and improved supply chain agility (Anderson, D., Britt, F., & Favre, D., 2013).

Supplier Relationship Management: Establishing Partnerships to Streamline Supply Chains

Supplier relationship management (SRM) focuses on developing long-term, mutually beneficial relationships with key suppliers. Effective SRM can lead to stronger negotiation power and reduced procurement costs, increased reliability of supply through strategic partnerships and greater innovation potential, as suppliers and manufacturers collaborate on product development.

Main strategies in SRM can include, vendor rating systems to assess supplier performance based on quality, delivery, and cost. Collaborative planning between suppliers and manufacturers to align production schedules. And lastly, risk mitigation strategies, such as supplier diversification to reduce dependency on a single source.

Companies that prioritize SRM benefit from more stable and efficient supply chain operations, leading to increased business resilience (Anderson, D., Britt, F., & Favre, D., 2013).

1.3.1 Evolution of SCM

SCM has undergone major transformations, including evolving from a linear supply model to a more dynamic, interconnected global system. Technological advancements, such as automation, artificial intelligence (AI), and big data, have enhanced SCM efficiency and responsiveness (Collings, D. G., & Sheeran, R., 2020). The complexity of supply chains requires firms to develop agile and resilient strategies that incorporate workforce capabilities in logistics, procurement, and supplier management.

1.4 The Interconnection Between HRM and SCM

HRM and SCM are interdependent, as effective workforce management directly has an impact on supply chain performance. Key HRM contributions to SCM include:

1.4.1 Workforce Planning and Talent Management in SCM

The success of supply chains depends on skilled professionals who manage logistics, procurement, and distribution. HRM ensures that companies recruit and retain individuals with the necessary expertise (Cottrill, 2010). Effective workforce planning aligns employee skills with supply chain objectives, ensuring operational continuity and efficiency.

1.4.2 Training and Development in Supply Chain Roles

Training programs improve employee competencies in inventory management, supplier negotiations, and logistics coordination. HRM facilitates continuous learning to keep supply chain professionals adaptable (Tramarico, C. L., Karpak, B., Salomon, V. A. P., Silveira, C. A. M. da, & Marins, F. A. S., 2019). Companies investing in SCM-specific training programs witness enhanced productivity and efficiency in their supply chain operations.

1.4.3 Performance Management in Supply Chain Operations

HRM plays a role in defining key performance indicators (KPIs) that measure employee efficiency in SCM tasks. Performance appraisals ensure that supply chain personnel meet organizational goals (Al_Qudah, H. M. A., Osman, Dr. A., & Al_Qudah, H. M. , 2014). HRM-driven performance management frameworks create accountability and drive continuous improvement in supply chain functions.

1.4.4 Diversity and Inclusion in Supply Chain Teams

Global supply chains require culturally diverse teams. HRM fosters an inclusive environment where employees from different backgrounds can collaborate effectively, improving innovation and problem-solving (Starostka-Patyk, M., Tomski, P., & Zawada, M., 2015). Organizations that prioritize diversity in their SCM workforce benefit from enhanced problem-solving capabilities and improved global market adaptability.

1.5 Theoretical Frameworks in HRM and SCM

Several theoretical models explain HRM's role in optimizing SCM efficiency:

1.5.1 Resource-Based View (RBV)

The Resource-Based View (RBV) is a strategic management theory that suggests an organization's competitive advantage stems from its internal resources and capabilities rather than external market conditions. Among these resources, human capital is considered one of the most valuable assets that organizations can leverage to achieve long-term success. In the supply chain management (SCM), skilled professionals enhance efficiency, reduce operational risks, and drive innovation within organizations, making HRM a crucial element of sustainable competitive advantage (Bonache, J. and Festing, M., 2020).

The Role of Human Capital in RBV

RBV classifies resources into tangible and intangible assets. Tangible resources include physical assets such as warehouses, transportation fleets, and manufacturing equipment. Intangible resources include human capital, organizational knowledge, company culture, and intellectual property.

Among these, human capital is considered the most difficult to imitate, making it a critical driver of supply chain resilience, agility, and long-term success. Organizations that invest in developing their human capital gain advantages such as enhanced decision-making capabilities within SCM operations, greater adaptability to market changes and supply chain disruptions and continuous improvement in logistics, procurement, and inventory management (Bonache & Festing, 2020).

Key Characteristics of Human Capital in SCM

For a resource to contribute to a firm's sustainable competitive advantage, RBV states that it must be Valuable, Rare, Inimitable, and Non-substitutable (VRIN). Human capital in SCM fulfills these criteria:

- Valuable: Supply chain professionals contribute specialized knowledge in logistics, procurement, and demand forecasting, which directly improves efficiency and reduces costs.
- Rare: Skilled SCM talent is highly sought after, making trained professionals in fields like AI-driven logistics and sustainable sourcing a competitive advantage.
- Inimitable: Unlike machinery or infrastructure, human expertise, experience, and problem-solving abilities cannot be easily replicated by competitors.
- Non-substitutable: Even with advances in AI and automation, human judgment and decision-making remain critical for supply chain problem-solving and strategic planning.

Organizations that successfully leverage HRM practices to build a strong SCM workforce ensure that their human capital remains a unique and valuable resource, sustaining long-term competitive advantage (Bonache & Festing, 2020).

Strategic HRM for Strengthening Human Capital in SCM

To maximize the impact of human capital in SCM, organizations must adopt strategic HRM practices that align with RBV principles. These include:

1. Talent Acquisition and Workforce Development, which may include proactive hiring of supply chain specialists with expertise in logistics, procurement, and international trade, developing talent pipelines through partnerships with universities and industry certification programs and providing upskilling and reskilling programs to ensure employees stay ahead of technological advancements in SCM.
2. Employee Engagement and Retention, through performance-based incentives and compensation structures to retain high-performing supply chain professionals, career progression opportunities within SCM roles, reducing turnover rates and creating a culture of innovation where employees are encouraged to develop process improvements and efficiency strategies.
3. Investment in Technology-Driven HRM for SCM, leveraging AI-powered HR analytics to track workforce productivity and optimize labor allocation in supply chains, with the implementation of digital learning platforms for continuous SCM training and competency building and by using predictive workforce planning tools to forecast labor demand and reduce skill gaps in critical supply chain roles.

Enhancing Supply Chain Resilience and Agility Through HRM

RBV aligned HRM policies in companies contribute to greater resilience and agility in their supply chain operations. HRM is considered to be an important activity that ensures that companies are put to work in developing, training, and retaining a

workforce that can respond to the dynamic supply chain. Organizations can plan for ambiguity, manage crisis, and align themselves with market dynamics through HRM will grow their natural assets that will help their business yield when put together with workforce analytics that can point towards leadership development.

The right workforce when trained well, and strategically accounted for are important in reducing risks and maintaining supply chain continuity. HRM functions which emphasize sustainable development, workforce planning, and digital technology solutions enable supply chains to react effectively when the industry is interrupted, whether by economic stagnation, geopolitical pressures, or changes in technology.

Improved Crisis Management: Natural disasters, geopolitical conflicts, labor shortages, and economic recessions are just a few of the disruptions supply chains face. HRM is responsible for ensuring that employees are adequately trained and prepared to meet these challenges, and resilience-building initiatives such as cross-functional training, crisis simulation exercises, and emergency response planning are implemented. The employees are well prepared, such a workforce adapts quickly to the unpredictable situation, so minimizing the supply chain bottleneck and financial losses. For instance, companies with plans to deal with remote workforce management and contingency staffing plans in place were able to maintain operational efficiency despite global shutdowns and supply chain disruptions.

Agility in Market Response: HRM plays a critical role in helping supply chains adapt to sudden shifts in market demand and customer expectations. Agile workforce planning enables companies to scale up or down efficiently, depending on changing market conditions. Flexible workforce scheduling, allowing companies to adjust employee work hours or introduce temporary staffing during peak demand seasons. Cross-training employees, so that workers can perform multiple roles within the supply chain, increasing workforce adaptability. AI-powered workforce analytics, which help HR leaders forecast labor needs and optimize staff allocation based on real-time supply chain trends.

By fostering an agile HRM system, companies reduce inefficiencies, maintain customer satisfaction, and ensure a more responsive supply chain that can swiftly adapt to evolving market conditions.

Sustainability and Ethical Supply Chain Practices: As organizations place increasing emphasis on corporate social responsibility (CSR), green HRM initiatives, and ethical workforce management, HRM ensures that sustainability principles are embedded within supply chain strategies. Sustainable HRM practices contribute to fair labor policies, ensuring compliance with ethical labor standards across all supply chain partners. Employee well-being initiatives, promoting workplace safety, mental health support, and work-life balance. Diversity and inclusion programs, fostering an equitable work environment that encourages innovation and collaboration. Sustainable workforce planning, integrating environmental sustainability by reducing carbon footprints through remote work policies and green supply chain initiatives.

Companies such as Unilever and Nestlé have integrated sustainability-driven HRM policies, ensuring that their workforce operates within socially responsible and environmentally sustainable frameworks. As global organizations move towards ESG-driven (Environmental,

Social, and Governance) business models, HRM's role in aligning workforce strategies with ethical business practices becomes increasingly crucial.

Enhancing supply chain resilience and agility through HRM is essential for navigating the complexities of global supply networks. By investing in employee training, fostering agile workforce planning, and embedding sustainability principles into HRM strategies, organizations can ensure long-term operational efficiency, workforce stability, and corporate social responsibility. The role of HRM in supply chain crisis management, market adaptability, and ethical workforce policies will continue to grow, making it a key determinant of business success in an evolving global economy.

Case Study: Amazon's HRM-Driven SCM Efficiency. Amazon's supply chain is a prime example of RBV in action, where HRM creates a competitive advantage. The company invests heavily in workforce training, automation integration, and AI-driven logistics, making sure that employees remain a strategic asset. Certain HRM-driven supply chain strategies include, employee training in robotics and warehouse automation to optimize fulfillment center efficiency, advanced workforce scheduling powered by predictive analytics to manage labor costs and seasonal demand fluctuations and leadership development programs to create data-driven decision-makers in SCM roles.

Through these HRM initiatives, Amazon has achieved faster delivery times, lower operational costs, and a more resilient supply chain (Bonache & Festing, 2020).

The Long-Term Role of RBV in HRM and SCM

The Resource-Based View (RBV) highlights that a firm's human capital is a competitive advantage of its own, especially in complex global supply chains. Organizations that invest in HRM strategies that enhance workforce skills, engagement, and retention ensure greater SCM efficiency, agility, and resilience.

Going forward, the integration of AI, predictive workforce analytics, and continuous talent development will strengthen HRM's role in SCM even more. Companies that successfully align HRM practices with RBV principles will continue to lead in supply chain optimization, outperform competitors, and maintain long-term sustainability in the global market.

1.5.2 Human Capital Theory

This theory emphasizes that investment in employee training leads to greater productivity. HRM ensures that supply chain employees receive continuous education to adapt to technological advancements (Wang, S., & Noe, R. A., 2010). Human capital investments lead to superior supply chain performance by improving knowledge transfer and innovation.

1.6 HRM's Strategic Role in Supply Chain Success

1.6.1 Aligning HRM with SCM Strategy

HRM must align workforce planning with supply chain objectives, ensuring that hiring and training efforts support operational needs (Anderson, D., Britt, F., & Favre, D., 2013). Integrated HRM and SCM strategies result in improved efficiency and competitive advantage.

1.6.2 The Role of Digital Transformation in HRM for SCM

The integration of AI-driven recruitment tools, HR analytics, and cloud-based HRM systems enhances workforce planning and decision-making in SCM (Lentiana, 2024). The adoption of digital HRM solutions streamlines workforce management, reducing inefficiencies and improving supply chain responsiveness.

1.7 Conclusion

HRM and SCM are deeply interconnected. Effective HRM strategies, such as talent acquisition, training, diversity management, and digital HR integration, enhance supply chain resilience and adaptability. Future trends will include AI-driven workforce planning, automation, and data-driven HRM policies. Organizations will try to refine HRM strategies to ensure supply chain agility, efficiency, and long-term sustainability.

Chapter 2: HRM Challenges in a Multicultural and International Supply Chain

2.1 Introduction

The global expansion of supply chains has highlighted the challenges associated with managing a diverse workforce. As the operations across borders develop even more, they encounter cultural, legal, and logistical barriers that influence Human Resource Management (HRM) practices. In this chapter various HRM challenges within multicultural and international supply chains will be explored, by examining how organizations can adapt their HRM strategies to enhance workforce efficiency, employee engagement, and operational effectiveness in a globalized environment.

HRM in an international supply chain context includes talent mobility, expatriate management, compliance with international labor laws, diversity management, and technological adaptation (Caligiuri, P., & Bonache, J., 2016). Companies will be called to align HR policies with local labor laws while maintaining a global strategic vision to ensure efficient supply chain operations.

2.2 Cultural Diversity and Workforce Management in Supply Chains

2.2.1 The Impact of Cultural Diversity on HRM Practices

Cultural diversity comes with both opportunities and challenges in multinational supply chains. Diverse teams foster innovation, problem-solving, and adaptability, yet challenges communication, decision-making, and conflict resolution (Knap-Stefaniuk, Agnieszka & Burkiewicz, Lukasz., 2020). Inclusive policies should be implemented by HRM which that encourage collaboration and minimize workplace bias.

Managing cultural diversity in Supply Chain Management (SCM) Human Resource Management (HRM) is highly important for creating inclusive workplaces, reducing cross-cultural conflicts, and enhancing global workforce collaboration. As a supply chain can operate across different countries and regions, HRM strategies must accommodate different languages, work ethics, legal frameworks, and cultural norms. Effective diversity management practices gives the opportunity to companies to improve team cohesion, enhance decision-making, and increase productivity in a multicultural environment (Starostka-Patyk, M., Tomski, P., & Zawada, M., 2015).

Cultural Sensitivity Training

Cultural sensitivity training involves educating employees on cross-cultural differences, communication styles, and social norms to minimize misunderstandings and workplace conflicts. This type of training focuses on developing cultural awareness to help employees understand how cultural backgrounds influence workplace behavior. Enhancing communication skills to improve collaboration among diverse teams.

Addressing unconscious biases to promote inclusivity and equitable treatment. Building adaptability and flexibility in employees who interact with international suppliers, logistics providers, and stakeholders.

Organizations that implement cultural sensitivity training report higher employee engagement, reduced conflict, and improved teamwork across global supply chain networks. Companies such as IBM and Siemens have integrated structured cultural awareness programs to ensure seamless collaboration across international teams (Starostka-Patyk, M., Tomski, P., & Zawada, M., 2015).

Inclusive Leadership Development

Inclusive leadership development is targeted to encouraging leaders to adopt agile management styles that align with diverse cultural contexts. This approach focuses mostly on providing cross-cultural leadership training to enhance managers' ability to lead multinational teams effectively. By encouraging emotional intelligence and cultural empathy to build stronger, trust-based relationships among employees, as well as, developing coaching and mentorship programs that prioritize leadership inclusivity and professional growth. Finally, conflict resolution strategies can manage workplace disagreements arising from cultural misunderstandings.

Companies that create inclusive leadership create an environment in which employees feel valued and respected, leading to increased workforce retention and operational efficiency. Unilever and DHL have implemented leadership development initiatives to train managers in cross-cultural adaptability and inclusive decision-making, improving supply chain workforce collaboration (Starostka-Patyk, M., Tomski, P., & Zawada, M., 2015).

Flexible Work Policies

Flexible work policies accommodate cultural holidays, religious practices, and workplace traditions, creating a more inclusive and adaptive work environment. This strategy includes, recognizing and celebrating multicultural holidays by providing floating holidays or flexible leave options, offering prayer rooms and religious accommodations to respect employees' faith-based needs, customizing work schedules to allow for flexible start and end times, particularly in regions with varying cultural norms around work-life balance and implementing inclusive workplace attire policies that respect religious and cultural dress codes.

Flexible policies have been proven to increase employee satisfaction, engagement, and productivity, particularly in global organizations where workforce expectations vary by region. Companies such as Google and Microsoft have successfully implemented flexible HRM policies, ensuring employees across different cultural backgrounds feel valued and included (Starostka-Patyk, M., Tomski, P., & Zawada, M., 2015).

The Impact of Cultural Diversity Management on Supply Chain Performance

Successfully managing cultural diversity in HRM contributes to greater innovation, improved supplier relationships, and enhanced operational efficiency in SCM.

Increased innovation is one of the most significant advantages of a diverse workforce. Employees from different cultural backgrounds bring unique perspectives, experiences, and problem-solving approaches. This diversity of thought fosters creative solutions and process improvements within supply chain operations. For example, multinational supply chains that leverage cross-cultural collaboration tend to develop more effective strategies for managing logistics, procurement, and risk mitigation. Research shows that companies with diverse teams outperform competitors in innovation and adaptability, making cultural diversity a key driver of operational excellence.

Better supplier and stakeholder relations are another crucial benefit of cultural diversity management. Employees who understand cultural norms, negotiation styles, and business practices in different regions can build stronger partnerships with international suppliers and customers. By fostering cultural awareness and competency in their workforce, companies can enhance cross-border collaboration, supplier loyalty, and contract negotiations. For instance, businesses operating in Asian and Middle Eastern markets must navigate relationship-based supplier interactions, where trust and long-term commitment play a critical role in success. Organizations that train their workforce in intercultural business communication gain a significant advantage in managing global supply chain relationships.

Higher employee engagement and retention result from inclusive HRM policies that promote equal opportunities, respect for cultural differences, and supportive work environments. Employees who feel valued and included are more committed to their roles, leading to lower turnover rates and higher job satisfaction. Companies that implement mentorship programs, employee resource groups, and diversity training create a culture where employees can thrive, improving overall workforce morale. Additionally, inclusive organizations experience fewer workplace conflicts and higher productivity, as employees feel a greater sense of belonging and motivation to contribute to organizational goals.

Regulatory compliance and corporate reputation also benefit from strong cultural diversity management practices. Companies that implement inclusive HR policies are better positioned to meet international labor standards and corporate social responsibility (CSR) commitments. Governments and regulatory bodies worldwide are enforcing strict diversity and anti-discrimination laws, requiring organizations to adopt fair hiring practices, equitable pay structures, and inclusive workplace policies. By adhering to these regulations, companies mitigate legal risks, enhance their brand reputation, and attract socially conscious consumers and investors.

The implementation of strategies such as cultural sensitivity training, inclusive leadership, and flexible work policies, can enable companies to create a resilient,

globally competent workforce capable of navigating the complexities of international supply chain operations (Starostka-Patyk, M., Tomski, P., & Zawada, M., 2015).

A study on Deutsche Post DHL identifies the importance of integrating diversity management into SCM HRM. DHL implemented a global diversity strategy, including leadership training, gender balance initiatives, and cultural adaptation programs, leading to a 15% increase in employee engagement (Starostka-Patyk, M., Tomski, P., & Zawada, M., 2015).

2.3 Expatriate Management and Global Mobility Challenges

2.3.1 Managing Expatriate Employees in SCM

With supply chains operating across multiple geographies, expatriate management has become a crucial HRM function. Expatriates face challenges such as cultural adaptation, relocation difficulties, and career progression concerns (Collings, D. G., & Sheeran, R., 2020). Companies must develop structured expatriation policies to facilitate smoother transitions. These policies may include pre-Assignment Training, providing cultural and language training before relocation. An ongoing Support Systems can be established with mentorship programs and relocation assistance. A long term career development plan can ensure expatriates have career opportunities post-assignment (Mayrhofer, W. and Reiche, B.S., 2014). In response to COVID-19, companies have embraced virtual assignments, commuter assignments, and hybrid work models to reduce expatriation costs while maintaining global workforce connectivity (Collings, D. G., & Sheeran, R., 2020).

2.4 Legal and Compliance Challenges in International HRM

2.4.1 Employment Laws and Compliance Risks

Multinational supply chains must comply with varying labor laws, tax regulations, and employment contracts across countries. Non-compliance can lead to financial penalties, reputational damage, and operational disruptions (Haak-Saheem, W., Festing, M., & Darwish, T. K., 2016). Challenges may appear in workforce Classification and ensuring proper classification of full-time, part-time, and contract workers. Minimum Wage Regulations can appear to be delicate to handle as adapting compensation structures to meet local wage laws. Also, working Hours and Overtime Rules, must complying with country-specific labor regulations (Tracey, John., 2014).

2.4.2 Ethical HRM and Corporate Social Responsibility (CSR)

Beyond legal compliance, Ethical HRM in Supply Chain Management (SCM) emphasizes fair labor practices, workforce well-being, and sustainability initiatives that align with corporate values and societal expectations. Ethical HRM ensures that companies go beyond mere regulatory compliance and actively contribute to positive

social and environmental impacts. These efforts foster a responsible and sustainable supply chain that attracts top talent, builds brand reputation, and enhances long-term business viability.

Fair Wages and Employee Rights

One of the most fundamental aspects of ethical HRM is ensuring that employees receive fair compensation that reflects their contributions to the organization. Ethical compensation models focus on pay equity, that ensures equal pay for equal work, regardless of gender, ethnicity, or nationality. Living wages by providing salaries that support a reasonable standard of living in each operational region. Transparency in salary structures which can be achieved by communicating pay scales and career advancement opportunities to prevent workplace inequalities. Elimination of forced labor and child labor that ensures that suppliers and subcontractors adhere to ethical labor standards.

Companies such as Unilever and Nestlé have implemented ethical wage policies, ensuring that all employees—both direct and within supplier networks—earn wages that support their well-being while adhering to global labor laws and human rights principles (Tracey, John., 2014).

Safe and Inclusive Working Conditions

Ethical HRM also prioritizes creating a safe, inclusive, and harassment-free workplace, by enforcing workplace safety measures that comply with Occupational Safety and Health Administration (OSHA) regulations and industry-specific guidelines. Moreover, developing anti-discrimination and harassment policies to protect employees from biases based on gender, race, disability, or religion. Providing mental health support programs, ensuring that employees have access to counseling services and stress management resources. Encouraging employee representation and union participation, fostering open dialogue between management and workers.

For instance, Nestlé has committed to providing safe and healthy work environments across its global supply chain, implementing strict compliance protocols for workplace safety and diversity initiatives (Tracey, John., 2014).

Ethical Sourcing and Supplier Accountability

In addition to internal workforce policies, ethical HRM extends to the supply chain ecosystem, ensuring that third-party vendors and suppliers comply with ethical labor standards. Companies implement supplier codes of conduct, with fair labor conditions, ensuring no child labor or forced labor is involved in supply chain operations, human rights protections, requiring suppliers to uphold ethical employment practices, sustainable resource procurement, reducing the environmental impact of supply chain activities and third-party audits, verifying compliance through regular inspections and reports.

Unilever has pioneered supplier sustainability programs, demanding full transparency from its sourcing partners. The company audits suppliers for labor rights violations and prioritizes sourcing from vendors that meet sustainability and ethical labor criteria (Tracey, John., 2014).

The Role of Corporate Social Responsibility (CSR) in HRM

Corporate Social Responsibility (CSR) integrates social and environmental concerns into business operations, making ethical HRM a critical component of supply chain sustainability. Green HRM policies, which promote environmental responsibility in workforce management (e.g., remote work policies to reduce carbon emissions). Community development programs, encouraging employees to participate in local outreach initiatives. Employee volunteerism programs, allowing workers to engage in sustainability projects or humanitarian efforts. Diversity and inclusion efforts, ensuring equal opportunities for all employees across the supply chain.

A strong CSR-driven HRM approach strengthens corporate reputation, attracts socially-conscious employees, and fosters trust with consumers who prioritize ethically responsible businesses.

The Business Case for Ethical HRM in SCM

Beyond the moral obligation, companies that invest in ethical HRM practices gain tangible business advantages, such as Stronger employer branding, attracting top talent who prioritize ethical workplaces, reduced legal risks, avoiding costly lawsuits and penalties related to labor law violations, increased employee loyalty and productivity, as workers are more engaged in organizations that align with their values and sustainable supply chain resilience, ensuring business continuity by mitigating reputational risks linked to unethical sourcing practices.

Ethical HRM is a fundamental pillar of responsible supply chain management, ensuring fair labor practices, workplace safety, and environmental stewardship. Companies that integrate ethical sourcing, fair wages, and CSR initiatives into their HRM framework build sustainable, high-performing supply chains that align with global compliance standards and consumer expectations.

Organizations such as Unilever and Nestlé serve as industry leaders in ethical HRM, demonstrating how integrating fair labor policies, diversity programs, and sustainability initiatives can enhance workforce engagement and supply chain efficiency. Moving forward, businesses that prioritize ethical HRM practices will maintain a competitive edge while fostering long-term business sustainability (Tracey, John., 2014).

2.5 Digital Transformation in HRM for Global Supply Chains

2.5.1 AI and Automation in HRM

HRM in SCM has been revolutionized by artificial intelligence (AI), data analytics, and automation. AI-driven HRM tools enhance recruitment, workforce planning, and employee engagement, reducing hiring times by 40% and improving talent retention rates (Lentiana, 2024).

Examples of AI in HRM are AI-Driven Talent Acquisition, which automates screening of resumes and predictive hiring. Workforce Analytics, that enforces data-driven decision-making to optimize labor productivity. And employee engagement platforms, that provide AI-powered feedback mechanisms to boost job satisfaction (Chamorro-Premuzic, Tomas & Furnham, Adrian., 2006).

2.5.2 The Role of Remote Work and Hybrid Models

The post-pandemic landscape has accelerated the adoption of hybrid work models. Companies are investing in remote work technologies, virtual collaboration platforms, and digital performance tracking systems to manage geographically dispersed teams efficiently (AI_Qudah, H. M. A., Osman, Dr. A., & AI_Qudah, H. M., 2014).

2.6 Future Trends and Recommendations for HRM in SCM

2.6.1 Emerging Trends in Global HRM for SCM

HRM in SCM is evolving toward greater flexibility, digital integration, and workforce resilience. What can already be seen is AI-Powered HRM Systems, that provides AI-driven solutions for talent management and workforce analytics, sustainability-driven HRM, Integrating environmental and social responsibility into HRM policies and gig Economy Integration: Managing contract workers and freelance supply chain professionals (Shakil, R.M. *et al.*, 2020).

2.6.2 Strategic Recommendations for HRM Optimization

To address these challenges, organizations should start invest in Employee Upskilling, such as implement targeted training programs to align HRM with SCM needs. They can also, adopt Digital HRM Solutions, by utilizing AI, cloud HRM systems, and workforce analytics. For enhance Cultural Intelligence in Leadership, they can train managers to lead diverse, global teams. Lastly, they can develop Sustainable HRM Policies by ensuring ethical labor practices and compliance with evolving regulations.

HRM in international supply chains is a serious function that needs careful alignment with legal frameworks, workforce diversity strategies, digital transformation, and ethical labor practices. As supply chains become more globalized and technologically driven, HRM must meet the demands of a dynamic, interconnected workforce.

Companies that embrace AI-driven HRM solutions, develop inclusive workplace cultures, and integrate sustainability into HR policies will remain competitive in the evolving global supply chain landscape.

In the future HRM strategies will focus on flexibility, resilience, and employee engagement to try to handle the growing complexities of international supply chains. Workforce mobility, compliance, digitalization, and strategic talent development can provide the means to HRM to enhance supply chain efficiency, operational success, and long-term sustainability.

Chapter 3: Literature Review on HRM Strategies in Global Supply Chains

3.1 Introduction

With the globalization of supply chains, organizations and companies can come across increased challenges in managing their human resources effectively. The need for skilled, adaptable, and well-managed human resources has led to the creation of HRM strategies that answer to the specific demands of supply chain management (SCM). In this chapter a comprehensive literature review of HRM strategies in global supply chains will be shown, focusing on talent acquisition, training and development, performance management, diversity and inclusion, digital HRM solutions, and sustainability.

HRM strategies in SCM should be capable of following technological advancements, cultural diversity, legal regulations, and shifting workforce expectations. Organizations will gain a competitive advantage by successfully integrate HRM with SCM can improve operational efficiency, reduce turnover, and build a resilient, future-ready workforce (Tracey, 2014).

3.2 Talent Acquisition and Workforce Planning in SCM

3.2.1 Recruitment Strategies for SCM Talent

Recruiting the right talent is critical for supply chain efficiency. Companies must develop strategic workforce planning models that align talent acquisition with organizational goals. According to Global Staffing and Alternative Assignments (2023), firms that integrate predictive analytics into recruitment processes reduce hiring time by 30% and increase employee retention by 20%.

Strategies that may be used is AI-driven recruitment tools for resume screening and skills assessment, employer branding to attract top supply chain professionals and university partnerships for direct talent pipelines into SCM roles.

3.2.2 Workforce Mobility and Expatriate Management

With supply chains spanning multiple regions, managing mobile workforces is essential. Companies employ expatriate assignments, rotational programs, and hybrid remote work models to enhance workforce mobility (Collings, D. G., & Sheeran, R., 2020).

Challenges can appear in the form of cross-border compliance with labor laws and tax regulations, cultural adaptation and language barriers for expatriates, or cost management for relocation and compensation packages.

3.3 Training and Development in Supply Chain HRM

3.3.1 Upskilling and Reskilling for Supply Chain Professionals

Training and development programs ensure that supply chain employees remain competitive in an evolving landscape. Companies must invest in continuous learning, leadership training, and technical upskilling (Tramarico, C. L., Karpak, B., Salomon, V. A. P., Silveira, C. A. M. da, & Marins, F. A. S., 2019).

Popular training methodologies are e-learning platforms for self-paced training, on-the-job training programs led by experienced professionals and AI-driven learning systems for personalized career development.

3.3.2 The Role of Certifications in SCM HRM

Industry-recognized certifications, such as Certified Supply Chain Professional (CSCP) and Certified Production and Inventory Management (CPIM), play a crucial role in developing SCM professionals. Studies show that employees with these certifications demonstrate higher productivity and career advancement opportunities (Tramarico, C. L., Karpak, B., Salomon, V. A. P., Silveira, C. A. M. da, & Marins, F. A. S., 2019).

3.4 Performance Management and Employee Retention

3.4.1 Performance Metrics in SCM HRM

Measuring employee performance in SCM requires key performance indicators (KPIs).

Order fulfillment accuracy, is a critical KPI that measures the percentage of correctly processed and delivered orders within a given timeframe. A high order fulfillment accuracy rate indicates that employees are effectively managing inventory, reducing errors, and meeting customer expectations. Companies that track and improve this metric experience higher customer satisfaction and reduced return rates, leading to cost savings and operational efficiency.

Inventory turnover rate, assesses the frequency at which inventory is sold and replenished within a specific period. This KPI helps measure how efficiently employees manage stock levels, forecast demand, and prevent overstocking or stockouts. A high inventory turnover rate reflects strong workforce planning and effective inventory management, whereas a low turnover rate may indicate inefficiencies in procurement, production, or distribution. Employees responsible for warehouse operations and demand forecasting must continuously optimize inventory levels to align with market trends and supply chain demands.

Supplier compliance scores, evaluate the adherence of suppliers to contractual agreements, quality standards, and delivery schedules. Employees managing supplier relationships and procurement must ensure that vendors meet compliance requirements regarding product quality, lead times, and ethical labor practices. A high supplier compliance score indicates that

employees are successfully negotiating contracts, conducting supplier audits, and enforcing compliance protocols, all of which contribute to a more reliable and resilient supply chain.

Workforce productivity levels measure employee efficiency in performing supply chain tasks, including order processing, warehouse operations, and transportation logistics. Organizations use productivity benchmarks such as units handled per hour, processing speed, and on-time deliveries to assess employee contributions. Higher workforce productivity is often the result of effective HRM strategies, including training programs, performance incentives, and technology-driven workforce optimization.

Companies use HR analytics tools to monitor employee engagement and predict attrition trends (Badre, Dr. P., 2021).

3.4.2 Employee Retention Strategies

Retention of skilled professionals is crucial to minimizing disruptions in supply chain operations. Effective retention strategies are career development opportunities to prevent employee stagnation, work-life balance policies such as remote work and flexible scheduling and employee recognition programs to increase job satisfaction (Cottrill, K., 2010).

3.5 Diversity and Inclusion in SCM Workforce

3.5.1 The Importance of Diversity in Supply Chain HRM

A diverse workforce enhances problem-solving capabilities and innovation in supply chains. Organizations must implement inclusive HR policies to improve representation across all levels (Starostka-Patyk, M., Tomski, P., & Zawada, M., 2015).

3.5.2 Strategies for Inclusive HRM in Global Supply Chains

Effective diversity and inclusion strategies can be achieved through bias-free recruitment processes using AI screening tools, diversity leadership programs to promote underrepresented groups and employee resource groups (ERGs) for cultural integration.

3.6 Digital HRM Solutions in Global Supply Chains

3.6.1 AI and Automation in HRM

AI-powered HRM tools streamline recruitment, workforce planning, and performance monitoring. Leading companies use machine learning models to predict workforce needs and automate administrative tasks (Lentiana, 2024).

AI in HRM can take the form of AI-powered resume screening tools for talent acquisition, or can be predictive analytics to forecast employee turnover rates and chatbots for employee engagement and HR inquiries.

3.6.2 The Role of Blockchain in HRM for SCM

Blockchain technology ensures transparency, security, and compliance in HRM processes. Companies use blockchain-based credentialing to verify employee

qualifications and reduce fraud in hiring (Chamorro-Premuzic, Tomas & Furnham, Adrian., 2006).

3.7 Sustainability and CSR in HRM Strategies for SCM

3.7.1 Sustainable HRM Practices in SCM

Sustainability in HRM aligns workforce strategies with environmental, social, and governance (ESG) principles. Organizations are implementing green HRM initiatives such as **carbon-neutral workforce policies** (e.g., remote work to reduce commuting emissions), **sustainable sourcing of talent** from ethical recruitment channels, or **diversity and inclusion programs** promoting fair labor practices (Tracey, 2014).

3.7.2 Ethical Considerations in Global HRM

HRM must ensure compliance with ethical labor standards, fair wages, and anti-discrimination laws. Companies like Unilever and Nestlé have successfully implemented ethical HRM policies that align with SCM objectives (Haak-Saheem, W., Festing, M., & Darwish, T. K. (2016)

3.8 Conclusion

HRM strategies in global supply chains must address talent acquisition, training, performance management, diversity, digital transformation, and sustainability to enhance workforce efficiency. The integration of AI-driven HRM solutions, diversity and inclusion initiatives, and ethical workforce policies will shape the future of SCM HRM.

As supply chains evolve, it would be best for companies to lean more and more on continuous learning, workforce mobility, digitalization, and sustainable HRM practices to maintain a resilient, agile, and high-performing supply chain workforce. HRM's role in SCM will be increasingly influenced by technological innovations and changing workforce expectations, ensuring long-term success in a competitive global marketplace.

Chapter 4: Comparative Analysis of HRM Models in Supply Chain Management

4.1 Introduction

As businesses expand globally, different HRM models are applied across various supply chain environments. The effectiveness of HRM strategies is influenced by regional labor laws, corporate culture, technology adoption, and workforce diversity. This chapter compares HRM models used in supply chain management (SCM) across different industries, multinational corporations (MNCs), and global regions. It also evaluates the strengths, limitations, and practical implications of various HRM frameworks in SCM.

A comparative analysis of HRM models in SCM helps organizations determine the most effective workforce management strategies for optimizing aspects of HRM talent acquisition, employee retention, performance management, and leadership development (Tracey, 2014).

4.2 Traditional vs. Strategic HRM in Supply Chains

4.2.1 Traditional HRM Models in Supply Chains

Traditional HRM in supply chains focused on administrative functions such as hiring, payroll, and compliance. Companies utilizing this model tend to have rigid hierarchies with limited employee engagement. Key characteristics are, centralized decision-making, with HR policies dictated by corporate headquarters. Also, limited workforce flexibility, with predefined roles and responsibilities. Minimal investment in employee training, leading to skill gaps. And reactive problem-solving, where HR responds to challenges rather than anticipating them (Anderson, D., Britt, F., & Favre, D., 2013).

4.2.2 Strategic HRM in Modern Supply Chains

Strategic HRM integrates HR policies with business goals to drive supply chain efficiency. Main characteristics can be the data-driven talent acquisition, using predictive analytics for recruitment, employee engagement and retention programs, such as career development and leadership training, performance-based incentives, aligning compensation with supply chain objectives and diversity and inclusion initiatives, fostering an innovative workforce.

Companies adopting strategic HRM report higher employee satisfaction, reduced turnover, and improved supply chain resilience (Lentiana, 2024).

4.3 HRM Models Across Different Industries

4.3.1 HRM in Manufacturing Supply Chains

In manufacturing industries, HRM strategies focus on workforce stability, compliance, and productivity enhancement. HRM models focus more on lean workforce management, minimizing labor costs while maintaining efficiency, automation and reskilling programs, preparing employees for Industry 4.0., and health and safety regulations, ensuring compliance with workplace laws.

The Case Study of Toyota Production System (TPS), shows that Toyota's HRM model integrates continuous improvement (Kaizen) and workforce empowerment, leading to higher productivity and quality control (Beamon, B., 1998).

4.3.2 HRM in Retail and E-Commerce Supply Chains

Retail and e-commerce supply chains require high workforce flexibility to manage demand fluctuations. Such practices can be just-in-time staffing, meaning employing gig workers during peak seasons. AI-driven workforce scheduling can help optimizing labor costs and employee experience programs could reduce burnout and improve customer service.

In the Case Study of Amazon's HRM Model, Amazon employs data-driven HRM tools for workforce planning, ensuring on-demand staffing solutions for warehouses and delivery services (Anderson, D., Britt, F., & Favre, D., 2013).

4.3.3 HRM in Service Supply Chains

Service industries, including logistics and consulting, rely on knowledge-based HRM models. Such models are talent development through specialized training programs, cross-functional collaboration, that integrates HR with other supply chain functions and performance tracking systems, which uses KPIs to measure service quality.

In the Case Study of DHL's HRM Model, DHL invests in global talent programs and leadership development, ensuring efficient supply chain workforce management across 220 countries (Collings, D. G., & Sheeran, R., 2020).

4.4 Regional Comparisons of HRM Models in SCM

4.4.1 HRM in North America vs. Europe

HRM models differ significantly between North America and Europe, shaped by very different cultural norms, economic priorities, and labor regulations. These differences impact how organizations recruit, train, and manage their workforce in supply chain operations.

In North America, HRM models emphasize performance-based incentives and data-driven workforce planning. Companies can use meritocratic pay structures, including bonuses, stock options, and commission-based salaries to motivate employees. The emphasis is on individual performance metrics, with workers evaluated based on

productivity, efficiency, and innovation. Additionally, North American companies integrate HR analytics and artificial intelligence (AI) in workforce planning, using predictive modeling to forecast labor demands and optimize staffing decisions. The at-will employment model prevalent in the U.S. also allows for greater flexibility in hiring and firing, enabling firms to quickly scale operations in response to supply chain demands.

In Europe is of greater importance work-life balance, labor union integration, and employee rights. European labor laws, particularly in countries such as Germany, France, and the Netherlands, provide strong worker protections, that can include mandatory paid leave, extensive parental benefits, and restrictions on working hours. Collective bargaining agreements and strong labor unions influence workforce policies, ensuring job security and standardized wage structures. Companies prioritize employee well-being and sustainability, focusing on long-term workforce engagement rather than short-term productivity gains. Additionally, European firms highly invest in skills development programs, promoting continuous learning to enhance supply chain workforce capabilities.

These regional differences show how HRM models should be tailored to align with cultural, economic, and regulatory factors in each market. While in North America flexibility and performance-driven incentives are more valued, in Europe employee security, balanced work environments, and social responsibility are more embraced. These distinctions and the understanding of them, enables multinational corporations to adapt HRM strategies accordingly, ensuring operational efficiency and workforce satisfaction in diverse supply chain environments.

4.4.2 HRM in Asia vs. Latin America

HRM models in Asia and Latin America reflect the cultural, economic, and regulatory frameworks unique to each region. These differences create different workforce management approaches, affecting employee relations, leadership structures, and workplace expectations.

In Asia, HRM focuses on hierarchical workforce structures with strong employer authority. Many organizations operate under a top-down management style, where decision-making power is concentrated among senior executives, and employees are expected to follow strict guidelines. This model is evident in countries such as China, Japan, and South Korea, where respect for hierarchy and seniority plays a significant role in workplace culture and out of the work place as well. Additionally, loyalty and long-term employment are highly valued, leading to human resources prioritizing stability and commitment to the organization. Companies in Asia also emphasize training and continuous improvement, incorporating frameworks like Kaizen (continuous improvement) and Lean management to enhance employee productivity.

In contrast, HRM in Latin America is socially driven, with a strong emphasis on employee welfare and follows local labor laws (Haak-Saheem, W., Festing, M., &

Darwish, T. K., 2016). Labor laws in countries such as Brazil, Argentina, and Mexico shows strong worker protections, including social security benefits, severance pay, and collective bargaining agreements. In Latin America, companies adopt a people-centric approach, where workforce engagement, community involvement, and employee well-being are integral to HRM strategies. Unlike the hierarchical structure in Asia, Latin American organizations often encourage decision-making to be collaborative and flexible work policies, allowing employees more autonomy in their roles.

Understanding these regional HRM differences is crucial for multinational corporations operating across Asia and Latin America. Companies should blend their HR strategies to align with cultural expectations, legal frameworks, and workforce values, ensuring effective talent management and supply chain efficiency in diverse global markets.

4.5 Impact of Digital Transformation on HRM Models

4.5.1 AI and HR Analytics in SCM HRM

The introduction of AI-driven HRM models has transformed workforce management in supply chains, by using AI-powered recruitment for talent acquisition, predictive workforce analytics, reducing hiring risks and automated performance evaluations, improving employee efficiency (Lentiana, 2024).

4.5.2 Blockchain for HRM in SCM

Blockchain technology enhances HRM transparency and security in supply chains through credential verification to ensure workforce authenticity, smart contracts for employment agreements, reducing legal disputes and automated payroll systems, minimizing fraud (Chamorro-Premuzic, Tomas & Furnham, Adrian., 2006).

4.6 Future Directions in HRM Models for SCM

HRM in SCM must continuously evolve to address:

- Sustainability-driven HRM, integrating environmental and social policies.
- Hybrid work models, balancing remote and on-site workforce management.
- AI-driven leadership training, preparing future supply chain managers.

Some strategic recommendations could include developing cross-functional HRM models, that integrates HR with SCM decision-making. Adopting AI and blockchain solutions to streamline HR operations and implementing agile workforce strategies, ensuring that supply chain will remain resilient in volatile markets.

4.7 Conclusion

HRM models in supply chains vary across industries and regions, with traditional HRM focusing on administrative functions and strategic HRM emphasizing workforce

optimization. Digital transformation, sustainability, and workforce flexibility will continue to shape the future of HRM in supply chains.

Organizations that leverage AI-driven HRM solutions, invest in employee development, and embrace regional workforce diversity will achieve higher supply chain efficiency, workforce productivity, and long-term sustainability. The continuous evolution of HRM models will determine the future success of global supply chain operations.

Chapter 5: Future Trends and Implications for HRM in Global Supply Chains

5.1 Introduction

As global supply chains continue to evolve, it is of great importance that HRM adapt to emerging trends, which may include digital transformation, workforce mobility, sustainability, and artificial intelligence (AI). The integration of advanced HRM strategies in supply chains will decide the success of organizations in the face of rapid globalization and technological disruptions. In this chapter future trends in HRM are being explored for supply chains, including AI-driven talent management, sustainable HRM practices, remote work policies, and diversity and inclusion strategies.

Organizations that are able to successfully implement digital HRM solutions, flexible workforce planning and sustainable HRM strategies have a competitive advantage in supply chain operations. The future of HRM in supply chains will be shaped by the increasing demand for agility, automation, and employee well-being (Tracey, 2014).

5.2 Digital Transformation and AI in HRM for Supply Chains

5.2.1 The Role of AI in Talent Acquisition and Workforce Planning

AI-driven HRM tools streamline recruitment, workforce planning, and performance monitoring. Companies leveraging AI for HRM processes can reduce hiring times by 40% and improve employee retention rates by 25% (Lentiana, 2024).

Key AI applications in HRM include AI-powered recruitment tools for automated resume screening and candidate matching, predictive analytics to forecast labor shortages and optimize workforce allocation and chatbots for employee engagement, improving HR responsiveness and onboarding efficiency.

5.2.2 Blockchain and HRM in Supply Chains

Blockchain technology offers enhanced security, transparency, and compliance in HRM. Companies are increasingly using blockchain for credential verification to reduce fraud in employee certifications, smart contracts for workforce management to streamline payroll and benefits distribution and decentralized HR records for cross-border workforce mobility (Chamorro-Premuzic, Tomas & Furnham, Adrian., 2006).

5.3 The Future of Workforce Mobility in Global Supply Chains

5.3.1 Remote Work and Hybrid Workforce Models

The post-pandemic era has accelerated the adoption of remote work and hybrid workforce models, transforming HRM strategies in SCM. Companies now invest in virtual collaboration tools, flexible work arrangements, and digital performance management systems to accommodate a geographically dispersed workforce (Tracey, 2014).

There are certain benefits of remote work in SCM, that may include cost reduction in workforce mobility and office space expenses, improved work-life balance that evidently increases employee productivity and access to a global talent pool, allowing for more diverse hiring strategies. Though, it is important that there are certain challenges to it too, such as cybersecurity risks, employee engagement concerns, and cross-cultural communication barriers.

5.3.2 The Future of Expatriate Assignments

As companies tend to reduce long-term expatriate assignments, HRM must adapt to short-term international assignments and rotational programs. Also, inevitable is commuter assignments for cross-border employees and virtual expatriation models, where employees manage global operations remotely (Collings, D. G., & Sheeran, R., 2020).

5.4 Sustainability and Ethical HRM in Supply Chains

5.4.1 Green HRM and Sustainable Workforce Strategies

Sustainability in HRM aligns with environmental, social, and governance (ESG) principles, ensuring responsible workforce management in SCM. Companies are adopting green HRM initiatives that are mostly related to carbon-neutral workforce policies, with remote work to reduce commuting emissions. They tend to more sustainable workforce planning, trying to integrate ethical labor sourcing. Also, diversity and inclusion programs promoting fair labor practices are crucial to those strategies (Tracey, 2014).

5.4.2 Ethical Considerations in HRM for Supply Chains

HRM must ensure compliance with ethical labor standards, fair wages, and anti-discrimination laws. Companies like Unilever and Nestlé have implemented sustainable HRM policies that align with SCM objectives (Haak-Saheem, W., Festing, M., & Darwish, T. K., 2016).

5.5 The Impact of Diversity, Equity, and Inclusion (DEI) on HRM in Supply Chains

5.5.1 The Growing Importance of DEI in Global SCM

Workplace diversity leads to enhanced innovation, problem-solving, and competitiveness in supply chains. Organizations are increasingly adopting bias-free recruitment policies, inclusive leadership development, and cultural competency training to improve representation across all levels (Starostka-Patyk, M., Tomski, P., & Zawada, M., 2015).

Effective Diversity, Equity, and Inclusion (DEI) strategies in Supply Chain Management (SCM) Human Resource Management (HRM) are essential for fostering a fair, inclusive, and high-performing workforce. Companies that prioritize DEI initiatives benefit from enhanced collaboration, innovation, and talent retention, which ultimately contribute to supply chain resilience and efficiency. The following strategies are widely used to improve DEI outcomes in SCM HRM.

AI-driven bias mitigation tools for fair hiring practices have revolutionized the recruitment process by reducing unconscious biases in hiring decisions. Traditional recruitment processes are often influenced by implicit biases, which can lead to discriminatory hiring practices. AI-powered tools analyze candidate qualifications, experiences, and skills objectively, ensuring that selection is based on merit rather than personal biases. These systems are programmed to identify and eliminate biased language in job descriptions, ensure fair candidate screening, and promote diversity in applicant pools. By implementing AI-driven hiring technologies, organizations can create a more inclusive and equitable workforce while ensuring that talent acquisition processes align with DEI best practices.

Employee resource groups (ERGs) to foster inclusion are voluntary, employee-led groups that provide a platform for underrepresented employees to connect, share experiences, and advocate for workplace inclusivity. ERGs promote a sense of belonging, enabling employees to discuss challenges, propose policy changes, and drive DEI initiatives within their organizations. Many companies encourage the formation of ERGs for women, LGBTQ+ employees, racial and ethnic minorities, veterans, and differently-abled individuals, ensuring that diverse perspectives are represented in workplace discussions. ERGs also play a crucial role in mentoring, leadership development, and employee engagement, helping companies retain top talent and build a more inclusive organizational culture.

Diversity scorecards for continuous workforce assessment are essential for tracking and evaluating DEI progress within supply chain organizations. Diversity scorecards provide quantifiable metrics on workforce composition, pay equity, promotion rates, and employee satisfaction across different demographic groups. These scorecards enable HR leaders and senior management to assess whether their DEI policies are effective and where improvements are needed. By setting clear DEI goals and benchmarks, organizations can measure progress over time, ensure accountability,

and make data-driven decisions to enhance workplace inclusivity. Leading companies integrate diversity scorecards into performance reviews, aligning DEI initiatives with broader business strategies to create a more equitable and diverse supply chain workforce.

By implementing AI-driven recruitment tools, fostering ERGs, and utilizing diversity scorecards, companies can create an inclusive, diverse, and equitable work environment in their supply chain operations. These strategies not only enhance organizational culture but also contribute to higher employee engagement, improved team collaboration, and stronger business performance. DEI-focused HRM strategies in SCM ensure that companies remain competitive, socially responsible, and prepared to meet the demands of an increasingly globalized workforce.

5.5.2 Cross-Cultural Leadership in Global Supply Chains

As supply chains expand globally, HRM must develop culturally competent leaders. Effective cross-cultural leadership training is crucial in global supply chain management (SCM), as organizations must navigate the complexities of diverse workforces, cultural norms, and international business environments. Leaders who are well-equipped with cross-cultural competencies can foster stronger collaboration, reduce misunderstandings, and enhance overall supply chain efficiency. Companies that invest in cross-cultural leadership training enable their managers to be more adaptable, inclusive, and successful in handling global workforce challenges.

Cultural intelligence (CQ) development is a key element of cross-cultural leadership training, helping leaders enhance their adaptability and responsiveness when managing multicultural teams. CQ refers to the ability to understand, interpret, and interact effectively with individuals from different cultural backgrounds. Leaders with high CQ can navigate cross-cultural communication barriers, reduce misunderstandings, and create an inclusive workplace environment. Training in CQ includes scenario-based learning, immersive cultural experiences, and real-world case studies that help managers develop awareness, flexibility, and emotional intelligence when working across diverse cultural contexts. When leaders understand cultural nuances, they are better equipped to resolve conflicts, motivate teams, and optimize workforce performance in global supply chains (Knap-Stefaniuk & Burkiewicz, 2020).

Mentorship programs are another essential component of cross-cultural leadership development, as they help bridge generational and cultural gaps in SCM. These programs pair experienced leaders with younger professionals or employees from different cultural backgrounds, fostering an environment of knowledge-sharing, career development, and leadership coaching. Effective mentorship programs emphasize collaborative learning, peer coaching, and experiential guidance, allowing employees to gain insights into international business operations, cultural sensitivities, and leadership expectations. Companies that implement structured mentorship programs see improvements in employee engagement, workforce inclusivity, and long-term

leadership succession planning. Additionally, mentorship initiatives support newly relocated expatriates, international hires, and culturally diverse teams, ensuring smoother adaptation and reducing turnover rates.

Global talent exchange programs further enhance cross-cultural leadership by encouraging international knowledge-sharing and workforce mobility. These programs allow employees and managers to gain firsthand experience working in foreign markets, helping them develop a deep understanding of regional supply chain challenges, cultural business practices, and regulatory frameworks. Talent exchange initiatives also facilitate cross-border collaboration, strengthen supplier relationships, and improve leadership agility in managing global operations. Companies that implement structured talent exchange programs benefit from a more innovative workforce, greater adaptability to market fluctuations, and stronger international partnerships (Knap-Stefaniuk & Burkiewicz, 2020).

By integrating Cultural Intelligence (CQ) training, mentorship programs, and global talent exchanges into their HRM strategies, companies can develop culturally aware, adaptable, and globally competent leaders in supply chain management. These initiatives not only strengthen leadership capabilities but also contribute to higher employee engagement, improved cross-cultural teamwork, and greater organizational resilience in the ever-evolving global business landscape.

5.6 Conclusion

HRM strategies in global supply chains must continuously evolve to accommodate technological advancements, workforce mobility, sustainability, and inclusion. Companies that integrate AI-driven HRM solutions, ethical workforce policies, and sustainable HRM initiatives will maintain a competitive edge in the evolving SCM landscape.

Future HRM in supply chains will be defined by:

- Widespread AI integration for talent acquisition and workforce analytics.
- Remote and hybrid workforce expansion, reducing geographical constraints.
- Sustainability-driven HRM policies, that promote ethical labor standards.
- Enhanced DEI initiatives, which foster inclusive and equitable supply chain workplaces.

Organizations nowadays tend to navigate the complexities of global supply chains, through enhancing HRM's role, that will be increasingly influenced by technological disruptions, regulatory requirements, and changing workforce expectations. A proactive approach to HRM innovation, workforce agility, and ethical employment practices will be essential into sustaining long-term supply chain success.

Conclusion

6.1 Summary of Key Findings

In this dissertation the critical role of HRM in global supply chain management (SCM) has been explored, by analyzing its impact on workforce productivity, operational efficiency, and long-term sustainability. The most important findings are listed below:

1. HRM-Driven supply chain optimization, where effective HRM strategies (talent acquisition, performance management, and workforce planning) notably improve supply chain efficiency and resilience (Lentiana, 2024).
2. Challenges in international HRM, that companies face cross-cultural management, global mobility, legal compliance, and diversity-related issues when implementing HRM policies in SCM (Tracey, 2014).
3. The role of AI and digital HRM, where it is understandable that AI-driven HRM solutions enhance recruitment, workforce analytics, and employee engagement, leading to better HRM-SCM alignment (Chamorro-Premuzic, Tomas & Furnham, Adrian., 2006).
4. Sustainability and ethical HRM, sustainable HRM policies, including green HRM, fair labor practices, and ethical supply chain management, contribute to long-term SCM efficiency (Tracey, 2014).
5. The Future of HRM in SCM, will include hybrid work models, AI-driven talent management, and digital transformation that will shape HRM strategies for supply chain workforce management in the coming years.

6.2 Contributions of the Research

This study makes several contributions to the field of HRM and SCM, providing: a comprehensive literature review on HRM best practices in SCM, an analytical comparison of HRM models across industries and regions., strategic recommendations for HRM integration in SCM to improve efficiency and workforce engagement, and a foundation for future research on HRM technology integration and global workforce adaptability.

By examining the synergy between HRM and SCM, this research offers actionable insights for organizations to develop effective workforce strategies that align with evolving supply chain demands.

6.3 Practical Implications for HRM in SCM

The implementation of the following HRM strategies can only help to enhance SCM operations:

1. Investing in AI-Driven HRM systems, such as automated recruitment, workforce planning, and performance tracking.
2. Enhancing workforce training and upskilling, by developing targeted learning programs in order to equip supply chain professionals with future-ready skills.
3. Promoting inclusive and diverse HRM policies, with strengthen diversity and inclusion for enhanced workforce collaboration and innovation.
4. Adopt sustainable HRM practices, including integrate ESG (Environmental, Social, and Governance) factors into HRM policies for ethical labor practices.
5. Align HRM with digital transformation in SCM, by implement HR analytics, blockchain for credential verification, and hybrid work solutions.

These strategies will enable companies to create resilient, adaptable, and high-performing supply chain teams.

6.4 Limitations of the Study

Certain limitations should be acknowledged along with the insights it provides:

- The study primarily relies on bibliographic research, limiting access to real-time HRM implementation data.
- The analysis focuses on large multinational companies, which may not fully represent SMEs (Small and Medium Enterprises).
- Future HRM trends, such as AI evolution and automation in SCM, require longitudinal studies to validate long-term effects.

These limitations can only act future reference in further research to expand HRM-SCM integration insights.

6.5 Recommendations for Future Research

For this dissertation to be of long term use, in the future the following could also be explored:

- The Impact of AI on HRM Decision-Making in SCM: Assess how machine learning and AI tools influence HR strategies.
- HRM Challenges in Emerging Markets: Investigate workforce management in developing economies and their impact on global supply chains.
- Sustainable HRM in SCM: Evaluate the long-term effectiveness of green HRM policies and ethical labor sourcing.
- The Role of HR Analytics in Workforce Planning: Explore predictive HRM strategies for labor forecasting in SCM operations.

Future research in these areas could provide more in depth insights into HRM's evolving role in supply chain management and enable more data-driven, sustainable workforce strategies.

6.6 Final Thoughts

The integration of HRM and SCM at this point is not any more optional but should be a strategic necessity for organizations and companies that aspire for efficiency, innovation, and sustainability. Companies that invest in digital HRM solutions, workforce diversity, and sustainable labor practices will gain and keep a competitive advantage in the ever-evolving global supply chain landscape.

As the future of HRM continues to be shaped by technology, workforce globalization, and ethical responsibility, businesses must remain agile in their HRM approaches to build a resilient, future-ready supply chain workforce.

This dissertation serves as a foundation for ongoing discussions on HRM optimization in SCM, providing a roadmap for organizations seeking to leverage HRM strategies for supply chain excellence.

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