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Integrating Sustainable Development Goals (SDGs) into Human Resource Management: A Systematic Review, Critical Appraisal, and Framework for the Logistics and Transportation Sector

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Abstract: The logistics and transportation sector faces pressure to align with the Sustainable Development Goals (SDGs), yet the role of Human Resource Management (HRM) lacks a synthesized, critically appraised evidence base. This study closes this gap via a systematic literature review guided by PRISMA 2020. Searching major databases yielded 25 high-impact review articles (2019-2025), which were critically appraised using the CASP checklist. Thematic analysis identified five core determinants for successful integration: Technological Adoption, Circular Economy Principles, Coherent Policy Frameworks, Workforce Awareness, and Sustainable Resource Management. Based on these findings, we propose an integrative socio-technical framework. This study provides a validated, evidence-based roadmap for stakeholders to develop resilient and sustainable HRM strategies, moving beyond a simple literature summary to offer a critically validated foundation for the industry.

Keyword: Green Human Resource Management, Sustainable Logistics, Transportation Sector, Systematic Literature Review, Sustainable Development Goals

INTRODUCTION

The logistics and transportation sector serves as the backbone of the global economy, yet it carries a substantial environmental footprint, contributing approximately 14% of global greenhouse gas emissions (Intergovernmental Panel on Climate Change (IPCC), 2023). The 2030 Agenda for Sustainable Development provides a clear mandate for this sector to transform. In this context, Human Resource Management (HRM) is no longer a peripheral administrative function but a strategic lever capable of embedding sustainability into an organization's core, a reality that is particularly pronounced in capital-intensive and highly regulated areas like national shipping (Ricardianto & Sonny, 2021; Wilkinson et al., 2010).

However, despite a growing body of research, literature remains fragmented. Studies often focus on singular aspects like green HRM or circular logistics without providing a holistic view that systematically integrates the Sustainable Development Goals (SDGs) into HRM practices within the transportation sector (Garg et al., 2024; Schöggl et al., 2020). This leaves practitioners and policymakers without a comprehensive, evidence-based guide. This study fills that gap by conducting a systematic literature review that not only summarizes but also critically appraises the quality of existing evidence.

To guide a precise and focused inquiry, this study employs the PICOC framework (Ida Bagus & Surata, 2024) to define its key parameters: Population (logistics and transportation companies); Intervention (integration of HRM practices with SDGs); Comparator (traditional HRM); Outcome (determinants, barriers, and a conceptual framework); and Context (global, in the 2030 Agenda era). This systematic approach subsequently leads to the formulation of the following research questions (RQs):

Based on this framework, this study is designed to answer three specific research questions (RQs): RQ1: What are the dominant research themes and trends (temporal, geographic, methodological) emerging from the literature on integrating SDGs into HRM within the logistics and transportation sector?; RQ2: What are the primary enablers and barriers for integrating sustainability principles into HRM practices within this sector?; and RQ3: What are the significant research gaps, and how can a future research agenda be formulated to accelerate the implementation of effective, sustainable HRM strategies?

By addressing these questions, this review aims to map the current research landscape, identify key factors for successful implementation, and propose a novel integrative framework to guide future research and practice in this critical field.

METHOD

This study employs a strengthened Systematic Literature Review (SLR) methodology, adhering to the PRISMA 2020 guidelines to ensure transparency and rigor (Page et al., 2021). The methodology comprised five key steps: defining the search strategy, establishing inclusion and exclusion criteria, executing the selection and screening process, conducting a quality appraisal, and performing data extraction and synthesis.

Search Strategy

A systematic literature search was conducted on July 2024, across three major academic databases: Scopus, Web of Science, and ScienceDirect for the period 2019-2024. The search string was: (("Sustainable Development Goals" OR "SDGs" OR "sustainability" OR "ESG") AND ("Human Resource Management" OR "HRM" OR "personnel management" OR "workforce" OR "skills") AND ("logistics" OR "transportation" OR "supply chain" OR "freight")). An initial filter for "Review articles" was applied at the database level.

Selection and Screening Process

The selection process followed the four-stage PRISMA 2020 flow (Figure 1). The initial search yielded 3,121 records. After removing 1,565 duplicates, 1,556 articles were screened. Applying database filters narrowed the pool to 226 records. These were screened by two independent researchers using the Rayyan application (Ouzzani et al., 2016), excluding 151 articles. Subsequently, 75 full-text articles were assessed for eligibility, from which the final 25 review articles were selected.

Quality Appraisal

The methodological quality of the 25 included articles was independently assessed by two researchers using the Critical Appraisal Skills Programme (CASP) checklist for Systematic

Reviews (Singh, 2013). This appraisal ensures that our synthesis gives appropriate weight to more rigorous studies, enhancing the scientific value of this review.

Data Extraction and Synthesis

Data were extracted using a standardized form, capturing objectives, methods, and key findings. A thematic analysis was then conducted to synthesize findings relevant to the research questions.

RESULT AND DISCUSSION

The systematic selection process yielded 25 articles for final synthesis. The detailed flow of this process is presented in the PRISMA diagram (Figure 1).

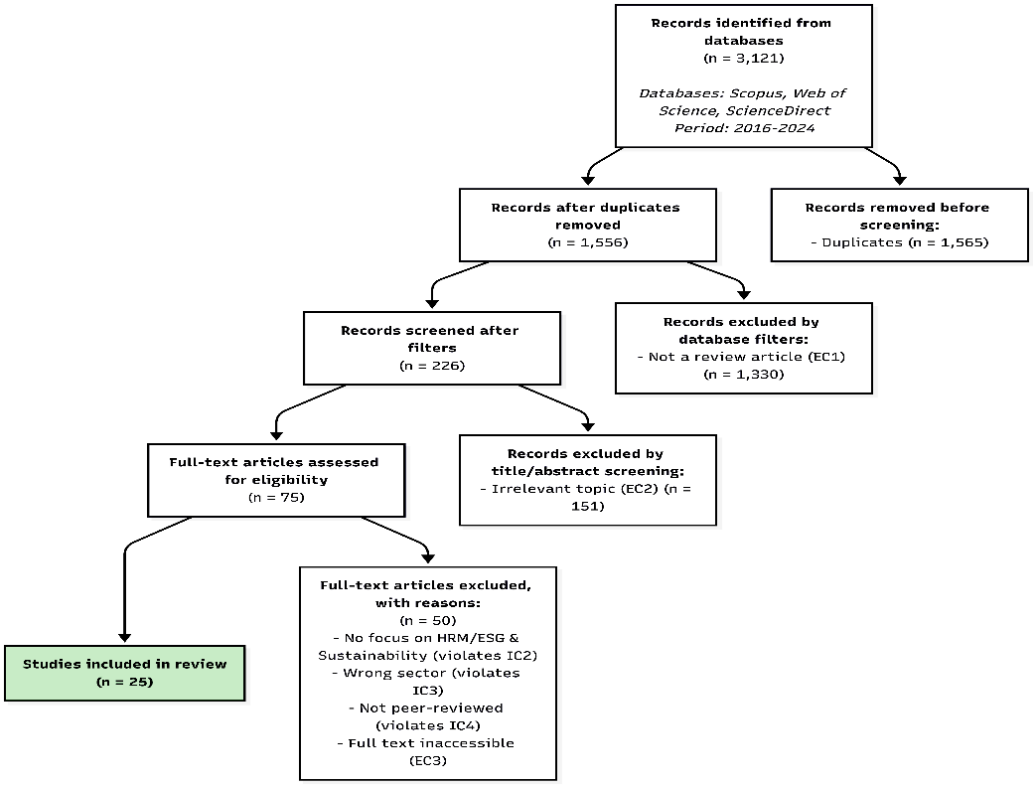

Figure 1. PRISMA 2020 Flow Diagram of the Literature Selection Process
Source: Adapted from Page et al. (2021)

This figure illustrates the four-stage process of identification, screening, eligibility, and inclusion, showing the number of articles at each stage, from the initial database search to the final 25 articles included in the synthesis. This transparency is crucial for demonstrating methodological rigor

Literature Characteristics and Quality

Our analysis begins with an overview of the selected literature. Table 1 outlines the specific criteria used to include or exclude studies, ensuring a focused and relevant sample.

Table 1. Inclusion and Exclusion Criteria

Criteria	Description

Inclusion (IC)	IC1: Is a review article (systematic, narrative, etc.). IC2: Discusses integration of HRM/ESG with sustainability. IC3: Focuses on the logistics, transportation, or supply chain sector. IC4: Published in a peer-reviewed, English-language journal.
Exclusion (EC)	EC1: Is a primary study, editorial, or book chapter. EC2: Irrelevant to the core topic. EC3: Full text inaccessible or is a duplicate.

Source: Author's analysis (2024)

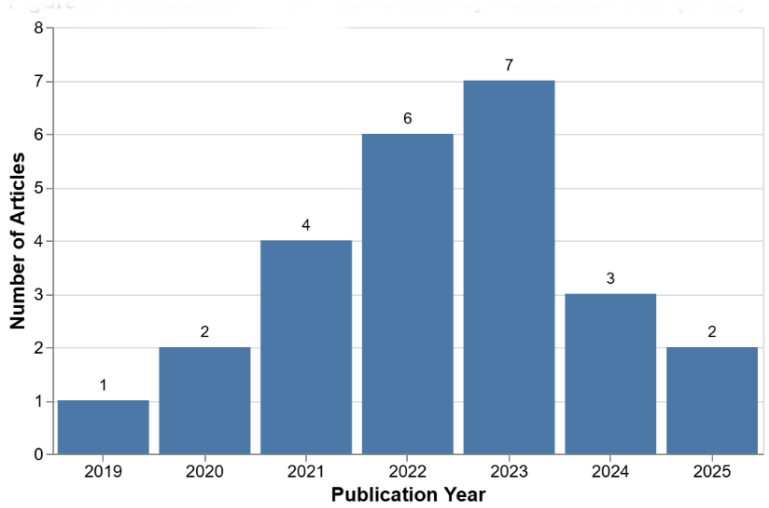

Figure 2. Distribution of Selected Articles by Publication Year (N=25)
Source: Author's analysis (2024)

This bar chart shows the number of selected articles published each year from 2019 to 2025, highlighting a clear upward trend. This visual evidence supports the argument that the topic is of increasing importance

To ensure the reliability of our synthesis, we critically appraised each study. Table 2 summarizes the results of this quality appraisal. A significant majority (68%) of literature was assessed as being of medium to high quality, which provides confidence in the evidence base. High-quality studies were distinguished by their systematic approach and robust analysis, forming a strong foundation for our thematic synthesis.

Table 2. Summary of CASP Quality Appraisal of Included Studies (N=25)

Quality Category	No. of Studies	Percentage (%)	Common Characteristics
High	7	28%	Clear objective, comprehensive search method, in-depth analysis, and strong synthesis.
Medium	10	40%	Clear objective, but search or analysis methods lack detail, or synthesis is mainly descriptive.
Low	8	32%	Narrative review with no clear methodology, overly broad focus, or potential for selection bias.

Source: Author's analysis (2024)

Table 3 provides a comprehensive inventory of the 25 articles that form the basis of this review. This table acts as a reference map, detailing each study's primary focus, its assessed quality, and its strategic relevance (Tier) to our research questions. This tiered classification helps to structure the analysis, distinguishing between core papers, foundational theories, and contextual studies, thereby creating a rich and multi-layered evidence base.

Table 3. Summary of Selected Articles for Synthesis (N=25)

Author(s) (Year)	Primary Focus of the Review	Quality (CASP)	Relevance Tier
(Moshood et al. 2021)	Sustainable SCM practices in manufacturing.	Medium	1
(Kumar & Rao. 2023)	Behavioral (HR) factors in Green SCM.	Medium	1
Baker et al. (2023)	Education gaps in urban freight logistics.	High	1
Beducci et al. (2024)	Role of skills and job profiles in circular manufacturing.	High	1
Al-Okaily et al. (2024)	Management practices & Industry 4.0 in sustainable SCM.	Medium	1
Dauerer, (2025)	ESG integration into performance measurement systems.	High	2
Haleem et al. (2025)	Safety 4.0 for enhancing industrial culture and safety.	Medium	2
(Amalu et al., 2023)	Critical skills needs for graduates in the energy sector.	High	2
Sundarasen et al. (2024)	Board diversity and its impact on ESG reporting.	Medium	2
(Ranasinghe et al., 2024)	Learning and development for the aging workforce.	Medium	2
(Sanz-Hernández et al., 2022)	Gender and women in the bioeconomy.	Low	2
Haldar et al. (2023)	Justice in energy transitions.	Medium	2
Nkesah (2023)	Sustainability of road freight transportation.	Medium	3
Aravindaraj & Rajan Chinna (2022)	Integrating Industry 4.0 and warehouse management for SDGs.	High	3
Raihan et al. (2025)	Seaport decarbonization strategies.	Low	3
Kondratenko et al. (2025)	Technologies for decarbonizing the shipping industry.	Low	3
Tilly et al. (2024)	Sustainability of electric vehicle (EV) adoption.	Medium	3
Jannesar Niri et al. (2024)	Sustainability challenges in the EV battery value chain.	High	3
Rodríguez-Espíndola et al. (2023)	Humanitarian logistics and decision-maker involvement.	Medium	3
Schöggl et al. (2020)	Longitudinal review of sustainability and circular economy.	High	4

Kirchherr et al. (2023)	Analysis of Circular Economy definitions.	High	4
Geng et al. (2024)	Sustainable operations management for emissions reduction.	Low	4
Khan et al. (2025)	Integrating Industry 4.0 for enhanced sustainability.	Low	4
Pritchett (2024)	A framework for Human Capital investment.	Low	4
Garg et al. (2024)	Sustainable marketing and supply chain integration.	Medium	1

Source: Author's analysis (2024)

Thematic Synthesis: Key Determinants and Implementation Factors

The thematic analysis revealed five core determinants that are critical for the successful integration of SDGs into HRM practices, as detailed in Table 4. This table synthesizes the main findings from the reviewed literature, creating a structured overview of the key areas that organizations must address. The determinants show that a multi-faceted approach is essential. For instance, Technological Adoption extends beyond operational tech to include Human Resource Information Systems (HRIS) that can institutionalize sustainable performance metrics and career paths (Sawitri et al., 2023). Similarly, developing Workforce Awareness & Skills is not just a cost but a strategic investment, demanding a focus on the return on investment (ROI) of training initiatives to secure organizational buy-in (Sihombing et al., 2024).

Table 4. Thematic Synthesis of Key Determinants for SDG-HRM Integration

Determinant	Synthesis of High-Quality Evidence	Key References
Technological Adoption	Technology (AI, IoT) is an accelerator, but its effectiveness is contingent on the readiness and skills of the human workforce. HRM serves as the architect of this digital readiness.	(Aravindaraj & Rajan Chinna, 2022; Khan et al., 2025)
Circular Economy Principles	Requires a fundamental shift from linear to circular business models, necessitating a new organizational culture, job roles, and incentive systems driven by HRM.	(Beducci et al., 2024; Kirchherr et al., 2023)
Policy & Governance Framework	Coherent government policies and strong corporate governance act as powerful external and internal enablers for the adoption of sustainable practices.	(Dauerer, 2025; Sundarasen et al., 2024)
Workforce Awareness & Skills	*Green human capital* is the foundation; without a skilled and aware workforce, other initiatives falter.	(Amalu et al., 2023; Baker et al., 2023)
Resource & Supply Chain Management	Efficiency in resource use (energy, materials) and sustainability along the supply chain are crucial operational factors influenced by procurement and logistics.	(Jannesar Niri et al., 2024; Nkesah, 2023)

Source: Author's analysis (2024)

To understand the practical challenges, Table 5 categorizes the primary barriers and enablers identified in literature. This analysis highlights a central tension: while organizational factors like leadership commitment are key enablers, they are often insufficient without supportive external policies and the right technological tools. This table provides a clear and

actionable overview for managers and policymakers by contrasting the forces that hinder implementation with those that facilitate it.

Table 5. Analysis of Key Barriers and Enablers to Implementation

Category	Barriers	Enablers	Key References
Organizational & Managerial	High initial investment costs; resistance to cultural change; lack of understanding at the management level.	Strong commitment from top leadership; enhanced brand image and reputation; access to new, ESG-focused markets and investors.	(Dauerer, 2025; Moshood et al., 2021)
Technological & Operational	Lack of system interoperability; digital skills gap among employees; cybersecurity concerns in connected systems.	Mature Industry 4.0 technologies; enhanced supply chain transparency and traceability; process automation.	(Al-Okaily et al., 2024; Khan et al., 2025)
External & Market	Inconsistent or unsupportive government policies; lack of financial incentives; price competition from conventional products.	Stringent environmental regulations; pressure from stakeholders (investors, NGOs, consumers); international agreements.	(Nkesah, 2023; Ranasinghe et al., 2024)

Source: Author's analysis (2024)

An Integrative Conceptual Framework

Based on this critically appraised synthesis, we propose an integrative socio-technical framework (Figure 3). This framework moves beyond a simple list of factors to illustrate the dynamic interplay between the five determinants. It positions HRM as the strategic integrator, translating external pressures and opportunities into internal capabilities. This integrative role includes not only fostering 'green' skills but also ensuring social sustainability through practices that enhance employee well-being and safety, as factors like work stress directly impact performance and operational integrity (Farisyi et al., 2024), aligning with the goals of SDG 8 (Decent Work).

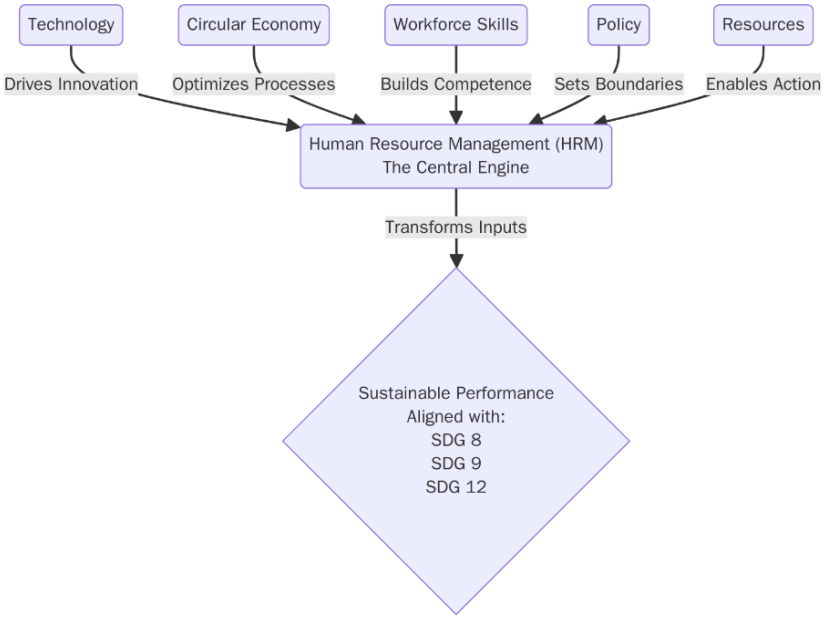

Figure 3. An Integrative Framework for SDG-HRM in the Logistics and Transportation Sector

Source: Author's analysis (2024)

This framework illustrates HRM as the central engine, managing internal determinants (Technology, Circular Economy, Workforce Skills) while navigating external factors (Policy, Resources) to achieve sustainable performance aligned with SDGs 8, 9, and 12. It visually synthesizes the key findings of the review into a practical model.

CONCLUSION

This systematic literature review, strengthened by a critical quality appraisal, provides a robust, evidence-based synthesis of HRM's role in advancing the SDGs within the logistics and transportation sector. This study identifies five key determinants and proposes an integrative framework that shows success depends not merely on technology, but on the synergy of human capability, organizational culture, and a supportive external environment. The theoretical implication is an extension of *Human Capital Theory* into the sustainability domain. The practical implication is a clear roadmap for managers. The primary limitation of this study is its reliance on existing literature. Future research should empirically validate the proposed framework, particularly through in-depth case studies.

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