Unpacking Behavioral Green Supply Chain Management in Asia: A Systematic Literature Review

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ABSTRACT

This systematic review analyzes the behavioral factors that affect Green Supply Chain Management (GSCM) in Asia, a topic that has often been neglected in prior research. While GSCM has gained increasing attention, the behavioral aspects unique to the Asian context have yet to be adequately examined. This study aims to systematically identify and synthesize the dominant behavioral practices that define green supply chain management in influencing sustainability performance (economic, environmental, and social). Following PRISMA guidelines, researchers retrieved 501 articles from the Scopus database. Accordingly, the search efforts yielded 40 articles after data extraction and thematic synthesis. The review successfully delineated three key themes through thematic coding in NVivo 15, namely internal environmental management, collaboration with supply chain partners, and collaboration with external stakeholders. A more detailed analysis of these themes revealed 8 sub-themes. The results highlight that these factors are key drivers of behavioral GSCM and their impact on sustainability performance. Recommendations for future researchers were also provided.

Keywords: Behavioral, Green Supply Chain Management (GSCM), PRISMA, NVivo 15, Asia

INTRODUCTION

In recent years, concerns regarding climate change and environmental degradation have intensified significantly (Ali & Rahman, 2024). This surge is primarily attributed to the rapid combustion of fossil fuels linked to industrial growth, increasing transportation demands, and unsustainable agricultural methods (Bahman et al., 2022; Ma, 2024). These activities have led to elevated greenhouse gas emissions, particularly carbon dioxide (CO_2), along with inefficient resource use and substantial waste generation (Zhu et al., 2013; Akan et al., 2017). Consequently, the world faces ecological issues, including changes in climate patterns, health problems, melting of polar ice, and rising sea levels (Ayanlade et al., 2020; Thengal, 2024; Singh & Chitradevi, 2025). Given these environmental challenges, it is crucial to adopt sustainable supply chain practices by collaborating with suppliers and customers to enhance environmental performance (Nazir et al., 2024). Nureen et al. (2022) propose that Green Supply Chain Management (GSCM) serves as a strategic approach to reduce energy consumption and pollution, fostering long-term sustainability. GSCM involves the strategic management of supply chain processes, both upstream and downstream, aimed at minimizing the environmental impact of logistics (Rao & Holt, 2005; Yu et al., 2014; Yu et al., 2020). GSCM has gained considerable attention among researchers and practitioners (Onukwulu et al., 2023; Sandal, 2024) to harmonize operational efficiency with environmental sustainability, from product design and raw material sourcing to production, distribution, and end-of-life management (Srivastava, 2007; Alcaraz et al., 2022). The success of GSCM practices in addressing environmental issues relies not only on the adoption of eco-friendly practices, but also on the organizational behaviors that facilitate their implementation (Nureen et al., 2022). While existing research has explored GSCM practices and their impact on sustainability performance, the

behavioral factors that motivate these practices are not well integrated in the literature, which hinders a comprehensive understanding of their effect on sustainability. This gap underlines the necessity for a systematic review to consolidate the behavioral factors influencing GSCM practices and their relationship to sustainability performance in Asian countries.

Despite its growing significance, most research has focused on GSCM's technical aspects, such as reverse logistics and eco-design, mainly in developed economies (Geng et al., 2017). This lack of focus on behavioral dimensions that affect GSCM's success points to a critical gap in existing literature (Dubey et al., 2017; Muduli et al., 2020). While various studies have acknowledged the role of technical elements in enhancing sustainability, understanding the influence of behavioral factors remains underexplored (Jabbour et al., 2017; Kumar et al., 2019; Bag et al., 2021). Numerous studies suggest that investigating GSCM practices through a behavioral lens is essential. This involves focusing on internal environmental management, specifically, top management commitment and support for employee environmental awareness, along with collaboration among supply chain entities (Tachizawa et al., 2015; Cho et al., 2017; Dubey et al., 2017; Kumar et al., 2019; Seman et al., 2019; Liu et al., 2020; Sahoo & Vijayvargy, 2020; Nureen et al., 2022; Khan et al., 2023). Such behavioral practices are critical for organizations aiming to develop effective sustainability strategies and foster a supportive culture that embraces advanced technical solutions (Geng et al., 2017; Liu et al., 2022; Nureen et al., 2022; Xiao et al., 2022; Masudin et al., 2024). However, non-technical aspects like leadership commitment and stakeholder collaboration have often been overlooked in emerging markets such as Brazil and India, despite their importance in facilitating the tangible GSCM practices implementation (Jabbour et al., 2017; Kumar et al., 2019).

The limited attention given to behavioral perspectives within the GSCM literature indicates the importance of conducting a systematic literature review that has considered contextual factors so that the GSCM strategy implemented can be more effective and relevant. Thus, this study has novelty in discussing the behavioral foundations of GSCM in the Asia as emerging market countries. A large number of businesses in these markets are still at a nascent stage in implementing GSCM practices (Fatima et al., 2024). They often face challenges such as low levels of environmental awareness, weak enforcement of environmental regulations, and entrenched socio-cultural norms that can impede the adoption of sustainable practices (Mani et al., 2018; Lin et al., 2020).

Despite the considerable challenges associated with it, the adoption of GSCM presents significant opportunities for reducing ecological risks and advancing sustainability efforts (Tachizawa et al., 2015; Moktadir et al., 2018). While GSCM holds substantial potential to enhance sustainability outcomes across Asian economies, the success of its implementation is highly contingent upon behavioral factors. This underscores the urgency for more in-depth investigations into the behavioral dimensions of GSCM adoption, particularly in Asia. Hence, this review aims to shed light on the behavioral factors of GSCM practices that influence sustainability performance in emerging markets across Asia. This framework is designed to help companies as they navigate the changing landscape of sustainability in developing Asian economies (Wen et al., 2023; Nazir et al., 2024). The paper is structured as follows: Section 2 outlines the materials and methods. Section 3 present the results of the thematic synthesis. Section 4 explains the discussion, and Section 5 highlights the conclusion and recommendations for further research.

MATERIALS AND METHODS

This study adopted the Systematic Literature Review (SLR) approach with the aim of answering the research questions. As noted by Kraus et al. (2022), SLR serves as a valuable tool for evaluating the gaps in research for a particular field, as well as determining how much other researchers have worked on the subject. This part contains four main sub-sections that will be outlined here: review protocol through PRISMA guidelines, database resources, systematic review process, and data extraction and synthesis, which are relevant for the current study.

PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses)

The PRISMA guidelines are essential for conducting systematic literature reviews, ensuring accurate and complete findings. Initially focused on randomized trials, PRISMA has also been applicable in environmental management (Moher et al., 2009; Sierra-Correa & Kintz, 2015). This study follows the PRISMA framework to enhance methodological rigor, transparency, and reproducibility, analyzing peer-reviewed articles from Scopus published between 2015 and 2025 in Business, Management, and Accounting. By addressing issues with selection processes and inclusion criteria (Shaffril et al., 2019), this approach promotes scientific advancement.

Database Resources

The identification study process begins with synthesizing information from the existing body of literature. Scopus was used as the sole primary database based on Tiwari's (2021) findings, which have demonstrated that Scopus remains a well-known and reputable database for such research activities. Scopus was chosen as the exclusive bibliographic database for this systematic literature review due to its extensive multidisciplinary coverage and relevance to the research area. This review examines the behavioral factors influencing GSCM practices and their effects on sustainability performance within Asian contexts. This topic intersects various fields, such as business and management, supply chain management, environmental management, and sustainability research. Scopus effectively encompasses these academic domains, making it an appropriate source for locating scholarly works that reflect the interdisciplinary aspects of the topic (Marzi et al., 2025). Additionally, the choice of a bibliographic database should be based on its suitability for the review objectives, its subject matter coverage, and the nature of the literature being analyzed, rather than merely on the number of databases included.

The Systematic Review Process

A comprehensive review of the literature on behavioral GSCM practices is provided within the systematic framework of PRISMA. The review is carried out according to PRISMA guidelines (Figure 1), which can be accessed on www.prisma-statement.org. A document review is divided into four stages: identification, screening, eligibility, and inclusion (Moher et al., 2009). The next subsections elaborate on all steps.

Identification

The article selection process for this study involved three main steps. First, we identified relevant keywords, which were then expanded using thesauri, dictionaries, and prior research. After this, we developed search strings for the Scopus database in May 2025. Search terms include phrases connected by the Boolean operators OR and AND, as shown in Table 1. Ultimately, this research retrieved a total of 501 articles from the Scopus database.

Table 1. The Scopus String for Literature Searching

Database	SCOPUS
String	"green supply chain management" OR "GSCM" OR "green supply chain practice*") AND ("behavioral determinant*" OR "behavioral driver*" OR "behavioral factor*" OR "soft dimension*" OR "top management commitment" OR "leadership" OR "management commitment" OR "employee green awareness" OR "employee environmental awareness" OR "employee involvement" OR "employee collaboration" OR "employee green training" OR "employee participation" OR "supplier involvement" OR "supplier collaboration" OR "stakeholder collaboration" OR "organizational culture" OR "stakeholder engagement") AND ("sustainable performance" OR "environmental performance" OR "economic performance" OR "social performance" OR "triple bottom line")
Initial identification	501

Screening

In this stage, the articles were selected through initial screening. All records obtained from the database were checked to identify and eliminate duplicate articles. No articles were excluded during this stage, and a total of 501 articles were assessed in the second stage according to specific inclusion and exclusion criteria established by the researchers. The primary criterion was the time frame, in which only articles published between 2015 and 2025 were included. Studies conducted in Asia were prioritized to align with the review's objectives. Furthermore, articles published in English from journals within the fields of business and management were selected to enhance the likelihood of identifying relevant studies. In total, 453 articles were removed based on these established criteria (see Table 2).

Table 2. The Inclusion and Exclusion Criteria

Criterion	Eligibility	Exclusion
Range (Year Timeline)	2015 – 2025	Before 2015
Country	Asian Countries	Non-Asian Countries
Type of document	Articles	Conference paper, book chapter, book, retracted, editorial
Type of source	Journal	Trade journal, book series
Subject area	Business, Management	Other than business and management
Language	English	Non-English

The screening criteria listed in Table 2 describe the conditions used to determine the relevance and eligibility of the retrieved records. The associated counts represent criterion-specific filtering results and should not be interpreted as sequential exclusions unless explicitly indicated. The overall progression from the initial 501 records to the 453 studies excluded in full text is documented separately in the PRISMA flow diagram.

Eligibility

In the third stage, known as the eligibility phase, a thorough examination of 48 articles was conducted. This involved full-text screening, including reviewing the titles, abstracts, and main content of each article to assess whether they met the established inclusion criteria and were appropriate for the aims of the current study. Articles that were irrelevant to the research topic or failed to discuss GSCM practices were eliminated at this stage.

Eight studies were excluded for two reasons. Six studies were excluded because they were not aligned with the research objectives, while 2 studies were Systematic Literature Reviews. The removal of these eight papers resulted in a total of 40 papers being included for further analysis (Figure 1). The articles that remained were subjected to a thorough full-text review to assess their alignment with the research objectives, especially concerning behavioral factors related to GSCM practices and their relationship to sustainability performance.

Moreover, to enhance reproducibility and reduce bias, the 40 selected articles were submitted to two independent experts for evaluation, in line with the recommendations of Xiao & Watson (2019). This evaluation involved a qualitative assessment of study relevance and reliability, focusing not only on methodological quality but also on the substantive relevance of each article to the review's objectives. The experts, possessing relevant academic expertise and research experience, assessed the thematic relevance to behavioral drivers of Green Supply Chain Management (GSCM), conceptual alignment with the research focus, significance to the Asian context, contributions to understanding the relationship between behavioral GSCM practices and sustainability performance, and the adequacy of research methodologies. This thorough evaluation was designed to ensure that the selected studies were methodologically credible as well as

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conceptually and thematically relevant, thereby strengthening the consistency and credibility of the final selection and informing decision-making effectively.

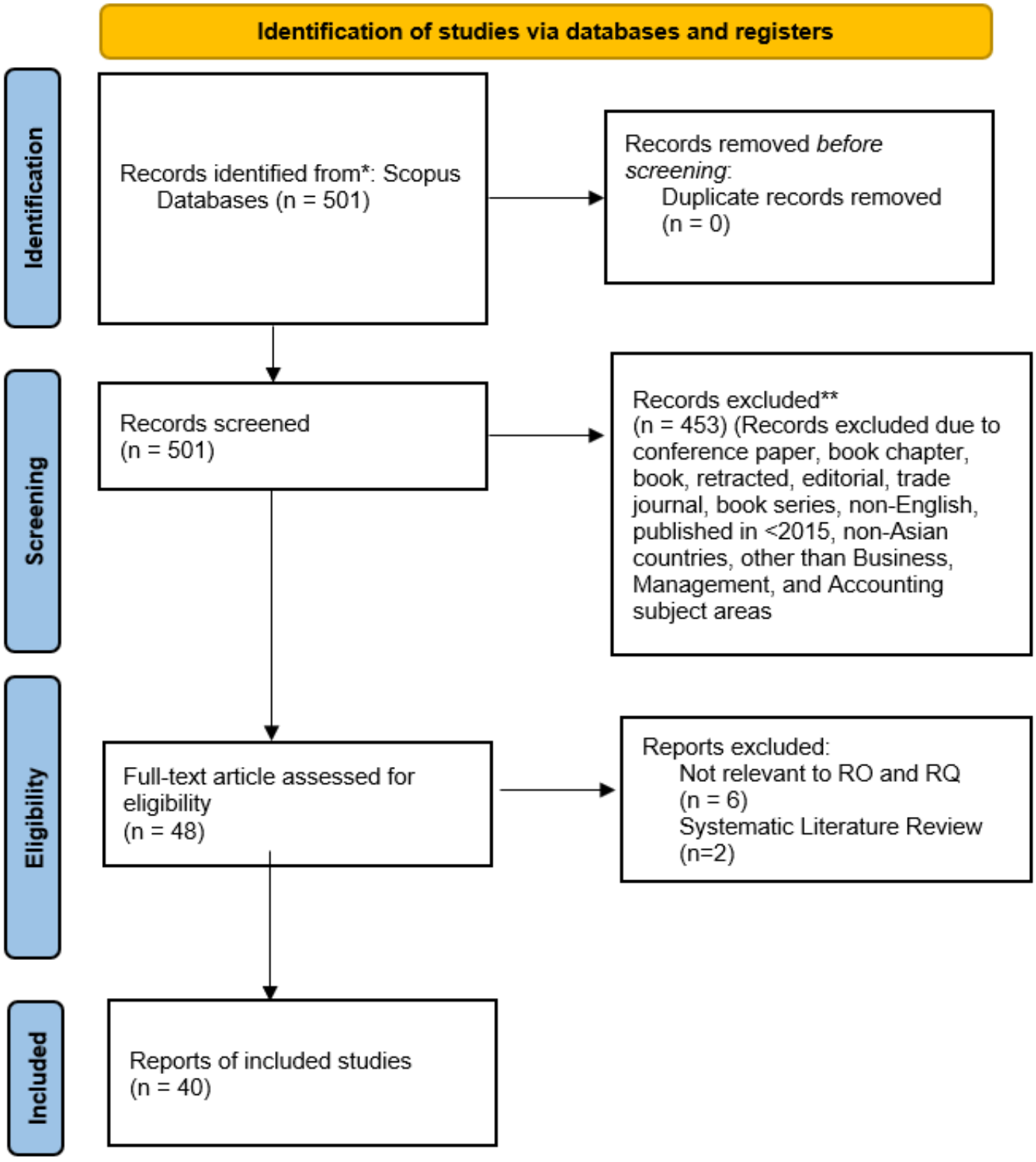


Figure 1. PRISMA Guidelines (author's own work)

Data Extraction and Synthesis

This research employed an integrative review approach as outlined by Shaffril et al. (2019), integrating qualitative, quantitative, and mixed methods. Guided by thematic analysis, the study began by collecting and analyzing data from 40 articles to extract relevant information. This data was subsequently organized into categories through coding, which is crucial for deriving actionable insights (Sandelowski, 1995; Patton, 2002).

A text-mining technique facilitated the identification of key themes which using NVivo 15 for cross-validation. All authors participated in coding and compiling the articles, enhancing the validity and reliability of the selection process and the identified themes. The thematic coding process began with the first author identifying and organizing the behavioral drivers found in the studies included. The other authors then reviewed these coding results to assess the consistency and relevance of the categories assigned. Any discrepancies in interpretation were addressed through collaborative discussions to refine the coding framework and finalize the classification. The eight subthemes were defined based on their conceptual attributes, thematic connections, and operational definitions. This collaborative review process enhanced the consistency and clarity of the thematic classification.

Moreover, in achieving the research objectives, the authors identified three primary themes: internal environmental management, collaboration with supply chain partners, and collaboration with external stakeholders. The process of thematic coding involved a systematic identification of behavioral factors highlighted in the findings and discussions of the selected studies. Firstly, key concepts and factors were extracted and analyzed based on their core concepts, behavioral characteristics, and their relationship to the Green Supply Chain Management (GSCM) practices. Then, these conceptually similar factors were organized into broader thematic categories through a process of iterative comparison. Regarding this process, the factors that have been grouped are subsequently reviewed to confirm that they genuinely represent a unified concept. Should any factors seem inconsistent, it is advisable to assess whether they should be reassigned to a different category or defined with greater specificity. The classification of the eight subthemes was informed by their conceptual attributes, the organizational stakeholders involved, and the specific behavioral mechanisms represented by each category.

Furthermore, to maintain clarity in concepts, each subtheme received an operational definition and specific classification criteria to differentiate it from other potentially overlapping categories. For instance, top management and managerial support, as part of internal environmental management factors, refer to the firm's management's strong dedication to embracing and implementing eco-friendly practices and procedures to meet sustainability goals (Chiou et al., 2011; Burki et al., 2018). Based on this definition, the authors then search for sample statements in the articles and classify them as sub-themes of top management and managerial support.

The boundaries between the eight sub-themes also need to be defined. This aims to make sure that a factor is not wrongly classified or placed in an unsuitable subtheme solely due to shared terminology or meaning. The initial classification proposed by the first author was later reviewed by the second author, leading to discussions to address any differences in interpretation, which helped refine the thematic framework and finalize the classification. This approach ensured that the eight subthemes captured distinct but interconnected aspects of behavioral practices in GSCM.

RESULTS

The structure of this study is based on the research objective and involves the analysis of 40 articles that specifically examined the behavioral aspects of GSCM in the Asian context. The analysis identified three key themes and a total of eight sub-themes related to Behavioral GSCM, as presented in Table 3.

The first theme, Internal Environmental Management, encompasses five sub-themes that reflect various aspects of managing environmental impacts within an organization. The subsequent themes focus on collaboration with supply chain partners and collaboration with external stakeholders, each of which is comprised of two distinct sub-themes. This structure highlights the multifaceted nature of BGSCM and emphasizes the importance of both internal practices and external partnerships in promoting sustainable supply chain practices. The following subsections explore each of these three themes in detail, highlighting the key concepts, practices, and theoretical perspectives associated with them, as well as their interconnected roles in shaping sustainability performance.

Table 3. The main themes and the sub-themes of Behavioral Green Supply Chain Management Practices

AUTHORS (YEAR)	COUNTRY	INTERNAL ENVIRONMENTAL MANAGEMENT					COLLABORATION WITH SUPPLY CHAIN PARTNERS		COLLABORATION WITH EXTERNAL STAKEHOLDERS
		TMMS	CFCL	TQEM	GHRM	GMIN	ECWC	SPLC	GGVS
1	Jordan	✓	✓		✓	✓	✓	✓	
2	Jordan				✓		✓	✓	
3	Multiple Countries	✓	✓		✓	✓	✓	✓	
4	Bangladesh	✓			✓			✓	
5	Malaysia	✓							
6	India			✓	✓		✓	✓	
7	Turkey	✓	✓		✓	✓	✓	✓	
8	Indonesia	✓	✓		✓		✓	✓	
9	Saudi Arabia	✓	✓		✓		✓	✓	
10	Bahrain				✓		✓		
11	Pakistan	✓			✓				✓
12	China	✓	✓		✓		✓	✓	
13	India	✓			✓			✓	
14	China	✓			✓		✓	✓	
15	Indonesia		✓		✓		✓	✓	
16	Indonesia		✓		✓		✓	✓	
17	India				✓		✓	✓	
18	China	✓	✓		✓	✓	✓	✓	
19	China	✓	✓		✓		✓	✓	
20	Jordan				✓		✓	✓	
21	Indonesia			✓	✓		✓	✓	✓
22	Indonesia	✓			✓				
23	Multiple Countries	✓			✓	✓	✓	✓	
24	Indonesia				✓		✓	✓	
25	Oman	✓	✓		✓		✓	✓	
26	China	✓			✓		✓	✓	
27	Pakistan						✓		
28	Indonesia						✓		
29	Thailand				✓		✓	✓	
30	Indonesia				✓		✓	✓	
31	Indonesia							✓	
32	Vietnam		✓		✓		✓	✓	
33	Bangladesh	✓	✓		✓		✓	✓	
34	Indonesia	✓			✓		✓	✓	
35	China	✓							
36	Indonesia						✓	✓	
37	China	✓	✓		✓			✓	
38	Thailand	✓		✓	✓		✓	✓	
39	China		✓		✓		✓	✓	✓
40	China	✓		✓	✓		✓	✓	
Number of Studies		23	15	4	34	5	32	33	3

Notes of sub-themes:

TMMS = Top Management and Managerial Support; CFCL = Cross-Functional Collaboration; TQEM = Total Quality Environmental Management; GHRM = Green Human Resource Management; GMIN = Green Managerial Innovation; ECWC = Environmental Cooperation with Customer; SPLC = Supplier Collaboration; GGVS = Green Government Support.

Notes of authors:

(1) Abdallah et al., 2024; (2) Albrakat et al., 2023; (3) Ali et al., 2020; (4) Ali et al., 2024; (5) Bamgbade et al., 2024; (6) Beloor et al., 2023; (7) Burki & Ersoy, 2022; (8) Christian et al., 2024; (9) Dahinine et al., 2023; (10) Darwish et al., 2021; (11) Fatima et al., 2024; (12) Feng et al., 2018; (13) Ghosh et al., 2022; (14) Guo et al., 2021; (15) Hartono et al., 2023; (16) Idris et al., 2023; (17) Jasrotia et al., 2024; (18) Li et al., 2023; (19) Liu et al., 2020; (20) Lutfi et al., 2023; (21) Masudin et al., 2025; (22) Masudin et al., 2018; (23) Nguyen et al., 2023; (24) Novitasari & Agustia, 2022; (25) Omar et al., 2019; (26) Qiao et al., 2022; (27) Rehman et al., 2023; (28) Setyaningrum & Muafi, 2023; (29) Songkhwan et al., 2025; (30) Sunarya et al., 2023; (31) Syarief, 2021; (32) Tran et al., 2020; (33) Tumpa et al., 2019; (34) Umiyati & Wahyuni, 2024; (35) Wen et al., 2023; (36) Wibowo et al., 2018; (37) Wiredu et al., 2024; (38) Wongthongchai & Saenchaiyathon, 2019; (39) Yang et al., 2023; (40) Yu et al., 2020.

Theme 1: Internal Environmental Management (IEM)

Internal Environmental Management (IEM) is a framework designed to evaluate and enhance an organization's environmental impact through structured policies (Wongthongchai & Saenchaiyathon, 2019), including personnel, management, and corporate culture, which shape employee behavior (Darwish et al., 2021). Seman et al. (2019) describe IEM as encompassing both behavioral factors (management commitment and cross-functional collaboration) and technical components like environmental compliance and auditing. It also incorporates management support to boost overall environmental performance (Abdallah et al., 2024). A review of 36 studies has examined the role of IEM in facilitating GSCM practices. Green Human Resource Management (GHRM) is the most significant driver, noted in 34 studies, followed by top management and managerial support in 23 studies, and cross-functional collaboration in 15 studies. Additionally, green managerial innovation was the focus of 5 studies, while total quality environmental management was explored in 4 studies.

Top management and Managerial Support (TMMS)

Top management support is crucial for advancing behavioral GSCM. Leadership and cross-functional collaboration drive internal environmental initiatives (Abdallah et al., 2024). When environmental strategies align with long-term performance and stakeholder interests, management is more likely to support them (Sarkis et al., 2011). The commitment fosters a green culture, enhances operational sustainability, and encourages innovation, all of which are essential for achieving triple-bottom-line objectives in interfirm relationships (Burki & Dahlstrom, 2017; Burki & Ersoy, 2022). Top management commitment and institutional support are crucial for integrating AI into green supply chains (Disha et al., 2026) and pursuing sustainability initiatives (Yen, 2018; Fatima et al., 2024). Additionally, leadership plays a key role in planning and decision-making for green initiatives, ensuring effective resource allocation and collaboration with external partners (Walker et al., 2008; Burki & Dahlstrom, 2017; Feng et al., 2018; Liu et al., 2020; Wen et al., 2023; Wiredu et al., 2024).

Cross-functional Collaboration (CFCL)

Cross-functional collaboration is crucial for successfully implementing lean manufacturing and sustainable strategies, as it promotes real-time integration among departments (Dhaigude et al., 2020; Christian et al., 2024). This cooperation enhances coordination, enabling informed decision-making that improves delivery flexibility and order fulfillment through shared data (Fan et al., 2017; Munir et al., 2020). Sustainable performance in complex supply chains depends on the effective management of physical, informational, financial, and knowledge flows, supported by strong interdepartmental relationships (Zouaghi & Laghouag, 2021). The success of green initiatives hinges on effective internal communication and collaboration (Feng et al., 2022; Yang et al., 2023), as successful GSCM requires both internal and external cooperation to foster green innovation and tackle production and marketing challenges (Li et al., 2023). Thus, strong internal coordination is vital for enhancing sustainability performance (Zhu et al., 2010; Omar et al., 2019).

Total Quality Environmental Management (TQEM)

The success of GSCM practices significantly depends on a company's ability to incorporate environmental considerations into its quality management systems (Wongthongchai & Saenchaiyathon, 2019). TQEM is a

key framework that combines total quality management with environmental stewardship, facilitating ongoing evaluation and enhancement of environmental performance. TQEM is essential for GSCM implementation (Seman et al., 2019). Moreover, Garza-Reyez et al. (2018) note that TQEM considerably improves GSCM outcomes and aids compliance with international standards such as ISO 14001 (Aravind & Christmann, 2011).

Green Human Resource Management (GHRM)

Scholars emphasize the significance of specific internal factors in driving effective environmental management (Jabbour & Jabbour, 2016; O'Donohue & Torugsa, 2016). GHRM is pivotal in fostering pro-environmental behaviors and a supportive organizational culture (Daily & Huang, 2001; Jabbour & Santos, 2008). Essential HR practices, such as management support, training, and reward systems, are vital for enhancing environmental performance (Daily & Huang, 2001). GHRM incorporates sustainability into HR functions like recruitment and employee development, boosting engagement and promoting green learning (Al Masud et al., 2021; Gazi et al., 2023; Hossain et al., 2023; Ali et al., 2024). By aligning HR practices with environmental objectives, GHRM fosters collaboration and eco-conscious mindsets, serving as a critical link between human resource systems and sustainability efforts (Jia et al., 2018; Tang et al., 2018; Dahinine et al., 2023; Dahinine et al., 2024).

Green Managerial Innovation (GMIN)

Green management innovation (GMIN) is vital for enhancing GSCM through cross-functional collaboration. GMIN emphasizes transforming managerial practices to incorporate environmental awareness into everyday operations (Cruz et al., 2006; Ali et al., 2019; Abdallah et al., 2024). By adopting GMIN, organizations can devise new strategies to address environmental issues in their products and procedures (Dias & Braga, 2002).

Key initiatives, such as green training programs, foster employee engagement, enhance environmental knowledge, and promote creativity, thus supporting sustainability goals (Longoni et al., 2014; Chowhan, 2016). Consequently, GMIN is essential for driving green process and product innovations (Cheng et al., 2014), and reflects an organization's commitment to sustainability.

Theme 2: Collaboration with Supply Chain Partners

The supply chain consists of an interconnected network of suppliers, logistics providers, warehouses, retailers, and end consumers, all working together to fulfill customer demand (Eltayeb et al., 2011; Ali et al., 2016). Ni and Sun (2019) note that effective coordination among these stakeholders is vital (Yu et al., 2014) for addressing environmental challenges and minimizing ecological impacts in GSCM (Hartono et al., 2023). Strong collaboration with cross-functional teams and partners is essential for recognizing shared sustainability issues and creating effective solutions (Wong et al., 2015). Strategies such as eco-design and coordinated logistics can significantly reduce waste and emissions throughout production, transportation, and product usage (Feng et al., 2018). Empowering both internal teams and external partners (Jajja et al., 2018) to tackle inefficiencies emphasizes the critical roles of supplier collaboration (33 studies) and environmental cooperation with customers (32 studies) in achieving effective environmental management in supply chains.

Environmental Cooperation with Customers (ECWC)

Customer involvement in environmental initiatives is essential for integrating sustainable practices in product design, production, and packaging, which is key to GSCM (Green et al., 2012). Collaborating with customers on sustainability efforts leads to significant environmental gains and promotes the co-creation of solutions like eco-design and energy-efficient logistics (Wu et al., 2012; Chavez et al., 2016; Zhu et al., 2019). Recent findings show that engaging customers in the early stages of eco-design enhances both environmental outcomes and customer satisfaction by reducing waste and costs (Burki et al., 2019; Bellamy et al., 2020; Gelderman et al., 2021; Han et al., 2023; Yang et al., 2023). This trend reflects growing consumer demand for sustainability, prompting managers to incorporate green strategies into their operations (Gualandris et al., 2021). The literature underscores that strong customer collaboration and green innovation can enhance

environmental and economic performance, highlighting the importance of customer relationships in advancing GSCM practices (Hoejmose et al., 2012; Cuerva et al., 2014; Kim & Wemmerlöv, 2015; Shin & Thai, 2015; Wu, 2017; Burki & Ersoy, 2022).

Supplier Collaboration (SPLC)

GSCM emphasizes collaboration among stakeholders, including suppliers and customers, to enhance environmental outcomes (Zhu et al., 2010). A unified GSCM strategy is vital for aligning environmental goals across all parties. Engaging suppliers is crucial for boosting manufacturing capabilities such as quality and flexibility (Feng et al., 2018) and promotes better information sharing, leading to improved environmental and economic performance (Feng et al., 2020). This collaboration not only enhances cost efficiency and inventory management but also drives innovation in GSCM practices (Ghosh et al., 2022). Involving suppliers in green initiatives generates significant economic and environmental advantages for both parties (Zhu et al., 2013; Yu et al., 2014; Jabbour et al., 2017). As consumer demand for sustainability grows, these partnerships enhance supplier competitiveness and strengthen the sustainable image of manufacturers (Govindan et al., 2015). Companies adopt various strategies, such as knowledge sharing and co-development of eco-friendly solutions, to promote sustainability in the supply chain (Gimenez et al., 2012; Yadlapalli et al., 2018; Qiao et al., 2022).

Theme 3: Collaboration with External Stakeholders

The supply chain involves collaborative efforts among companies to deliver value through a mix of products and services (Ali et al., 2016). Effective supply chain integration relies on collaboration among all stakeholders (Yu et al., 2014). Huang et al. (2021) noted that concerns from external stakeholders, including government and community organizations, play a significant role. However, this review highlights green government support as a crucial factor for enforcing stricter environmental regulations in Asia (3 studies).

Green Government Support (GGVS)

Government support through initiatives such as green recovery programs effectively addresses environmental challenges and enhances resource efficiency (Potter & Wilhelm, 2020; Niu et al., 2022; Yang et al., 2023). These initiatives stimulate innovation in sustainable production and recycling (Ilyas et al., 2020) and promote the adoption of advanced environmental technologies (Mei et al., 2019). In emerging markets, support often includes grants, tax incentives, and training programs that encourage business participation (Imamoglu et al., 2010; Savita et al., 2012; Yen, 2018; Ahmed et al., 2019).

Additionally, government incentives and certifications motivate small and medium-sized enterprises (SMEs) to adopt sustainable practices, aided by financial and technical support (TA et al., 2020; Fatima et al., 2024; Masudin et al., 2025). This assistance not only promotes GSCM adoption but also shapes corporate sustainability strategies (Lin et al., 2020), as governments establish standards to mitigate environmental impact (Balasubramanian & Shukla, 2017). In the logistics sector, government-led programs are crucial for GSCM implementation, with emerging economies actively encouraging corporate environmental responsibility through targeted initiatives (Zailani et al., 2012; Orji et al., 2020).

DISCUSSION AND IMPLICATIONS

The results of this review underscore three interconnected themes of behavioral elements in GSCM, highlighting the importance of internal environmental management and collaborative efforts with both supply chain partners and external stakeholders. Internal Environmental Management serves as the backbone for green practices within organizations, focusing on how commitment from management, active participation from employees, and a strong awareness of environmental issues contribute to environmental initiatives. This internal theme encompasses top management commitment and support, cross-functional collaboration, total quality environmental management, green human resource management, and green managerial innovation.

The second theme, collaboration with supply chain partners, involves working closely with suppliers and other partners to promote and coordinate green practices effectively. This collaboration may be derived from environmental cooperation with customers and supplier collaboration. Lastly, collaboration with external stakeholders emphasizes the significance of engaging with parties outside the immediate supply chain, like regulators and other relevant groups, to meet environmental expectations and support sustainability-focused initiatives. This review found that green government support may initiate the enhancement of sustainability performance.

These three components interact dynamically, creating a holistic approach to sustainability. For instance, managerial support for employee green training as part of internal environmental management efforts not only improves internal capabilities but also enhances collaboration with external entities. This illustrates the necessity of a robust internal foundation for effective external engagement in sustainable supply chains (Yusliza et al., 2017; Gupta, 2018). Research on Green Human Resource Management (GHRM) has often been limited by its focus on internal actions, neglecting the role of external stakeholder interactions (De Stefano et al., 2018). Our review addresses this gap by aligning with the GSCM literature, which emphasizes collaboration with suppliers and customers (Yu et al., 2020). Teixeira et al. (2016) further affirmed the link between green training and external collaboration, highlighting the critical role of internal competencies in fostering successful external partnerships. Collectively, these themes offer a cohesive insight into the behavioral elements that influence green supply chain practices, rather than serving as three completely separate interpretations.

This review uniquely integrates behavioral factors like management commitment, employee engagement, and collaboration into a cohesive framework for GSCM across various Asian economies (Green et al., 2012; Luthra et al., 2014; Hartono et al., 2023). In countries with more developed environmental regulation, behavioral drivers may be reinforced by robust institutional expectations and a strong commitment to environmental compliance. In contrast, in emerging Asian economies, the implementation of GSCM practices can be affected by limited resources, environmental awareness, and institutional support. It reveals significant cultural differences in environmental governance and organizational behavior. For instance, Japan and South Korea have strong institutional frameworks (Nagel, 2024), while Indonesia and India face fragmented regulations (Sahoo & Vijayvargy, 2020; Mulyana et al., 2024). Chinese manufacturers experience considerable environmental pressures, leading them to adopt technical compliance solutions (Liu et al., 2020), unlike firms in developed countries, which focus more on behavioral GSCM practices due to established technical systems (Cho et al., 2017). A comparative analysis between different industries could also yield further insights. For example, manufacturing industries usually prioritize internal environmental management and collaboration with suppliers (Burki & Ersoy, 2022), while service-focused industries often need more engagement from employees and cooperation from customers (Tuan et al., 2021).

The frequency of behavioral drivers in this review literature does not directly indicate their effectiveness in enhancing sustainability performance. A higher frequency reflects greater research focus, not stronger empirical results. The effectiveness should be assessed based on the findings of individual studies, which may demonstrate direct or indirect influences on sustainability through GSCM practices. The review findings emphasize the significant role of organizational and behavioral factors in implementing GSCM practices. A strong organizational culture that embraces shared environmental values influences how sustainability is prioritized. However, effective implementation hinges on committed leadership, strategic resource allocation, and managerial support for environmental initiatives. Additionally, employee awareness of environmental issues fosters greater participation in sustainable activities. Collaboration with stakeholders, including suppliers, customers, and government agencies, enhances GSCM by promoting information sharing and aligning sustainability goals across organizations. From a theoretical standpoint, these insights support Stakeholder Theory by illustrating how behavioral GSCM practices are influenced by the interactions between firms and their internal and external stakeholders.

CONCLUSION AND RECOMMENDATIONS FOR FURTHER RESEARCH

Recent studies on the adoption of GSCM in emerging Asian economies reveal the importance of behavioral factors amidst limited environmental awareness. A systematic review identifies three key themes influencing GSCM practices. First, internal environmental management focuses on aligning supply chain operations with sustainable practices by fostering a sustainability-oriented culture. Second, collaboration with supply chain partners emphasizes the value of meaningful relationships with suppliers and customers to support environmental initiatives throughout the supply chain. Lastly, the role of external stakeholders, particularly government support, both financial and non-financial, is crucial for encouraging organizations to embrace green practices.

Given the importance of behavioral factors, future research should enhance understanding by integrating interdisciplinary insights. This approach will enable the development of contextually relevant GSCM strategies tailored to the unique capabilities and limitations of businesses in Asia's emerging markets. It is crucial to adopt nuanced methodologies that account for the diverse socio-economic and institutional conditions in the region, as many studies erroneously generalize these countries. Comparative analyses can illuminate behavioral differences in GSCM practices among nations such as Japan, Indonesia, and Vietnam, providing valuable information for policymakers and practitioners to create context-specific interventions.

Furthermore, addressing methodological gaps is vital. Employing longitudinal and mixed-method approaches for future studies will help establish causal relationships between internal factors, such as employee engagement, and the success of external collaborations, thereby reinforcing the behavioral framework discussed in this review. A longitudinal study can assess how certain factors influence behavioral change. For example, if a company that previously did not engage with customers and suppliers on eco-friendly initiatives starts to collaborate in the subsequent year, this shift may lead to enhanced sustainability performance.

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