eminent.
Eminent Journal of Business and Management (EJBM)
https://ejbm.eminentjournals.com
Published by Eminent Corporate Academy
Vol. 1, Issue 1, page 36-50
© The Author(s), 2025

Green Human Resource Management in the Tanzania's Public Sector: Current Practices, Challenges and Prospects

Kelvin M Mwita

Department of Public Service and Human Resource Management, Mzumbe University, Tanzania,

Correspondence: kmwita@mzumbe.ac.tz

Abstract

This paper aims to assess green HRM practices, challenges, and future prospects in Tanzania's public sector. This exploratory study utilised a qualitative approach. Data were collected through in-depth interviews from 16 HR and administration practitioners from selected public organisations, sampled using a purposive technique. The sample size was determined by the saturation principle. Thematic analysis was employed to analyse the collected data. The study found that public organisations are increasingly adopting green HR practices. Notable practices include e-recruitment and selection, the increased use of online training sessions and e-meetings, the implementation of e-office systems, and the introduction of an electronic performance management system, among other HR-related systems integrated on a single website. These practices contribute to promoting green HRM. However, green HRM faces challenges such as the persistent use of papers in offices, few training programmes on environmental conservation, failure to incorporate green goals and targets in performance management, insufficient skills and knowledge among public servants regarding green HRM, and inadequate technological infrastructure. Additionally, the recruitment and selection process does not focus on acquiring employees with green mindsets. Nonetheless, the growing use of ICT facilities in public organisations suggest that green HRM can be sustainably implemented and make Tanzania's public sector a champion of green HRM. Implementation of green HRM in Tanzania's public sector is promising, though there are few challenges to address to enhance its effectiveness in promoting sustainable organisations.

Keywords: *Green HRM, Green Practices, Tanzania Public Sector, Sustainable HRM*

1.0 INTRODUCTION

Environmental conservation has been a concern of multiple stakeholders globally. Due to climatic changes caused by human activities, domestic and international organisations and agencies have been using various initiatives to ensure human activities do not cause adverse effects to biodiversity (Geiger et al., 2017; Shaw & Theobald, 2011). One of the notable global movements that agencies, states, firms and individuals have taken seriously in quest to promote sustainable development is sustainable global development goals (SDGs) initiated by the United Nations in 2015. These SDGs put forward a global agenda that different stakeholders have focused on promoting a total of 17 sustainable goals (Alexander et al., 2022; Djekic et al., 2021). Goal number 14 and 15 put emphasis on protecting the environment.

How to cite: Mwita, K. M (2025). Green Human Resource Management in the Tanzania's Public Sector: Current Practices, Challenges and Prospects, *Eminent Journal of Business and Management,* 1(1), 36-50. https://doi.org/10.70582/7scr8b14

Organisations have been considered among significant agents in contributing towards environmental degradation (Egbetokun et al., 2020; Huppé et al., 2006). Their operations cause emissions that gradually contribute to depletion of the ozone layers which leads to unprecedented increase of temperature that in turn cause multiple adverse effects(Amann et al., 2020; Lickley et al., 2020). These effects include but are not limited to an increase in human health related problems and the disappearance of some species (Shetty et al., 2023; Ukaogo et al., 2020). Some organisational activities have been causing cutting of trees as well as polluting water sources from wastes(Ooi, 2020).

Researchers and practitioners have been looking for different ways to be used as a way of making the world a better place for everyone (Mwita, 2019). Mainly, organisations have been coming up with green initiatives intending to reduce their contribution to environmental degradation and promoting environmental conservation(Lozano, 2020; Singjai et al., 2018). In procurement, the introduction of green procurement and supply chain management, in marketing green marketing and in tourism; green tourism have been among notable advancements to curb environmental problems contributed by the corporate world(Ghosh, 2019; Groening et al., 2018; Pan et al., 2018). In 1996 green human resource management started to emerge in literature as an academic concept. It is believed to be firstly introduced by a German academician named Jorg Wehrmeyer. Organisations in the western world started to think on the best ways that HRM can be used to minimise adverse effects of organisations on the environment. Green HRM (GHRM) is an integration of human resource management practices with environmental practices in organisations to achieve both organisational and environmental goals.

Comparatively, organisations in Africa have been slowly integrating GHRM practices(Delphinus & Mwita, 2024). Moreover, research in the area of GHRM in developing countries has not been satisfactorily done compared to the western countries (Zubair & Khan, 2019). It has been reported that there is a big empirical gap that has to be filled in this area to inform policy makers and other stakeholders so relevant strategies can be formulated to suit the African context and specific countries within the continent.

Likewise, green HRM in Tanzania has not been well documented in the literature. Few numbers of studies conducted in Tanzania do not give a clear picture of the practices, benefits, challenges and prospects. This calls for additional research in the area to inform the practitioners, policy makers and other stakeholders. While the country needs an empirical focus, among a few studies, the public sector has not been given the attention it deserves (Mashala, 2018). This study defines the public sector as part of the economy with organisations that are funded and controlled by the government. Their focus is normally providing essential services to the community members and not to generate profit (Fosstenløkken, 2024).

2.0. LITERATURE REVIEW

2.1. Ability, Opportunity, Motivation (AMO) Theory

Ability Motivation Opportunity (AMO) Theory posits that employee performance is a function of his/her ability to execute his/her assigned roles, his/her level of motivation as well as available opportunities to use his/her ability(Malik & Lenka, 2019). Organisations that have employees who have relevant skills and knowledge that empower them to undertake their assigned roles have potential to contribute towards organisational performance when these people are

motivated and presented with opportunities to use their potential(Mahdy & Alhadi, 2021). Ability of employees can be realised in different ways. This includes but is not limited to the recruitment and selection by hiring people who are capable of achieving their individual goals and those of the organisation, training and development as well as performance management (Gull & Idrees, 2022; Nik Mat et al., 2021). On the other hand, motivation of employees can be enhanced through incentives and rewards, engagement and other compensation strategies (Tunio et al., 2023). Opportunity can be provided by creating an enabling environment that allows employees to collaboratively work in teams as well as use their creativity and other potentials they possess(Delphinus & Mwita, 2024).

The literature on green HRM shows that AMO theory is one frequently used theory in explaining how green HRM practices work in promoting employee and organisational performance(Benevene & Buonomo, 2020; Hooi et al., 2022; Muhammad Ali & Nisar, 2023). In this context, ability represents green recruitment and selection, green training and development and green performance management. Moreover, motivation includes green compensation management and opportunity entails how organisations create an enabling environment for employees to use green initiatives as well as demonstrating green behaviour.

2.2. **Policy and public policy**

A policy is a deliberate set of values and/or principles or rules that guide various decisions and actions to achieve specific predetermined goals. Policies are designed to create a structured approach to addressing challenges and are often formalized in written documents. Public Policy refers to the series of actions, decisions, and laws made by government institutions aimed at addressing societal issues and achieving specific goals for the public good. This is to say public policies are designed by the government to address different problems or optimize particular opportunities in a given community. Policies provide a desirable way to align the required behavior with structures while providing a framework for consistent decision-making. The good structure of public policies ensures the realization of government goals and services provision to the people.

2.3. **Institutional Theory**

Institutional theory posits that the institutional environment has a significant effect on organisational practices and actions. Organisations are expected to adhere to societal values and norms within the environment in which they operate and imitate the elements in the structure of their institutional environment to become or remain prosperous and sustainable (Anlesinya et al., 2023). With this regard, societies are concerned with environmental sustainability, this gives an impression that organisations are also expected to use practices, strategies and initiatives that promote environmental sustainability. Organisations may choose to align with societal values voluntarily or be forced to do so due to external pressure caused by media, civil society organisations and other stakeholders (Ren et al., 2018). Organisations can also be coerced through laws and regulations enacted by the state (Ren et al., 2022). Institutionalising green HRM practices is to effective integration of environmental practices and HRM practices. This can be done through the use of policies and strategies formally established by organisations. These policies can help in guiding how HRM practices are put in place sustainably.

2.4. **Human Resource Management in the Tanzania Public Sector**

For decades the government of Tanzania has been dedicated to the provision of public services to her citizens. Public organisations have been playing a significant role to ensure service delivery is done effectively and efficiently (Nchukwe & Adejuwon, 2014). To make sure this goal is achieved, numerous reforms have been introduced to ensure delivery of public services is done in quest to meet changing demands of the consumers of the services who are the citizens (Lufunyo, 2013). Human resource management has been at the centre of this process (Mateng'e, 2022). Organisations in the central and local government have been implementing different human resource management strategies and practices to ensure there are sufficient human resources to provide services demanded by the citizens (Pallangyo & Rees, 2012). Admittedly, this has been facing various challenges mainly being shortage of qualified and competent people to offer the required services (Yusuph & Guohua, 2017).

The management of human resources in public organisations have been decentralized to specific organisations. However, the government through the President's Office has been overseeing and coordinating this function. Some of the tools such as policies that are used to guide HR practices are developed by the President's Office and used by respective public organisations. This is to say to the large extent HR practices are uniform across public organisations. However, organisations may have their own internal guidelines to regulate HR functions that are not contradictory to those put in place by the President's office.

2.5. **Green Human Resource Management**

Green human resource management involves the integration of human resource management and environmental management practices (Mwita, 2019). It focuses on ensuring that human resource management contributes towards environmental conservation sustainably (Amrutha & Geetha, 2020; Jyoti, 2012). Through green HRM, all HRM functions are administered in such a way that they do not contribute towards environmental degradation. Green HRM includes various green practices which include green recruitment and selection, green training and development, green performance management, and green compensation (Sharma, 2016).

Green recruitment and selection is a process that involves assessing whether job candidates skills, knowledge and competences match organisational environmental sustainability goals (Veerasamy et al., 2024). Additionally, it entails the hiring process that is done in such a way that each activity is done with caution of not contributing towards environmental degradation in any way. The use of paper is always discouraged by integrating technologies that are used in assessing job candidates and selecting them without or with minimal use of papers (Fapohunda et al., 2022). The process uses eco-friendly principles to make sure the hiring process contributes towards organisational sustainability goals (Pham & Paillé, 2019).

Green training and development involve the process of imparting knowledge, skills and competences to employees related to environmental sustainability and eco-friendly practices in the workplace (Amrutha & Geetha, 2021). Employees are empowered on how they work without causing potential harm to the environment. It is normally used to promote acceptance of green initiatives in organisations (Yafi et al., 2021). The process is always done in such a way that it does not cause environmental related problems. Integration of technology during training and

development programmes promotes the use of minimal amounts of paper (Deshpande & Srivastava, 2023).

Green performance management is a systematic process through which employees are given goals related to environmental management, the monitoring and evaluation is done to assess progress and achievement of the set goals (Ardiza et al., 2021; Delphinus & Mwita, 2024). Like other green HR practices, when green performance management is done using computerised systems it contributes more to environmental sustainability and makes it part of green compensation management.

Green compensation management entails practices and policies that guide an organisation to reward employees who contribute towards sustainability and environmental management within an organization (Renwick et al., 2013). Through green compensation management employees who are considered green champions are acknowledged, appreciated and given rewards for their green initiatives or efforts that focus on making organisations environmentally friendly (Ahmad, 2015).

For green HRM to be effective, these green HR practices are expected to be integrated. Having one green HR practice in isolation of others may limit the potential of green HRM to effectively transform workplaces in promoting an agenda of having a world that is free from environmental degradation (Mwita & Mwakasangula, 2020). To make this possible, organisations have to demonstrate a high level of commitment through formulation and implementation of facilitative policies and other guidelines aiming at assisting employees to achieve green goals (Hameed et al., 2022; Mwita & Kinemo, 2018). Further, financial and non-financial support is needed to make these goals realised effectively (Adriana et al., 2020). Both short term and long-term plans of organisations have to clearly communicate intentions and desires of having workplaces that are free from avoidable pollutions of the environment (Amjad et al., 2021).

3.0. METHODS

This is an explorative research design that makes use of a qualitative research approach. The choice of qualitative approach was based on the fact that the study aimed at getting insights from the respondents by assessing their experiences and perceptions related to green HR practices in the public sector. Qualitative research approach is good probing and assessing insights from respondents' own experiences. (Mwita, 2022). The study used in-depth interviews that were done through face-to-face and telephone interviews. The use of interviews was necessary to answer the questions why and how that were necessary in understanding how green HRM is practised, prospects and associated challenges. Collected information was recorded using a digital audio recorder and a notebook. A total of 16 HR professionals working in different public organisations were involved in the exercise of data collection. These respondents are coded as R1 for respondent number one to R16 as respondent number sixteen. A sample size of 16 respondents were reached by the use of saturation principle. As per the principle, a researcher keeps on collecting data from the respondents until he or she can no longer collect new relevant information due to repetition of answers provided. This is what is considered as a saturation point (Hennink & Kaiser, 2022). Data analysis was done by using a thematic analysis that involved, familiarisation of collected data, creating or generating initial codes, searching for themes from codes, reviewing obtained themes, identification of the most significant quotations and writing up.

4.0. RESULTS

4.1. Green recruitment and selection

The study found that recruitment and selection in the public sector is generally centralised as the government manded the President's Office Public Service Recruitment Secretariat (PSRS). This helps to easily coordinate the process of recruiting and selecting public servants. The study found that PSRS has been improving recruitment and selection processes by integrating technological advancements which are key determinants of green HRM. Application letters, certificates and other documents like CV are submitted through an electronic system integrated in a database called *ajira portal*. The use of *ajira portal* stands as one of important and significant technological tools to reduce the use of papers. One of the respondents commented that,

"*Ajira portal has made recruitment in the public service more convenient and paperless. In my own view, it is not only cost effective to the job candidates and the public service, it has become one of environmentally friendly components of recruitment and selection in the public service"* R4.

The above observation gives an impression that when integrating technology in recruitment and selection, it does not only enhance green practices but also reduce operational costs of organisations. Moreover, clients find the process more efficient and effective.

It was further observed that long listing and shortlisting is done through the *ajira portal* which makes recruitment seemingly convenient. Applicants are notified through the system and the website hence results can be electronically accessed by them and the general public.

Although integration of technology is successfully done in the Tanzania public service recruitment and selection, assessing whether job candidates have knowledge and skills related to environmental management is rarely done. Job candidates are normally assessed on their ability to execute their main functions only. Assessment on green knowledge is usually done to candidates whose jobs have a direct link with environment management.

4.2. Green training and development

The study found that there is a huge skill and knowledge gap of green HRM and green initiatives in general. Respondents were of the view that more training programmes are needed in public organisations to enhance promotion of green practices. It was also noted that training needs assessments that are done do not involve a component of environmental management as the results training and development programmes are not sufficiently provided as they lack bases for their justification. Although it seems that green training and development faces some hurdles in public organisations, the influence of political will to conserve the environment has sparked organisational green initiatives to some extent. One respondent commented that

"In the public sector, high profile figures like the President, the Vice President, and the Prime Minister among others, to the large extent have been motivating organisations to take initiatives in raising awareness to employees with regard to environmental conservation. Campaigns relating to tree planting around public offices and other areas, cleaning the environment and stopping the use of energy considered harmful to the environment has been directly and indirectly disseminating knowledge and skills related to environmental management" R7.

The above response entails that state leaders have an important role to play in awakening public organisations through their commitment to protecting the environment. This can therefore help in promoting green agendas in public organisations and raise awareness to employees on how to integrate green initiatives in public organisations.

Further, it was found that public organisations are increasingly adopting the use of electronic learning platforms for conducting their training. This helps in promoting green training as they help in minimization of consumption of printed materials. While the use of e-learning is important in reducing the running costs for organisations it is also an important catalyst of reducing emissions when a public servant travels from one location to another just to attend a training or meeting session.

While other respondents showed that green training programmes are not among top priorities in public organisations, it was reported by others that financial constraints limit the ability of organisations to conduct green training and development programmes.

4.3. Green performance management

Green performance management seemed to be partially practiced in the public sector. One of the most recent performance management systems is public employee's performance management information system (PEPMIS). It serves as a great role in environmental conservation. The system does not involve the use of papers in goal setting, monitoring, and appraisal as well. Papers may be involved in some occasions when documentary reports from the systems are needed.

"PEPMIS that we are currently using as our performance management system helps a lot in making public organisations environmentally friendly. We no longer need to walk around with papers that are one of potential sources for environmental pollution through littering and increasing demands of papers which leads to cutting of trees". R9

Another respondent commented that

"The system also helps our organisations to save money that can be directed into other uses instead of buying papers. It helps us keep records of performance for a considerably long time since information is stored electronically." R12.

Two above quotations show that green performance management can serve multiple purposes including reducing operational costs, effective storage of performance management data and easy accessibility of data when needed.

Although green performance management seemed to be effectively practiced through integration of technology it was found that the performance management process is rarely integrated with green goals, objectives or targets. As a result it is not possible to appraise employees without having any base for such appraisal. Although the process seemed not to be formalised in the performance management system, it was noted that members of public organisations are aware of green champions. People who have been devoting their time to support green initiatives were said to be well known.

4.4. Green compensation management

Like the previous green HR practices, green performance management was found to be well practised in the context of technology integration. This is because compensation related data are computed, stored and accessed electronically. Public organisations use an integrated human capital management information system (HCMIS). The system significantly reduces the use of papers which in traditional human resource management are needed for the aforementioned tasks.

On the other hand, rewarding employees based on their green behaviour did not seem to be a common practice in the public sector. Although some respondents opined that there are people in the public sector who are rewarded and recognised for their green behaviours, the practices are not institutionalised and therefore seemed to be informal and unofficial.

> "*Rewarding employees with green behaviours or those who seemed to be doing well in initiating and promoting campaigns related to environmental management is not common. Generally, it is not in our corporate culture. If we want to motivate people to be champions of green practices in our organisations, formal and institutionalised rewards are important.*" R 15.

The above quotation gives an impression that rewarding green behaviours and practices among employees is possible. However, the challenge seems to be its sustainability since in most cases it is not fully institutionalised and formalised in public organisations·

5.0. DISCUSSION

This study came with interesting findings with regard to green HRM in Tanzania's public sector. Integration of technology in HRM has led to a tremendous achievement in promoting green practices in the public sector. The use of papers seems to be increasingly reduced and therefore making public organisations greener, However, institutionalising of green practices seemed to be a major challenge. Integrating technology in green practices mainly aimed at increasing efficiency in the public sector as the result of green HRM was to be an accidental result. Green recruitment and selection seemed to be excellently integrated. Centralization of the recruitment process in the public service proved to be a catalyst in enhancement of green recruitment. This shows that it becomes easier for the public service to put green recruitment and selection into practice when the process is centralised and therefore becomes easier to be monitored.

Green training and development seemed to be insufficiently practised due to the fact public organisations have been challenged with insufficient funds. This gives an implication that training public organisations have not been giving green training and development the weight it deserves. Awareness creation is key to promote green initiatives and green behaviour and this can be done internally in a cost-effective manner (Yong et al., 2020). It should be noted that top management support is key to promoting green HR practices. Having CEOs, managers and supervisors who are concerned with sustainability will possibly change the narrative and make organisations give green training and development programs an attention (Huo et al., 2020).

With regard to green performance management, setting green goals is key. In the Tanzania public sector, this seemed not to be well. Employees without goals, objectives, targets and tasks related to environmental conservation are more likely to be less motivated to take green initiatives and

demonstrate green behaviours (Huo et al., 2022). As per the AMO theory, when employees are set with certain goals to achieve, it instills motivation in them and puts more effort in achieving the said goals (Malik & Lenka, 2019). In this regard, having an electronic performance management system is not enough if the system does not facilitate setting of goals, monitor them and evaluate.

It should be noted that green performance management is linked with green compensation management. People are rewarded or compensated for achieving goals that were set during performance management. When green goals are not set during performance management the chances are rewards are offered objectively. Since compensation is important in motivating employees this could be the reason green behaviours are not sufficiently exerted in Tanzania's public sector. This is consistent with both theories that this study adopted. AMO theory postulates that motivating employees is key to their performance. When employees are motivated to put green HR into practice it becomes easier for them to do so. On the other hand, the institutional theory postulates that institutionalising certain practices may play a great role in making them effective.

6.0. CONCLUSION AND RECOMMENDATIONS

6.1. Conclusion

Green HRM in the public sector is partially practised. Integration of technologies in management of human resource management in Tanzania's public sector has significantly helped to facilitate green HRM. However, green HRM as a strategic and sustainable approach has not been well institutionalised in the public service. This challenges green HRM since people practise it incidentally. Green practices are there as a by-product of the use of technology and not a strategic focus in public organisations. Green HRM when practised is capable of reducing operational costs as well as increasing effectiveness in managing human resources. It can generally be said that there is a blend between traditional and green HRM in Tanzania's public sector. However, there is a potential in utilising green HRM practices in Tanzania’s public sector when more focus is given to integrate more green practices in the sector.

6.2. Recommendations

This study recommends the following;

Giving environmental management a top priority in formation of organisation’s plans and integrating with all HR practices. Having strategic plans and other short-term plans focusing on making the workplace environmentally friendly and promoting green behaviours will ultimately contribute toward promoting green HRM in the public sector.

Conducting regular environmental management training and development programmes to public servants to raise awareness on how organisation’s operations can adversely affect the environment and how to mitigate the problem. As this study points out, there is a skills and knowledge gap regarding environmental management in the public sector due to insufficient green training and development programmes, it is the high time training and development programmes are developed and implemented in the public sector.

Developing policies that aim at reducing and discouraging the use of paper in handling HR functions should reduce consumption of papers and therefore discourage cutting of trees. Having policies will help in formalising and institutionalising green HRM practices, something that this study found to be missing as the results help HR professionals and employees to take it more seriously.

Given the limited number of studies on green HRM in Tanzania in general and in Tanzania's public sector in particular, researchers have to conduct more studies to come up with more innovative ways to promote green HR practices. Studies will also help to uncover more how the situation is with regard to green human resource management practices.

7.0. LIMITATIONS OF THE STUDY

This study has a number of limitations. Firstly, it is a qualitative study that largely depended on the opinions of the respondents. This limits the study to draw inferences between or among the variables. It is therefore recommended that future studies consider the use of a quantitative or mixed approach. Secondly, the study used one method of data collection which is in-depth interviews, this makes triangulation of data challenging. Future studies are therefore recommended to consider the principle of triangulation to increase data reliability. Moreover, selection of the participants was done using convenient sampling which did not consider representation of public organisations in terms of their nature, size and locations. Future studies are recommended to put these factors into consideration.

Author Contributions

The entire paper has been prepared by the author, Kelvin M Mwita

Funding: This research received no external funding

Acknowledgments: I acknowledge the role played by Ms. Katie Nash in proofreading this paper and the all respondents who made significant contributions to its completion.

Conflicts of Interest: The authors declare no conflict of interest

Data Availability Statement: The data supporting the findings of this study are available from the

author upon reasonable request

REFERENCES

Adriana, L. T. D., Fahira, K. T., Nailissa'adah, M., & El Maula, H. (2020). A Review of the Importance of Green Human Resource Management Practices toward Employee Green Behaviour in Organisation. *Journal of International Conference Proceedings*, *3*(1), 124–135. https://doi.org/10.32535/jicp.v2i4.787

Ahmad, S. (2015). Green Human Resource Management: Policies and practices. *Cogent Business & Management*, *2*(1), 1030817. https://doi.org/10.1080/23311975.2015.1030817

Alexander, A., Walker, H., & Delabre, I. (2022). A Decision Theory Perspective on Wicked Problems, SDGs and Stakeholders: The Case of Deforestation. *Journal of Business Ethics*, *180*(4), 975–995. https://doi.org/10.1007/s10551-022-05198-8

Amann, M., Kiesewetter, G., Schöpp, W., Klimont, Z., Winiwarter, W., Cofala, J., Rafaj, P., Höglund-Isaksson, L., Gomez-Sabriana, A., Heyes, C., Purohit, P., Borken-Kleefeld, J., Wagner, F., Sander, R., Fagerli, H., Nyiri, A., Cozzi, L., & Pavarini, C. (2020). Reducing global air pollution: The scope for further policy interventions. *Philosophical Transactions of the Royal Society A: Mathematical, Physical and Engineering Sciences*, *378*(2183), 20190331. https://doi.org/10.1098/rsta.2019.0331

Amjad, F., Abbas, W., Zia-UR-Rehman, M., Baig, S. A., Hashim, M., Khan, A., & Rehman, H.-. (2021). Effect of green human resource management practices on organisational sustainability: The mediating role of environmental and employee performance. *Environmental Science and Pollution Research*, *28*(22), 28191–28206. https://doi.org/10.1007/s11356-020-11307-9

Amrutha, V. N., & Geetha, S. N. (2020). A systematic review on green human resource management: Implications for social sustainability. *Journal of Cleaner Production*, *247*, 119131. https://doi.org/10.1016/j.jclepro.2019.119131

Amrutha, V. N., & Geetha, S. N. (2021). Linking organisational green training and voluntary workplace green behavior: Mediating role of green supporting climate and employees' green satisfaction. *Journal of Cleaner Production*, *290*, 125876. https://doi.org/10.1016/j.jclepro.2021.125876

Anlesinya, A., Amponsah-Tawiah, K., Dartey-Baah, K., Adeti, S. K., & Brefo-Manuh, A. B. (2023). Institutional isomorphism and sustainable HRM adoption: A conceptual framework. *Industrial and Commercial Training*, *55*(1), 62–76. https://doi.org/10.1108/ICT-03-2021-0013

Ardiza, F., Nawangsari, L. C., & Sutawidjaya, A. H. (2021). The Influence of Green Performance Appraisal and Green Compensation to Improve Employee Performance Through OCBE. *International Review of Management and Marketing*, *11*(4), 13–22. https://doi.org/10.32479/irmm.11632

Benevene, P., & Buonomo, I. (2020). Green Human Resource Management: An Evidence-Based Systematic Literature Review. *Sustainability*, *12*(15), 5974. https://doi.org/10.3390/su12155974

Delphinus, L., & Mwita, K. M. (2024). The Role Green Human Resource Management Practices on Environmental Performance: The Mediating Role of Perceived Organisational Support toward the Environment. *SEISENSE Journal of Management*, *7*(1), 153–169. https://doi.org/10.33215/yrvjx551

Deshpande, P., & Srivastava, A. P. (2023). A study to explore the linkage between green training and sustainable organisational performance through emotional intelligence and green work life balance. *European Journal of Training and Development*, *47*(5/6), 615–634. https://doi.org/10.1108/EJTD-11-2021-0182

Djekic, I., Batlle-Bayer, L., Bala, A., Fullana-i-Palmer, P., & Jambrak, A. R. (2021). Role of the Food Supply Chain Stakeholders in Achieving UN SDGs. *Sustainability*, *13*(16), 9095. https://doi.org/10.3390/su13169095

Egbetokun, S., Osabuohien, E., Akinbobola, T., Onanuga, O. T., Gershon, O., & Okafor, V. (2020). Environmental pollution, economic growth and institutional quality: Exploring the nexus in Nigeria. *Management of Environmental Quality: An International Journal*, *31*(1), 18–31. https://doi.org/10.1108/MEQ-02-2019-0050

Fapohunda, T. M., Genty, K. I., & Olanipekun, L. O. (2022). The Effect of Green Recruitment and Selection Practices on Organisational Sustainability Among Selected Manufacturing Firms in Ogun State, Nigeria. *Texas Journal of Multidisciplinary Studies*, *4*(2770), 174–186.

Fosstenløkken, S. M. (2024). Public user innovation: Exploring the support mechanisms and user roles in a public organisation. *European Journal of Innovation Management*, *27*(5), 1575–1595. https://doi.org/10.1108/EJIM-04-2022-0217

Geiger, N., Swim, J. K., & Fraser, J. (2017). Creating a climate for change: Interventions, efficacy and public discussion about climate change. *Journal of Environmental Psychology*, *51*, 104–116. https://doi.org/10.1016/j.jenvp.2017.03.010

Ghosh, M. (2019). Determinants of green procurement implementation and its impact on firm performance. *Journal of Manufacturing Technology Management*, *30*(2), 462–482. https://doi.org/10.1108/JMTM-06-2018-0168

Groening, C., Sarkis, J., & Zhu, Q. (2018). Green marketing consumer-level theory review: A compendium of applied theories and further research directions. *Journal of Cleaner Production*, *172*, 1848–1866. https://doi.org/10.1016/j.jclepro.2017.12.002

Gull, S., & Idrees, H. (2022). Green training and organisational efficiency: Mediating role of green competencies. *European Journal of Training and Development*, *46*(1/2), 105–119. https://doi.org/10.1108/EJTD-10-2020-0147

Hameed, Z., Naeem, R. M., Hassan, M., Naeem, M., Nazim, M., & Maqbool, A. (2022). How GHRM is related to green creativity? A moderated mediation model of green transformational leadership and green perceived organisational support. *International Journal of Manpower*, *43*(3), 595–613. https://doi.org/10.1108/IJM-05-2020-0244

Hennink, M., & Kaiser, B. N. (2022). Sample sizes for saturation in qualitative research: A systematic review of empirical tests. *Social Science & Medicine*, *292*, 114523. https://doi.org/10.1016/j.socscimed.2021.114523

Hooi, L. W., Liu, M.-S., & Lin, J. J. J. (2022). Green human resource management and green organisational citizenship behavior: Do green culture and green values matter? *International Journal of Manpower*, *43*(3), 763–785. https://doi.org/10.1108/IJM-05-2020-0247

Huo, W., Li, X., Zheng, M., Liu, Y., & Yan, J. (2020). Commitment to Human Resource Management of the Top Management Team for Green Creativity. *Sustainability*, *12*(3), 1008. https://doi.org/10.3390/su12031008

Huo, X., Azhar, A., Rehman, N., & Majeed, N. (2022). The Role of Green Human Resource Management Practices in Driving Green Performance in the Context of Manufacturing SMEs. *Sustainability*, *14*(24), 16776. https://doi.org/10.3390/su142416776

Huppé, F., Turgeon, R., Ryan, T., & Vanasse, C. (2006). Fostering pollution prevention in small businesses: The Enviroclub initiative. *Journal of Cleaner Production*, *14*(6–7), 563–571. https://doi.org/10.1016/j.jclepro.2005.07.005

Jyoti, K. (2012). Green HRM –People Management Commitment to Environmental Sustainability. *SSRN Electronic Journal*, *1*(1), 244–252. https://doi.org/10.2139/ssrn.3323800

Lickley, M., Solomon, S., Fletcher, S., Velders, G. J. M., Daniel, J., Rigby, M., Montzka, S. A., Kuijpers, L. J. M., & Stone, K. (2020). Quantifying contributions of chlorofluorocarbon banks to emissions and impacts on the ozone layer and climate. *Nature Communications*, *11*(1), 1380. https://doi.org/10.1038/s41467-020-15162-7

Lozano, R. (2020). Analysing the use of tools, initiatives, and approaches to promote sustainability in corporations. *Corporate Social Responsibility and Environmental Management*, *27*(2), 982–998. https://doi.org/10.1002/csr.1860

Lufunyo, H. (2013). Impact of public sector reforms on service delivery in Tanzania. *Journal of Public Administration and Policy Research*, *5*(2), 26–49. https://doi.org/10.5897/JPAPR12.014

Mahdy, F. M., & Alhadi, A. Y. (2021). The effect of high-performance work systems according to AMO model on HRM performance outcomes: An analytical study on the banking sector. *Management Science Letters*, *11*, 1755–1764. https://doi.org/10.5267/j.msl.2021.2.007

Malik, P., & Lenka, U. (2019). Exploring the impact of perceived AMO framework on constructive and destructive deviance: Mediating role of employee engagement. *International Journal of Manpower*, *40*(5), 994–1011. https://doi.org/10.1108/IJM-05-2018-0164

Mashala, Y. L. (2018). Green Human Resource Management and Environmental Sustainability in Tanzania: A Review and Research Agenda. *International Journal of Academic Multidisciplinary Research*, *2*(12), 60–68.

Mateng'e, F. J. (2022). Public sector in Tanzania and the legacy of new public management: A focus on human resource management. *African Journal of Governance and Public Leadership (AJoGPL)*, *1*(4), 34–49.

Muhammad Ali, Q., & Nisar, Q. A. (2023). Nexus between green human resource management and environmental performance: A green approach for higher education institutes. *Kybernetes*, *52*(11), 5706–5729. https://doi.org/10.1108/K-01-2022-0023

Mwita, K. (2019). Conceptual Review of Green Human Resource Management Practices. *East African Journal of Social and Applied Sciences*, *1*(2).

Mwita, K. (2022). Factors to consider when choosing data collection methods. *International Journal of Research in Business and Social Science (2147- 4478)*, *11*(5), 532–538. https://doi.org/10.20525/ijrbs.v11i5.1842

Mwita, K. M., & Kinemo, S. M. (2018). The Role of Green Recruitment and Selection on Performance of Processing Industries in Tanzania: A Case of Tanzania Tobacco Processors Limited (TTPL). *International Journal of Human Resource Studies*, *8*(4), 35. https://doi.org/10.5296/ijhrs.v8i4.13356

Mwita, K. M., & Mwakasangula, E. (2020). The Role of Green Human Resource Management Practices on Environmental Management in Tanzanian Industries: Lessons from Mohammed Enterprises Tanzania Limited. *Science Journal of Business and Management*, *8*(2), 57. https://doi.org/10.11648/j.sjbm.20200802.12

Nchukwe, F. F., & Adejuwon, K. D. (2014). Agencification of Public Service Delivery in Developing Societies: Experiences of Pakistan and Tanzania Agency Models. *Africa's Public Service Delivery and Performance Review*, *2*(3), 106. https://doi.org/10.4102/apsdpr.v2i3.61

Nik Mat, N. H., Mohamed, W. N., Salleh, H. S., & Yusof, Y. (2021). HRM and Employee Significant Behavior: Explaining the Black Box through AMO Theory. *Pertanika Journal of Social Sciences and Humanities*, *29*(4), 2569–2589. https://doi.org/10.47836/pjssh.29.4.26

Ooi, S. K. (2020). The role of CSR oriented organisational culture in eco-innovation practices. *World Review of Entrepreneurship, Management and Sust. Development*, *16*(5), 538–556.

Pallangyo, w, & Rees, C. J. (2012). Local Government Reform Programs and Human Resource Capacity Building in Africa: Evidence from Local Government Authorities (LGAs) in Tanzania. In *Public Sector Reform in Developing and Transitional Countries* (1st ed.). Routledge.

Pan, S.-Y., Gao, M., Kim, H., Shah, K. J., Pei, S.-L., & Chiang, P.-C. (2018). Advances and challenges in sustainable tourism toward a green economy. *Science of The Total Environment*, *635*, 452–469. https://doi.org/10.1016/j.scitotenv.2018.04.134

Pham, D. D. T., & Paillé, P. (2019). Green recruitment and selection: An insight into green patterns. *International Journal of Manpower*, *41*(3), 258–272. https://doi.org/10.1108/IJM-05-2018-0155

Ren, S., Jiang, K., & Tang, G. (2022). Leveraging green HRM for firm performance: The joint effects of CEO environmental belief and external pollution severity and the mediating role of employee environmental commitment. *Human Resource Management*, *61*(1), 75–90. https://doi.org/10.1002/hrm.22079

Ren, S., Tang, G., & E. Jackson, S. (2018). Green human resource management research in emergence: A review and future directions. *Asia Pacific Journal of Management*, *35*(3), 769–803. https://doi.org/10.1007/s10490-017-9532-1

Renwick, D. W. S., Redman, T., & Maguire, S. (2013). Green Human Resource Management: A Review and Research Agenda*. *International Journal of Management Reviews*, *15*(1), 1–14. https://doi.org/10.1111/j.1468-2370.2011.00328.x

Sharma, K. (2016). Conceptualization of Green HRM and Green HRM Practices: Commitment to Environment Sustainability. *International Journal of Advanced Scientific Research and Management*, *1*(8), 74–81.

Shaw, K., & Theobald, K. (2011). Resilient local government and climate change interventions in the UK. *Local Environment*, *16*(1), 1–15. https://doi.org/10.1080/13549839.2010.544296

Shetty, S. S., D, D., S, H., Sonkusare, S., Naik, P. B., Kumari N, S., & Madhyastha, H. (2023). Environmental pollutants and their effects on human health. *Heliyon*, *9*(9), e19496. https://doi.org/10.1016/j.heliyon.2023.e19496

Singjai, K., Winata, L., & Kummer, T.-F. (2018). Green initiatives and their competitive advantage for the hotel industry in developing countries. *International Journal of Hospitality Management*, *75*, 131–143. https://doi.org/10.1016/j.ijhm.2018.03.007

Tunio, M. K., Hamid, A. B. A., Latiff, A. S. A., & Hafeez, M. (2023). Unlocking Organisational Sustainability: The Role of Talent Management through the Lens of the AMO Theory. *Pakistan Journal of Humanities and Social Sciences*, *11*(3). https://doi.org/10.52131/pjhss.2023.1103.0634

Ukaogo, P. O., Ewuzie, U., & Onwuka, C. V. (2020). Environmental pollution: Causes, effects, and the remedies. In *Microorganisms for Sustainable Environment and Health* (pp. 419–429). Elsevier. https://doi.org/10.1016/B978-0-12-819001-2.00021-8

Veerasamy, U., Joseph, M. S., & Parayitam, S. (2024). Green Human Resource Management and Employee Green Behaviour: Participation and Involvement, and Training and Development as Moderators. *South Asian Journal of Human Resources Management*, *11*(2), 277–309. https://doi.org/10.1177/23220937221144361

Yafi, E., Tehseen, S., & Haider, S. A. (2021). Impact of Green Training on Environmental Performance through Mediating Role of Competencies and Motivation. *Sustainability*, *13*(10), 5624. https://doi.org/10.3390/su13105624

Yong, J. Y., Yusliza, M., Ramayah, T., Chiappetta Jabbour, C. J., Sehnem, S., & Mani, V. (2020). Pathways towards sustainability in manufacturing organisations: Empirical evidence on the role of green human resource management. *Business Strategy and the Environment*, *29*(1), 212–228. https://doi.org/10.1002/bse.2359

Yusuph, M. L., & Guohua, W. (2017). Challenges for Implementing New Public Management Reforms in Local Government in Tanzania: Evidence from Six Selected Local Government Authorities. *Public Policy and Administration Research*, *7*(6), 32–45.

Zubair, S. S., & Khan, M. A. (2019). Sustainable development: The role of green HRM. *International Journal of Research in Human Resource Management*, *1*(2), 1–6.