

Green Human Resource Management and Environmental Sustainability in Tanzania: A Review and Research Agenda

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Abstract: *This paper focuses on underlying strategies for enhancing environmental sustainability, creating awareness to HR managers and employees about the Green HRM, the green movement and utilization of natural resources to help organizations maintain and retain the natural environment for sustainable growth and safeguarding staff and customers' health and safety. The information, findings, and discussion of this study were based on the literature reviews obtained through online publications. The findings show that GHRM is a requisite model whose functions and practices have a positive impact on environmental sustainability in public organizations. However, the study found that the GHRM concept is still new in public organizations in Tanzania as there are inadequate documented evidence of its functions and practices. The study recommends adequate management-employees involvement and commitment on GHRM, as well as robust policies, and strategies embedded in public organizations strategic plans.*

Keywords: Green HRM, Environmental Sustainability, Public Organizations, Tanzania

1. INTRODUCTION

The concept of environmental sustainability has eminently attracted concern for organizational prosperity in the world. As the world development agenda, the concept has gained its prominence at the United Nations Commission on Environment and Development (UNCED) of 1992 commonly known as the Earth Summit and its subsequent Johannesburg Declaration of 2002 (Jickling, 2000; McNeill & Wilhite, 2014; Pisano, Lange, Berger, & Hametner, 2015; Ricketts, 2010; Schaltegger, Burritt, & Petersen, 2017). The focus of these world summits and declarations were to champion the redefinition of national policies on sustainable development (di Bella, Corsi, Leporatti, & Cavalletti, 2016; Guillen-Royo, Guardiola, & Garcia-Quero, 2017; Hoge, Waas, Verbruggen, & Wright, 2011). Since the inception of the sustainability concept, many organizations have been developing Environmental Management Systems (EMS), practices and strategies to conserve the environment so that it meets the needs and concerns of the present and future generations (Noronha, Manjush, & Monteiro, 2016). One of the growing strategy and practice for enhancing environment sustainability propagated is the "green model of people management" well known as Green Human Resource Management (GHRM) (Ahmad, 2015; Hiba Awad Masri, 2016; Hiba A Masri & Jaaron, 2017; Schaltegger et al., 2017). In the field of Human Resource Management, the model has emerged as a new research agenda extending its traditional roles to focus on greening practices (Jackson, Renwick, Jabbour, & Muller-Camen, 2011; Jackson, Schuler, & Jiang, 2014; Renwick, Redman, & Maguire, 2013). As such, it induces organizations to engage in green practices related to environmental protection and maintaining ecological balance (Uddin & Islam, 2016). However, it is the realization of organizations that, taking care of the environment is beneficial not only to the environment but also to the organizational growth and employee wellbeing (Likhitar & Verma) 2016. The focus of

GHRM is embedded on the provision of a balance between Human Resource Management policies, systems, practices and activities with environmental management (Haddock-Millar, Sanyal, & Müller-Camen, 2016; K. Sharma, 2016). Green HRM involves environmentally-friendly human resource policies and practices undertaken by organizations to achieve its fundamental goals and objectives by mitigating negative impacts of environment arising from the policies & actions by the organizations (Shaikh, 2010; Uddin & Islam, 2016). Embracing environmental friendly-human resources, compels public organizations to build human resource commitment to environmental sustainability by a focus on green practices like waste management, recycling, reducing the carbon footprint, and using and producing green products (Ahmad, 2015; Poornima, 2013). Despite gaining position in the literature and its growing application in many organizations as a remedy for environmental degradations (K. Sharma, 2016), GHRM is still a new phenomenon in many countries and specifically in public organizations (de Souza Freitas, Jabbour, Mangili, Filho, & de Oliveira, 2012). Nevertheless, there is a clear lack of real cases and practical evidences about the applicability of the GHRM model in public organizations in Tanzania. The concept looks very new both in Tanzanian public organizations and in the entire field of Human Resource Management. Therefore, this paper aims at providing an insight about GHRM as an imperative model for environmental sustainability to be applied by public organizations in Tanzania based on the existing literature. Similarly, the paper aims at providing strategies for enhancing environmental sustainability in Tanzanian public organizations. Likewise, the study hopes to create awareness to HR managers and employees about the Green HRM, Green Movement and utilization of natural resources so as to help organizations to properly maintain and retain the natural environment for future generation.

2. LITERATURE REVIEW

2.1. Public organizations, Human Resource Management, and environmental sustainability

It is imperative to introduce the main concern for public organizations to stair on environmental sustainability. In fact, it is an obligation of the public organizations to take environmental concerns into their business strategic plans. This is mainly built on an undeniable fact that they have an impact on the environment through their operations, productions, and services and through frequent interaction with citizens, employees, customers, and suppliers. It is also important to note that public organizations through their daily operations contribute most of the carbon footprints therefore adversely impact the environment (Liu, 2010). These facts compel public organizations to adjust and take cognizance to environmentally friendly practices throughout their daily business operations. One way of ensuring environmental sustainability is integrating Environmental Management and Human Resource Management- Green HRM (Haddock-Millar et al., 2016; Likhitar & Verma; K. Sharma, 2016). Green HRM is the global approach to environmental sustainability (Pooja, 2014). It is therefore the concern of public organizations to develop environmental standards, policies and strategies by inspiring, empowering and making its human resources aware of green management initiatives and making them part and parcel of the green processes (Noronha et al., 2016; Sudin, 2011). However, it is pertinent to outline the main reasons as to why public organizations should adopt green HRM practices. As suggested by (Hosain & Rahman, 2016), the reasons include; preservation of natural environment, ensure healthy working environment and raise employee morale, gain competitive advantage through ensuring corporate social responsibility (CSR) and save cost. Others include; increasing company image, reduce interventions from the government and other law enforcing agencies, developing eco-friendliness and environmental learning among the employees, stimulating innovation and growth, facilitating learning and shaping behavior, maximizing use of resources and reduce waste. The application of Green HRM public organizations may involve addressing the company carbon footprint and environmental wastes such as cutting down on usage of papers, reducing un-wanted travel etc.(Noronha et al., 2016; K. Sharma, 2016). To ensure environmental sustainability, public organization and its employee commitment is a pre-requisite condition (Mesmer-Magnus, Viswesvaran, & Wiernik, 2012). The literature reveals that if employees clearly understand that the organization is committed to environmental sustainability, their organizational commitment will increase, thus will shape the dual-trust to organizational and environmental management (Mesmer-Magnus et al., 2012; Ones & Dilchert, 2012a, 2012b). It is therefore worth mentioning that public organization should ensure environmental sustainability by incorporating Green Human Resources practices such as green HR training, green

recruitments etc. into their overall organizational plans (Staffelbach, Brugger, & Bähler, 2012).

2.2. Green Human Resource Management (GHRM)

The logical focus of environmental Management practices has recently increased manifold the significance of Green HRM in organizations. The concept of Green HRM is best described based on its essential emphasis on environment-friendly HR practices. The practices are well directed towards helping organizations reduce employee carbon footprints. These may include, less wastage of resources, improved job related attitude, improved work life, lower costs, and improved employee performance. Green HRM is defined as those HRM environmental- friendly policies and practices that are focused to make the organization green (Margaretha & Saragih, 2013; Mehta & Chugan, 2015). It is the application of HRM policies and practices to sustain effective use of resources within the organization (Deshwal, 2015; Jackson et al., 2011; Mandip, 2012). Also, GHRM involves the systemic, planned alignment of typical Human Resource Management Practices with the organizations environmental goals (Haddock-Millar et al., 2016). Similarly, (Paillé, Chen, Boiral, & Jin, 2014) suggests that GHRM focuses on the selection, training and rewarding employees for their positive attitude and behavior towards the protection of the environment in order to generate a culture of environmental protection. The nature and scope of GHRM is based on the extension of the basic HRM practices to green concerns. These include Green Recruitment and Selection, Green Performance Management, Green Human Resource Planning, Green Training and Development, Green Employees Participation and engagement, Green Reward Management etc. (Margaretha & Saragih, 2013). (Shaikh, 2010) suggest that Green HRM is the best model for solving environmental problems in the organization. (Jackson et al., 2011) on the other hand describes GHRM as the alignment of human resources management functions such as recruitment and selection, human resource planning, performance management, training, rewards and compensation to the overall organizational green management mission and objectives.

2.3 Theoretical Framework of GHRM and Environmental Management

Embracing concerns and values of Environmental Management in public organizations through Human Resources initiatives requires employee's commitment and reinforcing sustainable environmental practices (Hiba Awad Masri, 2016; Hiba A Masri & Jaaron, 2017). In this endeavor, and based on the definition of Green Human Resource Management (Renwick et al., 2013), and in 2.2 above, this study can conclude that the theory of environmental management through Green Human Resource Management in public organization is composed of noteworthy practices namely, Human Resource Planning, Recruitment and Selection, Training and Development, Performance Management, Reward and Compensation and

Employees Relations. The practices form mutual connection and promotion (Figure 1)



Figure 1. Theoretical Framework for Environmental Sustainability through GHRM Practices

Based on the meaning of GHRM and the Theoretical Framework presented in Figure1 above, the study presents the following assumptions;

(1) Green Recruitment and Selection

Green recruitment and Selection is the process of attracting and hiring candidates with knowledge, skills, attitudes and behaviors that conforms to environmental management systems of an organization (Ullah, 2017). Though, the race of attracting most creative, talented and innovative employees, increasing recruitment potentials and hiring quality staff poses a great challenge (Renwick et al., 2013), therefore, in the effort of ensuring environmental sustainability at workplaces, organizations are bound to know and design the greenways of attracting and hiring talented staff. In this endeavor, therefore, recruitment and selection process should consider the long-term requirement of the company of integrating organizations corporate environment culture with green recruitment and selection processes. Eventually, job description should take cognizance of tasks of health and safety and other related roles affecting the environment. In addition, organizations green goals should be tailored to gauge with the potential compatibility of the prospective recruited candidates. Likewise, once the recruitment process completed, the selected candidates has be given comprehensive green induction programme comprising of environmental sustainability information and their commitments to the organization green goals.

(2) Green Performance Management

Setting corporate environmental performance management standards, green audits and information systems is imperative for environmental sustainability. Green Performance Management consists of issues related to environmental management concerns and organizational policies (Renwick et al., 2013). In this case, organization can only sustain environment when performance evaluation are

directly linked to green goals, tasks and employees green job descriptions (Mandip, 2012; Renwick et al., 2013). The integration of environmental management concerns with green tasks calls for empowerment, engagement and commitment among the staff and management to dedicate their efforts towards green environment. The process of engaging and empowering employees begins with commitment of senior officials in the organization through planning of environmental management, targets, activities and performance measures. Similarly, manager's commitment to performance appraisal is significant when managers' dedication and responsiveness conform to environmental management activities. As pointed by (Cherian & Jacob, 2012; Sheopuri & Sheopuri), the best engagement strategy can be realized when managers allow employees freedom to bring out their ideas about green management during the performance appraisal meeting.

(3) Green Training and Development

Environmental sustainability involves development of robust policies and systems including employee training at all levels of the organization. In this case, employees training and development programs should deliberately involve environmental management aspects. When the human resource department conduct Training Needs Analysis, environmental based employee's skill and knowledge gaps should be considered so as to bring in informed decisions for employee environmental training. Training and development programs should involve seminars and workshops to enable employees acquire knowledge and skills on environmental management so that they can change their behavior and protect the environment (Hosain & Rahman, 2016). Also, environmental related to aspects of safety, energy, waste management and recycling should basically form part of employees training programs. Moreover, Training and Development when extended to newly employed employees in form of induction advances and gives more commitment of the employees to environmental management. The content of the induction program should be intensive enough to tell the trainees in advance about the organizational policies and procedures related to green management.

(4) Green Rewards and Compensation

As, environmental sustainability is best realized when integrated with green human resources management practices, therefore, it requires committed and motivated employees. Above all, organizations should keenly take reward and compensation as key elements of reinforcing employee's positive green mind and behavior. (Mehta & Chugan, 2015) points the best way to go about green behavior is instituting and add benefit package and variable incentive element to employees' compensation system especially for those who portray environment friendly behavior. Moreover, (Deshwal, 2015) adds that compensation packages should as well be customized to benefit the employees with green skill acquisition and achievement

(5) Green Employee Relations

The philosophy of employee relations is built on the effective participation and involvement of employees in organizational decisions functions and processes. It is obvious that employees' participation and involvement in organizational green initiatives, results on better green management by aligning employees' motivation, goals and capabilities to green management practices. (Sarkis, Gonzalez-Torre, & Adenso-Diaz, 2010) submits that, involving employees improves environmental management

systems such as efficient resource use and reducing any kind waste in the organization. Build a positive culture of involving their employees in any process of environmental management is paramount in achieving environmental management initiatives in the organization. As the case may be, environmental management initiatives is not the responsibility of top management alone, rather the shared responsibility and commitment of actors in the organization employees, customers and the management.

Table 1: Summary of Green Human Resource Management Functions and Practices

GHRM Functions and Practices	
Green Recruitment and Selection	
1.	Attracting and hiring candidates with knowledge, skills, attitudes, and behaviors that conforms to environmental management.
2.	Including environmental criteria in the recruitment process,
3.	Reflecting environmental policy and strategies of the organization in its recruitment policy.
4.	Considering candidates' environmental concern and interest as selection criteria.
5.	Selecting applicants who are sufficiently aware of greening to fill job vacancies.
Source: (Jackson <i>et al.</i> , 2011; Opatha, 2013; Ullah, 2017), (Arulrajah, Opatha, & Nawaratne, 2016b; Renwick <i>et al.</i> , 2013).	
Green Performance Management	
1.	Establish green performance indicators into performance management system and communicate to all employees.
2.	Set green targets, goals, and responsibilities for sections or divisions or departments.
3.	Incorporating corporate environmental management objectives and targets with the performance evaluation system of the organization.
4.	Integrating green criteria in appraisals or evaluating employee's job performance.
5.	Providing regular feedback to the employees or teams to achieve environmental goals or improve their environmental performance.
Source: (Mandip, 2012; Razab, Udin, & Osman, 2015; Renwick <i>et al.</i> , 2013), (Cherian & Jacob, 2012; Sheopuri & Sheopuri).	
Green Training and Development	
1.	Providing environmental training to all organizational members
2.	Providing training to adopt environmental friendly best practices (e.g. reducing long-distance business travel and recycling).
3.	Conducting training needs analyses to identify green training needs of employees.
Source: (Opatha, 2013), (Renwick <i>et al.</i> , 2013), (Jackson <i>et al.</i> , 2011)	
Green Rewards and Compensation	
1.	Providing incentives to encourage environmentally friendly activities and behavior's (e.g. recycling and waste management).
2.	Rewarding employees for green skills acquisition.
3.	Introducing rewards for innovative environmental initiative or performance.
4.	Instituting and add benefit package and variable incentive element to employees' compensation system
Source: (Mehta & Chugan, 2015), (Deshwal, 2015), (Ullah, 2017), (Opatha, 2013), (Jackson <i>et al.</i> , 2011), (Renwick <i>et al.</i> , 2013).	
Green Employee Relations	

1. Recognize a shared role on environmental management among employees, management and workers unions
 2. Involve employees in green suggestion schemes.
 3. Providing training to the union representatives in environmental management.
 4. Joint consultations in solving environmental issues of the organization.
 5. Gainsharing in relation to environmental initiatives or programs.
 6. Recognizing union as a key stakeholder in environmental management.
- (Mehta & Chugan, 2015), (Deshwal, 2015), (Ullah, 2017), (Opatha, 2013), (Jackson et al., 2011), (Renwick et al., 2013).

3. METHODOLOGY

The study adopted qualitative approach mainly based on extensive analysis of the existing literature on GHRM. The choice of this approach was based on its ability to provide extensive meaning and understanding of the study. Findings, evidence and information from the literature were systematically extracted through the archival method. A search strategy of the literature was then used to identify the search terms of the study i.e. GHRM and Environmental Sustainability. In this situation, only a pool of online literature reviews were found in relation to the search term specifically in Journal libraries, such as Google Scholar, Elsevier, Emerald, Sage, and Wiles. The other strategy involved selecting only the noteworthy scholars/authors. The strategy, therefore, involved filtering of collected literature according to the contribution of the paper materials to the research area, date of publication and credentials of the authors. Exclusion criteria was used to limit the number of publications where only papers published between 2010 and 2017 were acknowledged and cited.

4. FINDINGS AND DISCUSSION

This part presents the basic findings of GHRM and Environmental Sustainability. The basic findings manifest the basic assumptions presented together with the meaning of GHRM and theoretical framework. Considering the methodological approach, findings were found based on the existing literature. The literature evidences that, since the progression of Human Resources Management to have a focus on environmental sustainability (Jackson et al., 2011; Jackson et al., 2014), scholars have coined and labelled the concept of GHRM as a panacea for environmental management in modern organizations (Jackson & Seo, 2010; Renwick et al., 2013). In this contention, there is a consensus among scholars that GHRM alignment with traditional HRM practices enhance organizational environmental Management (Jackson & Seo, 2010). Similarly, findings shows that GHRM practices promote environmental sustainability of an organization if it is intergraded in the organizational plans, policies, and strategies (R. Sharma & Gupta, 2015). Likewise, GHRM upholds organizational performance (Jackson et al., 2014), and essentially in the adoption of broad organizational practices (Schuler & E. Jackson, 2014).

As such, importance is given to the contribution of GHRM dimensions to the improvement of employee's implementation of green management principles in the organization (Cherian & Jacob, 2012; Opatha & Arulrajah, 2014).

Moreover, the findings from the literature suggest that Green HRM functions such as Green Recruitment and Selection, Green Performance management, Green Training and Development, Green Rewards and Compensation and Green Employee Relations (Jose Chiappetta Jabbour, 2011) have a positive influence on Environmental Sustainability. In relation to Green Recruitment and Selection, the findings show that by ensuring that new employees understand the environmental culture of organizations and share their environmental values, recruitment practices can support environmental management practices in the organizations (Jackson et al., 2011). Likewise, Organizations which opts to use protect their reputation of a green employer (Jackson et al., 2011), they are effective in attracting new talents, high-quality employees with environmental beliefs (Ahmad, 2015).

In the same place, findings show that Green Performance Management has a positive impact on environmental sustainability. When organization includes environmental performance indicators within the performance management systems (Yusliza, Othman, & Jabbour, 2017), it enhances employees environmental management (Zibarras & Coan, 2015). Integrating environmental performance indicators into performance management systems by setting environmental objectives, monitoring such behaviors, and evaluating achievement of these objectives, helps HR Managers to enhance the environmental performance of employees (R. Sharma & Gupta, 2015). The wisdom, therefore, dictates that achieving environmental sustainability compels managers to establish green performance management including setting targets goals and responsibilities leading to green results included in appraisal system (K. Sharma, 2016). However, the findings show that providing regular feedback to employees to achieve and improve environmental performance and evaluating employees' green job (Arulrajah, Opatha, & Nawaratne, 2016a), are preconditions for effective green performance management system in the organization.

Green Training and Development, is another GHRM function, which has the direct impact on environmental sustainability. It is the most important HRM factors for the achievement of the environmental performances (Haddock-Millar et al., 2016). According to (Anu Singh & Shikha, 2015) in order for employees to fulfill their environmental responsibilities and achieve their environmental goals, they must be trained in skills that are required. (Renwick et al., 2013) suggests that well-trained and environmentally aware frontline employees conserve the environment since they are ideally placed to identify and reduce waste in their places. Green training and development should focus on developing employees environmental new technical skills and awareness (Jackson et al., 2011), the usage of working methods which conserve energy, reduce waste, and provide opportunity to engage employees in environmental problem solving (Dutta, 2014; Zoogah, 2011), and equip employees with the key knowledge and skills needed to carry out environmental behaviors and initiatives (Zibarras & Coan, 2015).

Green Rewards and Compensation, on the other hand, positions the organization and employees to have an outstanding environmental performance. Organizations which rewards their employee's positive green behavior improves their productivity and royalty and thus positively motivates them towards environmental improvements (Berber & Aleksić; Zibarras & Coan, 2015). According to (Hosain & Rahman, 2016), environmental management initiatives conditions organizations also to provide special bonuses to the employees for extraordinary effort to make the workplace clean, maintaining health and safety standards, and using less paper in in any case. In this perspective, therefore, organizations have to reinforce their employee's green behavior in the purview of protecting the environment in their workplaces through giving them positive rewards and other compensations. These will reinforce their positive behavior towards environmental performance.

Related to Green Employee Relations, the study found that it has a positive relationship with environmental sustainability (Yusliza et al., 2017). Green Employee relations is best realized in the dual relationship between the employee and management participation in green management. (Hosain & Rahman, 2016), suggest that when the organization pursues eco-friendly initiatives by utilizing efficiently the existing financial, human and natural resources. It is the employees'

involvement and participation in greening the organization that yields positive impact on the environment. A study conducted (K. Sharma, 2016), provides the findings that, employees need to be involved in formulating environmental strategy so that they can create and expand the knowledge needed to market "green products. In this regard, organizations should encourage employees to think of ideas that will help to reduce carbon emissions in whatever process they are doing. It is obvious that employees' participation and involvement in organizational green initiatives, and by aligning their motivation, goals, and capabilities to green management practices, results in better green management in the organization.

The overall findings suggest that GHRM is an important aspect in the modern era where initiatives of conserving the environment are taken by organizations. Emerging new role of HRM to focus on green practices is significant in the development of organization and welfare being of the employees. Similarly, the suggested strategies for implementing Green HRM in the HRM functions are profoundly important in making sure that they form part and parcel of the organizational policies and strategies (Hosain & Rahman, 2016). These strategies include online advertisement and invitation of the application via online, Green recruitment and selection of candidates, green orientation, green performance management and evaluation, green learning and development, green compensation and reward, and maintenance of employee relations.

5. STRATEGIES FOR ENHANCING ENVIRONMENTAL SUSTAINABILITY IN PUBLIC ORGANIZATIONS IN TANZANIA THROUGH GREEN PRACTICES

The fact that organizations have an impact on the environment through their operations, productions, and services and through frequent interaction with citizens, employees, customers, and suppliers,, they are culprits of environmental destruction. Developing strategies to navigate these problems and ensure health public service, Green Human Resource Management and employees' behavior towards green practices are of critical importance. This study, proposes the following strategies (Table. 2) that may enhance environmental sustainability in public organizations in Tanzania.

Table 2: Strategies for enhancing environmental sustainability in Public organizations in Tanzania

1. Plant trees and flowers surrounding the offices	2. Suggest lighting changes and use more energy efficient bulbs.
3. Encourage green printing paper and toner consumption.	4. Purchase large or refillable containers of creamer, sugar, salt, pepper, and or butter instead of individual containers.
5. Encourage double-sided printing	6. Work with IT to switch to laptops over desktop computers as Laptops consume up to 90% less power.
7. Turning off office lights and printers while employees attend meetings, at night, and over the weekend.	8. Increase the use of teleconferencing, rather than on-site meetings.
9. Putting computer and printer on energy saving	10. Promote brown-bagging in the office to help

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| settings when employees are away for a while. | employees reduce packaging waste. |
| 11. Turn lights off in restrooms, conference rooms, libraries, and so forth when the room is not in use. | 12. Save water by monitor sinks and toilets for leaks that waste water |
| 13. Promote web or teleconferencing to reduce flight travel. | 14. Explore opportunities for implementing alternative energy sources |
| 15. Promote carpooling, car sharing, rather than every top official using his/her own car. | 16. Ensure minimal disturbance to landscape and site conditions |
| 17. Implementing wellness programs to foster employees' proper nutrition, fitness and healthy living. | 18. Use of non-toxic and recyclable materials |
| 19. Use air conditioning with discretion. | 20. Encourage employees to use dustbins |

Strategies proposed in table 2 can be achieved with a very low cost. They demand top management commitment to devising and enforcing policies and regulations while engendering employees' involvement and participation in every stage.

6. CHALLENGES FOR IMPLEMENTING GHRM IN PUBLIC ORGANIZATIONS IN TANZANIA

Despite the importance, implementing Green HRM in the HRM functions may pose the following challenges to public organizations in Tanzania. First, it may be difficult to motivate employees equally to adopt the green practices if there are no robust green policies and regulations well communicated and effectively understood by the staff. Secondly, GHRM needs commitment and positive behaviour of employees, it may be difficult for public managers to amicably develop and maintain a culture of green HRM as it is a lengthy and time-consuming process. In fact, it may be difficult to transform employee attitudes to green HRM from traditional HRM in a short period. Moreover, it is evident that at the initial stage designing, communicating and implementing GHRM requires huge investment in terms of funding and time. In this regard, public organizations need an extra budget for effecting green activities, and time for orienting staff to adapt to green behavior. Likewise, recruiting and training employees about green HRM may be a very challenging job because of the existing public organizations' schemes, functions, and structures. Since organizations appraise public servants' performance based on their job descriptions from which they draw their performance targets, it may be difficult to appraise the green performance of employees' behavior, if it is not part of their responsibilities as stipulated in the scheme of service and their job descriptions. Moreover, selection and developing future green leaders may be the most pressing challenge for Tanzanian HR professionals. In this endeavour, creating a green working structure, set up green working processes, providing green tools and creating expected green thinking for employees are important factors to consider when implementing Green HRM in the HRM functions.

7. CONCLUSION

Based on the literature, it is evident that Green HRM has a positive contribution to environmental sustainability. The concept places importance for both organizations and

employees to work together in conserving the environment and improve organizational performance. Though, its practices in the public organizations in Tanzania are new, Green HR efforts have to focus on reducing and eliminating environmental waste, revamping HR products, tools, procedures so as to achieve greater efficiency and lower cost. This study, therefore, believes, public organizations in Tanzania must take cognizance of the importance of GHRM and incorporate Green HR practices into their organizational plans, policies, and strategies. The bottom line is building a green culture where all employees are involved in the efforts of organizational green management and sustainability. Besides, green issues have implications for the HR department functions, thus, they should integrate green issues and practices into the regular, day-to-day HRM activities and decisions. This study hopes to stimulate understanding of the concept of Green HRM and its practices solving environmental issues in public organizations. The study, therefore, calls upon thorough studies on the roles, practices, applicability, and impacts of GHRM on Environmental Sustainability in Tanzania.

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