

The Role Green Human Resource Management Practices on Environmental Performance: The Mediating Role of Perceived Organisational Support toward the Environment

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Abstract

Purpose- This study aimed at examining the role of green human resource management practices on environmental performance. Four green HR practices were involved. These practices include green recruitment and selection, green training and development, green performance management and green compensation management. It further aimed at examining the mediating effect of perceived organisational support toward the environment on the relationship between green HR practices and environmental performance.

Design/Methodology- The study used a case study design. Quantitative approach was used through which data was collected using a questionnaire from 198 out of 220 respondents expected which accounts for 90% response rate. Data analysis involved descriptive and inferential statistics.

Findings- The study found green recruitment and selection, green training and development, green performance management and green compensation management have significant positive impact on environmental performance. Moreover, perceived organisational support toward the environment was found to have significant effect on the relationship between each green HR practice and environmental performance. The study stresses the need for organisations through their respective management teams to play a supportive role in promoting green HR practices to enhance environmental performance.

Practical Implications- Human resource management practices have potential in enhancing environmental performance of organisations. This could be done through integrating green practices with human resource management practices and providing organisational support toward green initiatives.

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Introduction

The world is facing undesirable climatic changes as a result of various human activities (Wang et al., 2016; Wu et al., 2010). International and local organisations, states, agencies and different organisations have been looking for various solutions to mitigate the problem which is threatening biodiversity (Brondízio et al., 2021; Chen et al., 2021; Sanson et al., 2019). The corporate world has also reacted in different ways to ensure organisation's operations do not contribute to environmental degradation and is looking for various approaches and practices of conserving the environment (Laranja Ribeiro et al., 2021; Unsworth et al., 2021). Research on green practices has been playing an important role in revealing best practices that can be adopted by organisations to make them environmentally friendly (Elemure et al., 2023; Gigauri et al., 2022; Khan et al., 2021).

In recent years, researchers in human resource management have been increasingly focusing on how human resource management can contribute towards environment management (Pham et al., 2019; Yong et al., 2019). This has led to an increase in the number of empirical studies on green human resource management. Green human resource management entails integration of human resource management and environmental management practices with a focus of making organisations less harmful and more protective to the environment (Mwita, 2019). Although studies on green HRM have been increasingly found in the current literature, it has been encouraged that more studies have to be done to reveal more empirical evidences on how GHRM can be beneficial (Faisal, 2023; Pham et al., 2019).

While the need for more studies in the area of green HRM is overemphasised, more studies have been conducted in the developed world with little attention in the developing world, specifically African countries (Usman & Mat, 2021). This calls for more empirical studies in African countries and other parts of the world where a few or no empirical studies have been conducted. The need to cover these regions lies in the need to have a collective effort in making the world a better place while considering varied cultures and approaches in dealing with global problems. Against this backdrop, this study was conducted in Tanzania to assess the role of green human resource management practices on environmental performance. As per the reviewed literature, Tanzania has limited empirical evidence linking green HR practices and environmental performance. The decision to study multiple practices was based on the suggestion of Aftab et al (2023) and Renwick et al (2013) that studies that examine the impact of GHRM systems are more useful than those studying individual practices. This study therefore focused on green HR practices which are green recruitment and selection, green training and development, green performance management and green compensation management.

Literature Review

Ability Motivation Opportunity (AMO) Theory

AMO theory is one the most reliable theories in explaining the relationship between HR practices and performance (Marin-Garcia & Martinez Tomas, 2016; Mia et al., 2022). The theory posits that organisational performance is a function of ability and motivation that an employee has and a supportive environment that an organisation provides (opportunity) to use his/her ability (Obeidat et al., 2016). Ability is the result of training and development that employees are offered in an organisation. Training and development offer employees with relevant skills and knowledge that enable them to perform various tasks and deal with different work-related challenges (Demortier et al., 2014). On the other hand, employee motivation is achieved by offering rewards equitably, among other things. In the presence of an effective performance management system employee motivation can be boosted for successful employee and organisational performance (Bai & Wang, 2016; Van Waeyenberg & Decramer, 2018). When an organisation has an effective compensation system employees feel motivated to work harder and better than an average employee. Having ability and motivation is not enough if employees are not given opportunities to demonstrate their abilities and use their motivation

(Ehrnrooth & Björkman, 2012). This implies that when employees are offered various opportunities and use them, they increase the chance of an organization to perform better. In the context of green human resource management, the ability to initiate and implement green related tasks and exert green behaviours can be achieved through green training and development (Ahmed et al., 2021a; Benevene & Buonomo, 2020). On the other hand, green compensation management and green performance management are pivotal in motivating employees. The need to provide employees with opportunities to showcase their green knowledge and skills cannot be underestimated (Irani & Kilic, 2022; Zaki & Norazman, 2019). When organisations expose their employees to the right opportunities they can utilise their potential for successful environmental performance. Various studies have used the theory to explain the link between Green HRM and environmental performance (Bhatti et al., 2022a). The theory support mediation of other related green variables (such as green organisational support and employee environmental commitment)(Ahmed et al., 2021b; Paillé & Valéau, 2021a)

Green Human Resource Management

Green human resource management has emerged to be one of interesting areas among management researchers. Green HRM is considered a subset of sustainable HRM and a stand-alone field of inquiry. Although studies relating to the role of human resources in enhancing environmental management can be traced back to 1990's, sustainable HRM has been in the literature since 1084 (Paulet et al., 2021). Studies have been focusing on how green HRM is practised and the role it plays to influence various dependent variables. Comparatively, there is still a room of potentiality in Green HRM since there is a lot to explore to inform the current body of knowledge. For decades, traditional human resource management has been criticized for not being strategic with inability to focus on issues relating to corporate social responsibility. Emergence of green HRM is therefore considered one of significant strategic moves to make organisations and the environment in general more sustainable. Green HRM has multiple benefits including but to limited to improving brand image of organisations, enhancing corporate social responsibility, attracting investors as well environmental conservation(Mahdy et al., 2023; Rani & Mishra, 2014)

Green HRM has to do with how human resource management integrates environmental management practices with a focus to reduce adverse effects of organisational operations to the environment. This implies that all HR practices from recruitment and selection, training and development, performance management, to compensation management are implemented with a green focus (Aggarwal & Agarwala, 2023). Consequently, within green HRM we find green recruitment and selection, green training and development, green performance management, and green compensation management, among others.

While in other fields and professions (such as supply chain, marketing, etc.) the move towards green practices have been emphasized as well, green HRM is responsible for transforming employees' behaviours and perspectives to accept and implement green practices. This is due to the fact that it is at the centre of organisations operations since it is directly involved in hiring, developing and utilizing human potentials.

Environmental Performance

Organisations strive to implement different policies and strategies as well as promoting green practices to gain a competitive advantage. Organisations that prioritise environmental conservation attract more investors and gain a positive image from other stakeholders. Environmental performance has to do with reduction of adverse effects of an organisation to the environment as the result of intentional strategies, policies and practices put in place by the organisation. Aftab et al (2023) defines Environmental performance as environmental impact of organisational activities. Environmental performance has recently gained attention of researchers and other various stakeholders of organisations. Organisations with poor environmental performance are more likely to perform poorly in their respective industries and markets since people prefer green products and green services.

This has made environmental performance one of the yardsticks in making decisions on where to invest, where to get hired, what to buy, which organisation to partner with, etc.

Organisational Support toward Environment

Operationalizing green human resource management to enhance environmental performance does not come automatically (Mwita, 2019b). It requires efforts of an organisation in different dimensions. Organisations that support green behaviours and practices are more likely to enhance environmental performance. Having green policies, strategies and plans in place is not sufficient to make them impactful to the environmental performance. It requires top management support through directing, funding, motivating and effective leadership to make it possible (Bhatti et al., 2022b; Mwita & Mrema, 2023). This study defines organisational support toward the environment as provision of resources and facilitative environment that allows employees to design and put into practice green initiatives as well as demonstrating green behaviours willingly.

Hypothesis Development

Green recruitment and Selection and Environmental Performance

Recruitment and selection are one of the primary functions of HRM (Shenoy & Aithal, 2018). It is an entry point to an organisation. The use of green recruitment and selection helps organisations to recruit and select job candidates who are eco-friendly (Mwita, 2019). The use of green recruitment and selection allows, among other things, to assess whether job candidates are familiar with issues relating to environmental conservation and their willingness to work with minimal adverse effects to the environment (Anasel & Swai, 2023; Mwita & Kinemo, 2018). This makes it easier for organisations to design and implement green initiatives since employees are familiar and ready to support environmental management practices within an organisation. The study of Yusoff et al (2020) which was done in Malaysia in the hospitality industry found that green recruitment and selection is capable of influencing organisational environmental performance. Further, (Guerci et al., 2016) found that hiring employees who value corporate social responsibility improves the chances of organisations to realize their respective environmental outcomes.

H₁: Green recruitment and selection influence environmental performance

Green Training and Development and Environmental Performance

Knowledge and skills on environmental related issues are crucial in relation to environmental performance of firms. Organisations supplied with employees who are capable of implementing various green initiatives and practices are more likely to improve their environmental performance (Mwita, 2019). This makes green training one of important practices to equip employees with relevant knowledge and skills required to make organisations eco-friendly. Arguably, green HRM stands out as one of primary methods through which human resources support environmental management (Jabbour & De Sousa Jabbour, 2016). The literature suggests that green training and development are capable of influencing environmental performance. The study of Aftab et al (2023) detected a positive relationship between green training and development and environmental performance of organisations. Green training plays a significant role in changing employees' behaviours and imparting them with green mindsets which are pivotal to organisational environmental performance.

H₂: Green training and development influence environmental performance

Green Performance Management and Environmental Performance

Organisational performance largely depends on performance of individual employees. To ensure that employees meet performance expectations, organisations put in place plans, strategies and use various practices (Haque, 2021). Performance management is one of HR practices that aims at ensuring that employee's

performance is excellent (Teeroovengadam et al., 2019). To meet green targets and goals, organisations use green performance management. Through the process, employees are assigned green targets that get monitored and evaluated periodically (Mwita, 2019). At the end, employees are given feedback on how they perform before various initiatives help employees perform better. When employees are given green targets or goals, the chances of increasing environmental performance for the organisation increases (Mutingi et al., 2014). Further, through monitoring how these employees progress towards achieving these goals and targets increases the chances of an organisation to improve environmental performance (Martins et al., 2021). The study of Yusoff et al (2020) which was done in the hotel industry found that organisations implementing green performance management have higher chances of improving their environmental performance. Similarly, the study of Pham et al (2020) found that green performance management increases environmental performance of an organisation.

H₃: Green performance influences environmental performance

Green Compensation and Environmental Performance

Green compensation management is another important practice in green human resource management literature. Organisations that reward employees who demonstrate efforts in initiating and implementing green related tasks increase the chance of achieving environmental performance Gill et al (2021). Employees are motivated to exert green behaviours when doing so is rewarded. Having an effective reward system for people who perform excellently in supporting green initiatives in organisations plays an important role in enhancing individual and organisational environmental performance. The study of Ahakwa et al (2021) which was done in Ghana among 300 business owners found that green compensation management has a significant positive effect on environmental performance. Another study by Ojo et al (2022) which was done in Malaysia found green compensation management to be a significant predictor of environmental performance.

H₄: Green compensation and development influence environmental performance

Perceived Organizational Support toward Environment and Environmental Performance

Organisational support toward the environment plays an important role in enhancing environmental performance. Organisational support may be manifested in different ways but mainly through creating an enabling environment for green initiatives to be fostered. Organisations that encourage employees green behaviours and discourage practices that are not environmentally friendly are more likely to achieve environmental performance. Paillé and Raineri (2015) report that, when employees feel supported by their organisations through enabling policies they are more likely not to breach on eco-initiatives. Arguably, leadership is at the centre of successful implementation of green initiatives in organisations (Kusi et al., 2021) The study of Bhatti et al (2022b) which was done in Pakistan found that POSE has a significant effect on the relationship between green HRM and environmental performance. Likewise, the study of Al-Alawneh et al (2024) found that POSE can significantly mediate the relationship between Green HRM (green recruitment and selection, green training and development, green performance management and green compensation management) and environmental performance. However, Paillé and Meija-Morelos (2019) argue that organisational support is not always enough to encourage employee environmental performance which is an important determinant to organisational environmental performance.

H₅: Perceived organisational support toward the environment (POSE) influences environmental performance

H₆: POSE mediates the relationship between green recruitment and selection and environmental performance

H₇: POSE mediates the relationship between green training and development and environmental performance

H8: POSE mediates the relationship between green performance management and environmental performance
 H9: POSE mediates the relationship between green compensation management and environmental performance

Conceptual framework

Figure 1 shows the conceptual framework of this study. It shows the direction of each independent variable to the dependent variable implying that the hypothesised relationships are in such a way each individual independent variable affects the dependent variable (environmental performance). Moreover, the mediating variable (perceived organisational support toward the environment) affects interaction between each independent variable and the dependent variable.

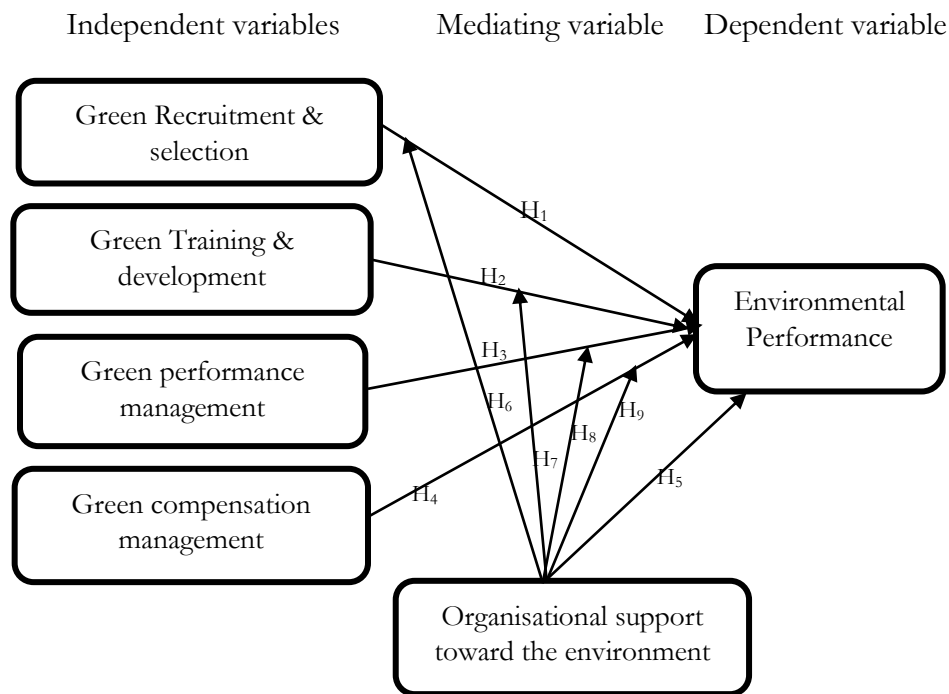


Figure 1: conceptual framework

Methods

The study employed quantitative approach through which data were collected by using questionnaires from 198 respondents. The approach is suitable for studies aiming to establish relationships among variables (Masue et al., 2013; Mwita, 2022b). The study used a case study design that involved employees of the Tanzania Ports Authority (TPA), Head Office in Dar es Salaam Tanzania. The office had a total of 489 employees. From this population a sample size of 220 was targeted as determined by Yamane’s formula. Questionnaires were distributed to all the respondents in the targeted sample who were sampled by using a simple random technique. The use of questionnaire was considered for two reasons. Firstly, to help collect quantitative data to suit the quantitative approach selected. Secondly, it was ideal to use questionnaires given the large number of respondents expected to be reached (Mwita, 2022a). Out of the questionnaires distributed, 198 were correctly

filled and returned and therefore qualified for data analysis. This accounts for 90% response rate which is sufficient for generalisation (Mugenda & Mugenda, 2003). Data analysis involved descriptive and inferential statistics. The focus on descriptive statistics was obtained frequencies, means and standard deviation. On the other hand, inferential statistics was used to determine correlations and regression results for hypothesis testing.

Measurements

The questionnaire used comprised scales that were developed and validated by other studies. Scales to measure green recruitment and selection (GRS), green training development (GTD), green performance management (GPM) and green compensation management (GCM) were adopted from Shah (2019). The scales had 3 items, 4 items, 6 items, 7 items and 5 items respectively. On the other hand, perceived organisational support toward the environment (POSE) was measured using four (4) items adopted from (Paillé & Valéau, 2021b). The scale for measuring environmental performance (EP) had 7 statements that were adopted and modified from a 5 scale statement scale of Chow and Chen (2012). All the scales used a five-point likert scale.

Results

Demographic Characteristics

A sample that was involved in the study had different characteristics. The sample had a total of 111(56.1%) male and 87 (43.6%) female respondents. The respondents belonged to various age categories, 21 (10.6%) were between 18-23 years, 62(31.3%) were between 24 -33, 75 (37.9%) were between 34-43 years and 40 (20.2%) were between 44 and 53 years. On the other hand, working experience among the respondents was dispersed across different ranges of years. The results show that 54 (37.3%) had working experience ranging from 0 to 5 years, 98 (49.5%) had working experience ranging from 6 to 10 years and 30 (15.1%) respondents had working experience of between 11 and 15 years. A total of 16(8.1%) respondents had working experience of above 15 years.

Table 1: Respondents' demographic data

Characteristic	Category	Frequency (percentage)
Gender	Male	111 (56.1%)
	Female	87 (43.6%)
Age	18-23 years	21 (10.6%)
	24-33 years	62 (31.3%)
	34-43 years	75 (37.9%)
	44-53 years	40 (20.2%)
Working Experience	0-5 years	54 (27.3%)
	6-10 years	98 (49.5%)
	11-15 years	30 (15.1%)
	Above 15 years	16 (8.1%)

Source: Researchers' computation, 2024

Reliability

The study tested the reliability of research scales used by using Cronbach alpha. The results in table 2 show that the variables had varied coefficients. Green recruitment and selection had 0.848, green training and development had 0.756, green performance management had 0.799, green compensation management had 0.792 and environmental performance had 0.918. As the rule of thumb, a value of 0.7 and above signifies that the instrument is reliable. This means data collection instrument used for data collection was reliable to be used for data collection since the coefficient for each variable was above 0.7

Table 2: Cronbach alpha values for the variables

Variable	Cronbach's Alpha	No. of items
Green recruitment & selection	.848	3
Green training & development	.756	4
Green performance management	.799	6
Green compensation management	.792	5
Perceived organisational support toward the environment	.928	4

Source: Researchers' computation, 2024

Descriptive Results

Descriptive analysis of the variable focused on measuring mean and standard deviation of each construct in variables and their respective weighted means and standard deviations. Green recruitment and selection had a weighted mean of 3.17 and standard deviation of .882. the mean shows that green recruitment and selection is slightly above the midpoint. On the hand, standard deviation shows that the scores by the respondents were not too dispersed from the mean scores.

The mean score of green training and development was 3.25 and the standard deviation was 1.153. The mean signifies that green training and development is also slightly above the midpoint. The standard deviation indicates that data were not too dispersed from the mean score hence the respondents provided nearly standard responses on the scale that measured green training and development.

The mean for green performance management was 3.54 and standard deviation was 1.008. The mean shows that the practice is satisfactorily taken care of at TPA. On the other hand, the standard deviation confirms that the scores provided in the scale were generally uniform as they were not significantly dispersed from the mean score.

Green compensation management had a mean score of 3.52 and standard deviation of 1.414. These results indicate that green compensation is generally satisfactory and the scores were generally uniform since the dispersion was not something to worry about.

Perceived organisational support toward the environment had a mean score of 3.35 and standard deviation of .953. The mean score shows that the organisation offers a satisfactory level of organisational support toward the environment. Further the standard deviation shows that the responses offered by the respondents were not significantly dispersed from the mean score.

Environmental performance had a mean score of 3.5 and standard deviation of 1.345. This gives an impression that TPA's environmental performance is above average and the standard deviation shows that scores in the scale were generally uniform as there is no sign of significant variability in terms of responses provided.

Table 3: Descriptive results for the studied variables

<i>Variables</i>	<i>Statements (Constructs)</i>	<i>Mean</i>	<i>Std. Deviation</i>	
<i>Green recruitment & selection</i>	GRS1	3.40	.824	
	GRS2	3.09	.865	
	GRS3	3.02	.956	
	Weighted mean & standard deviation	3.17	.882	
<i>Green training and development</i>	GTD1	3.17	.917	
	GTD2	3.34	1.722	
	GTD3	3.24	.982	
	GTD4	3.25	.996	
	Weighted mean & standard deviation	3.25	1.154	
<i>Green performance management</i>	GPM1	3.39	.980	
	GPM2	3.61	.987	
	GPM3	3.65	.964	
	GPM4	3.46	1.055	
	GPM5	3.65	1.022	
	GPM6	3.50	1.040	
	Weighted mean & standard deviation	3.54	1.008	
<i>Green compensation management</i>	GCM	3.43	1.068	
	GCM2	3.48	1.065	
	GCM3	3.47	1.060	
	GCM4	3.49	1.098	
	GCM5	3.64	2.434	
	Weighted mean & standard deviation	3.52	1.414	
	<i>Perceived organisational support toward the environment</i>	POSE1	3.59	.889
		POSE2	3.36	.976
		POSE3	3.22	.972
POSE4		3.23	.975	
Weighted mean & standard deviation		3.35	.953	
<i>Environmental performance</i>	EP1	3.43	1.068	
	EP2	3.48	1.065	
	EP3	3.47	1.060	
	EP4	3.49	1.098	
	EP5	3.64	2.434	
	Weighted mean & standard deviation	3.50	1.345	

Source: Researchers' computation, 2024

Correlation Analysis

Correlation analysis was undertaken to examine the strength of relationship among the studied variables. Based on the results provided in table 4, green recruitment and selection had a moderate positive relationship with environmental performance ($r=.547$). Green training and development also had a medium positive relationship ($r=.525$) with environmental performance. The relationship between green performance management and environmental performance was also moderate and positive ($r=.435$). Likewise, the relationship between POSE and environmental performance was moderately positive ($r=.383$). On the other hand, green compensation management and environmental performance had a moderate positive linear relationship ($r=.540$) with environmental performance. Generally, the results show that when each independent variable increases, the dependent variables also increase with a moderate effect.

Table 4: Correlation matrix

Indicator		GRS	GTD	GPM	GCM	POSE	EP
GRS	Pearson	1					
	Correlation Sig. (2-tailed)						
GTD	Pearson	.734**	1				
	Correlation Sig. (2-tailed)	<.001					
GPM	Pearson	.677**	.655**	1			
	Correlation Sig. (2-tailed)	<.001	<.001				
GCM	Pearson	.669**	.648**	.693**	1		
	Correlation Sig. (2-tailed)	<.001	<.001	<.001			
POSE	Pearson	.468**	.404	.405	.412	1	
	Correlation Sig. (2-tailed)	<.001	<.001	<.001	<.001		
EP	Pearson	.547**	.525**	.435**	.540**	.383**	1
	Correlation Sig. (2-tailed)	<.001	<.001	<.001	<.001	<.001	

** Correlation is significant at the 0.01 level (2-tailed)

Hypothesis Testing (direct interactions)

The study used ANOVA to test hypotheses of this study. Green recruitment and selection were found to have 29.9% significant explanatory power on environmental performance. Moreover, the results show that green recruitment and selection have significant positive influence on environmental performance ($\beta=.894$, $P\text{-value} <.001$). Secondly, green training and development was found to have 27.5% explanatory power on environmental performance. The results show that green training and development has a significant positive influence on environmental performance ($\beta=.492$, $P\text{-value} <.001$). Green performance management was found to have 18.9% explanatory power on environmental performance. Moreover, green performance management has a positive significant influence on environmental performance ($\beta=.551$, $P\text{-value} <.001$). Green compensation management had an explanatory power of 29.1% on environmental performance. Green compensation management was also found to have a significant positive influence on environmental performance ($\beta=.637$, $P\text{-value} <.001$). Perceived organisational support toward the environment had an explanatory power of 14.7%. Moreover, POSE was found to have a significant positive effect on environmental performance ($\beta=.383$, $P\text{-value} <.001$).

value $<.001$). Generally, the results support all the five hypotheses developed by this study which led to their acceptance.

Table 5: Hypothesis testing (direct interactions)

<i>Hypothesis</i>	<i>R</i>	<i>R²</i>	<i>β</i>	<i>p-value</i>	<i>Decision</i>
Green recruitment & selection influences environmental performance (H₁)	.547	.299	.894	$<.001$	accept
Green training and development influence environmental performance (H₂)	.525	.275	.492	$<.001$	accept
Green performance management influences environmental performance (H₃)	.435	.189	.551	$<.001$	accept
Green compensation management influences environmental performance (H₄)	.540	.291	.637	$<.001$	accept
Perceived organisational support toward the environment influences environmental performance (H₅)	.383	.147	.383	$<.001$	accept

Source: Researchers' computation, 2024

Hypothesis Testing (indirect interactions)

MACRO process analysis was used to test the mediating effect of POSE on each the relationship between individual green HR practice and environmental performance. The indirect interaction between green recruitment and selection on environmental performance through POSE was 0.31 that of green training and development was 0.21, for green performance management was 0.23 and for green compensation management was .009.

The lower limit confidence interval (LLCI) in the mediating effect of POSE on the relationship between green recruitment and selection and environmental performance was 0.03 and upper limit confidence interval (ULCI) was 0.65. The lower limit confidence and interval (LLCI) in mediating effect of POSE on the relationship between training and development and environmental performance was 0.12 and the upper limit confidence interval (ULCI) was 0.45. The lower limit confidence and interval (LLCI) in mediating effect of POSE on the relationship between green performance management and environmental performance was 0.19 and the upper limit confidence interval (ULCI) was 0.82. On the other hand, the lower limit confidence and interval (LLCI) in mediating effect of POSE on the relationship between green performance management and environmental performance was 0.17 and the upper limit confidence interval (ULCI) was 0.43. For all four interactions the lower limit confidence interval and upper limit confidence interval did not pass through zero which imply that POSE significantly mediates the relationship between each green HR practice and environmental performance

Table 6: Hypothesis testing (indirect interactions)

<i>Interactions (hypotheses)</i>	<i>Indirect effect</i>	<i>LLCI (95%)</i>	<i>ULCI (95%)</i>	<i>Decision</i>
GRS→POSE →EP	0.31	0.03	0.65	accept
GTD→ POSE→EP	0.21	0.12	0.45	accept
GPM→POSE→EP	0.23	0.19	0.82	accept
GCM→POSE→EP	0.09	0.17	0.43	accept

Source: Researchers' computation, 2024

Discussion

This study's findings confirm the need for organisations to adopt green human resource management practices in quest to enhance environmental performance. All the four green HR practices i.e. green recruitment and selection, green training and development, green performance management and green compensation management were found to have significant influence on environmental performance. These findings are consistent with previous empirical literature (Aftab et al., 2023; Ahakwa et al., 2021; Roscoe et al., 2019; Saeed et al., 2022). This is among a few studies conducted in developing countries with specific focus in Tanzania. This raises hope that organisations in Tanzania and the rest of developing countries can put into place green human resource management initiatives that are capable of influencing environmental performance. Adopting green HR practices is beneficial to organisations in many ways including attracting more investors who are always concerned with how organisations restrain from environmental degradation. While this is promising, the literature informs that organisations have been facing challenges in implementing HR practices effectively. Lack of guiding policies, unsupportive management, low awareness among employees and insufficient funds to green initiatives have been cited as inhibiting factors (Islam et al., 2020). However, organisational support toward the environment have been considered among major determinants to effective HR practices (Akthar, 2022; Yusliza et al., 2019). Green initiatives need financial, material and moral support toward yield a positive result. Organisations whose managers are green pioneers and support are expected to have positive results in enhancing environmental support (Mishra, 2017). Managers and other decision makers have a key role to play. Green human resource management needs a number of supportive decisions to be made which make organisational support inevitable for environmental performance (Roscoe et al., 2019). All the green HR practices largely depend on green organisational support. This gives an impression that before an organisation thinks of implementing any green HR practice, it should start by checking whether there is a supportive system within an organisation for improved green performance.

The AMO theory postulations show how management is important in institutionalising green HR practices and realisation of their benefits (Mwita, 2024). The need to training and develop employees on green HR practices and initiatives have proven to be effective since green HRM seem to be new paradigm which is not well known to many. On the other hand, employee motivation needs serious attention. Organisations' compensation policies and practices are the cornerstone of fueling employees' willingness to support green HRM. Providing opportunity to showcase employee abilities is another pivotal role when management plays it can yield a positive result.

Conclusion

The study examined the role of green recruitment and selection, green training and development, green performance management and green compensation on environmental performance. The findings show that all the green HR practices studied have significant positive influence on environmental performance. Organisations that put green HR practices in place have higher chances of enhancing their environmental performance. Furthermore, organisations in developing countries have potential of using green HR practices to enhance environmental performance. Management of organisations have a pivotal role in initiating and supporting green HRM through training, motivation and providing opportunities for employees to use their knowledge, skills and competences in green initiatives. The findings of this study therefore support AMO theory postulations and confirm the theory as relevant in green HRM related studies.

Theoretical implications: Drawing from the AMO theory, the findings suggest the need and demonstrated potential of integrating green management practices and traditional human resource management practices. Through the green recruitment and selection as well as green training, organisations can be supplied with people with the right skills to enhance environmental performance of their respective organisations. Likewise, as in

line with the AMO theory, green performance management and green compensation plays a crucial role in enhancing the level of employee performance which is one of important determinants of environmental performance. Making ability and motivation relevant to the need to provide employees with opportunities to utilise their potential is crucial.

Practical implications: Organisations can utilise the potential that green HR practices present in enhancing environmental performance. This can be done through formulation and implementation of policies aiming to promote green behaviour among employees. The emphasis to hire employees with green mindsets, imparting employees with green knowledge and skills, formulating, monitoring as well as assessing and rewarding achievement of green goals are paramount in promoting environmental performance.

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Conflicts of Interest: The authors declare no conflict of interest

Data Availability Statement: The data that support the findings of this study are available from the corresponding author, [L.D & K.M.M], upon reasonable request

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