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Green Human Resource Management and Environmental Performance in Tanzanian Local Government Authorities: The Role of Green Organizational Culture and Organizational Citizenship Behaviour towards Environment

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Abstract: *This study investigated the effect of Green Human Resource Management on Environmental Performance in Tanzanian Local Government Authorities (LGAs) with a focus on the mediating effect of Green Organisational Culture and the moderating effect of Organisational Citizenship Behaviour toward Environment. A quantitative research design was adopted, and the study was conducted among employees of Tanzanian LGAs. Respondents were selected using stratified and simple random sampling techniques. A total of 400 questionnaires were given out, 231(57.8%) of which were completed and used for analysis. Data were analysed with Partial Least Squares Structural Equation Modelling (PLS-SEM), using Smart-PLS 4. Findings showed that Green Human Resource Management had a positive effect on Environmental Performance. Furthermore, the findings show that the relationship between Green Human Resource Management and Environmental Performance is positively and significantly mediated by Green Organisational Culture. This implies that a green organisational culture enhances the effect of Green Human Resource Management on environmental performance. The findings also showed that Organisational Citizenship Behaviour toward Environment positively and significantly moderates the relationship between Green Human Resource Management and Environmental Performance, meaning that the positive effect of Green Human Resource Management on environmental performance is stronger when employees engage in higher levels of voluntary environmental behaviour. The study recommends LGAs to improve Green Human Resource Management functions for better environmental performance. LGAs should also improve green organisational culture and promote environmental citizenship behaviour of employees to maximise the environmental benefits accruing from Green Human Resource Management functions.*

Keywords: *Green Human Resource Management, Environmental Performance, Green Organisational Culture, Organisational Citizenship Behaviour toward Environment and Tanzania*

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1. Introduction

Organizations, be public or private, are increasingly adopting environmentally sustainable practices to respond to climate change, resource depletion, and rising expectations of stakeholders (Hameed et al., 2021). Among these practices, Green Human Resource Management (GHRM) has been identified as an important strategic approach to improve environmental performance (Omolo, 2025). Given the current state of affairs, organizations are motivated to adopt green initiatives and reduce the environmental impact of their

human resource department operations through recycling resources, cutting carbon footprints, saving power, and using fewer office supplies (Wang, 2019). GHRM is seen as an essential component of an organization's management of environmental issues and makes it easier to use resources sustainably in order to gain organizational environmental performance (Muisyo et al., 2022). GHRM integrates environmental objectives into human resource functions such as recruitment, training, performance management, and reward systems, thus encouraging employee participation in environmentally responsible behaviors that result in better organizational environmental outcomes (Saeed et al., 2019). The evidence on the relationship between GHRM and environmental performance is increasing, but the mechanisms underlying the relationship are still underexplored (Omolo, 2025). The lack of this empirical evidence makes it difficult for public organizations to justify resource allocation and make strategic investments in GHRM. In order to offer insightful information for both theory and practice, this study attempts to quantitatively examine the connection between GHRM practices and environmental performance by testing the mediating effect of Green Organizational Culture (GOC) and the moderating effect of organizational citizenship behavior towards the environment (OCBE).

Green Organizational Culture (GOC) is defined by common environmental values, beliefs, and norms (Odhiambo, 2024). GOC can be an important mediating mechanism that translates GHRM practices into environmentally responsible organizational behaviors (Aljohani et al., 2024; Kimeu et al., 2025). In addition, Organizational Citizenship Behavior towards Environment (OCBE), which refers to the voluntary environmental behavior of employees beyond their formal job responsibilities (Subramani et al., 2015; Gupta & Sharma, 2015), would enhance the effectiveness of GHRM in improving environmental performance (Ritu & Shivani, 2026) as well. The study is based on three theories that complement each other. The Resource-Based View (RBV) theory explains the direct impact of GHRM on environmental performance by viewing environmentally capable employees as valuable strategic resources (Mailani et al., 2024; Sililo et al., 2026). Organizational Culture Theory explains how GHRM leads to Green Organizational Culture, which in turn enhances Environmental Performance (Schein, 2019; Torlak et al., 2022). Social Exchange Theory (SET) explains how employees respond to organizational green initiatives through OCBE, thus strengthening the relationship between GHRM and environmental performance (Cotgrove, 2020; Mariani et al., 2022). Previous studies have examined the individual relationships between these variables. However, there is a lack of empirical research that combines the direct effect of GHRM, the mediating effect of green organizational culture, and the moderating effect of OCBE in an integrated conceptual model (Omolo, 2025). This study fills this gap by developing and testing an integrated model. The findings are expected to extend the application of RBV, organizational culture theory, and SET to theory and provide practical guidance for managers interested in improving environmental performance through strategic GHRM initiatives. Thus, the present study tries to answer the following research questions: (1) Does green human resource management have a significant effect on environmental performance? (2) Does green organizational culture mediate between green human resource management and environmental performance? (3) Is the relationship between green human resource management and environmental performance moderated by organizational citizenship behavior towards the environment?

1.2 Statement of the problem

The expected role of local government authorities (LGAs) in Tanzania is to integrate environmental sustainability into their administrative and operational practices so as to achieve better environmental performance (Wang, 2019). Hence, it is anticipated that Green Human Resource Management (GHRM) practices such as green training and development, green performance management and green rewards would develop employees' environmental awareness and capabilities and encourage environmentally responsible practices (Hameed et al., 2021). A supportive Green Organisational Culture (GOC) should further embed environmental values in LGAs (Aljohani et al., 2024; Kimeu et al., 2025), and Organisational Citizenship Behaviour towards the Environment (OCBE) should encourage employees to voluntarily engage in activities that are environmentally responsible beyond their formal job requirements (Ritu & Shivani, 2026). Thus, effective integration of these factors should result in improved environmental performance. However, reality in many organisations, including public institutions, suggests that environmental sustainability has not been sufficiently integrated into human resource management and organisational practices (Omolo, 2025). LGAs may find it difficult to translate environmental policies and sustainability intentions into daily employee behaviours and organisational practices. Specifically, there is a lack of empirical understanding of whether and how GHRM contributes to environmental performance in Tanzanian LGAs. Moreover, the mechanisms through which GHRM influences environmental performance through GOC are poorly understood. Likewise, the role of employees' voluntary environmental behaviours in strengthening the relationship between GHRM and environmental performance is not well understood. If these issues are not addressed, LGAs may continue to struggle to achieve sustainable environmental outcomes despite the existence of environmental policies and initiatives (Gill et al., 2021; Adnan et al., 2024). Weak integration of environmental concerns in human resource practices may limit employees' contribution to sustainability, and inadequate green organisational

culture may inhibit the institutionalisation of environmental values. Moreover, insufficient OCBE may reduce employees' discretionary behaviours for environmental protection, which may weaken the effectiveness of GHRM practices. Therefore, this study aims to investigate the effect of GHRM on environmental performance in Tanzanian LGAs, examining in particular the mediating role of GOC and the moderating role of OCBE in the GHRM and environmental performance relationship.

1.2 Study Objectives

The general objective of this research is to examine the effect of Green Human Resource Management (GHRM) on Environmental Performance (EP), considering the mediating role of Green Organizational Culture (GOC) and the moderating role of Organizational Citizenship Behaviour towards Environment (OCBE). Specifically, the study addressed the following Specific Objectives (SO)

SO1: To determine the association between Green Human Resource Management (GHRM) and Environmental Performance (EP)

SO2: To investigate the mediating role of Green Organizational Culture (GOC) in the association between Green Human Resource Management (GHRM) and Environmental Performance (EP)

SO3: To examine the moderating role of Organizational Citizenship Behaviour towards Environment (OCBE) in the association between Green Human Resource Management (GHRM) and Environmental Performance (EP)

2. Literature Review

2.1 Theoretical Review

2.1.1 Resource-Based View

According to the notion, an organization's internal resources, which are distinct, highly valued, hard to replicate, and unmatched, serve as a basis for a long-term competitive edge and, as a result, boost overall performance (Mailani et al., 2024). Organizations have a long-term competitive edge when they have a few sustainable resources and use them well in their targeted strategic objectives (Sililo et al., 2026). According to the resource-based theory (RBV), resources are important sources of competitive advantage, but they eventually deteriorate if they are overused or poorly managed (Bromiley & Rau, 2016). The assets, skills, organizational procedures, knowledge, and information under an organization's control that allow it to develop and carry out strategies are all considered resources in the RBV context (Ogochukwu & Ndukwe, 2025). Conceivably, this theory (RBV) attempts to explain how a competitive edge is achieved through the development and utilization of valuable internal resources and capabilities by organizations. According to the theory, resources that are valuable, rare, inimitable, and non-substitutable enable organizations to achieve superior performance. From this perspective, green human resource management is regarded as a strategic resource, as it develops employees' environmental knowledge, skills, and commitment through practices such as green training, and performance management (Zahra, 2021). This claim suggests that unproductive use of human resources, for example, deployment in green human resource management by public organizations, could lead to a decrease in their ability to facilitate desired discharge performance, including environmental performance (Sililo et al., 2026). Thus, grounding this notion, organizational strategies and resources must be valuable, which means they must enable the organization to take advantage of possibilities. Exploitation of resources (in this case, human) becomes challenging if the organization's strategy and human resources are worthless (Zahra, 2021). That is to say, public organizations may not have the human resources (having green capabilities) to invest in creative green strategies to take advantage of other sustainable resource options if it depends on unproductive green human resource management strategies. These green capabilities allow employees to engage in environmentally responsible behaviors that lead to improved environmental performance through effective resource utilization, waste reduction, and compliance with environmental standards (Dusabimana & Kiptanui, 2025). We credibly, then, conceptualize that the RBV theory indicates that GHRM builds up unique organizational capabilities that positively impact environmental performance and thus can be used as the basis for the study's argument that GHRM has a positive relationship with environmental performance.

2.1.2 Organizational Culture Theory

Schein's (2010) organizational culture theory is significant because it holds that culture is a set of common values, ideas, and presumptions that influence how individuals behave inside an organization. Employee attitudes regarding any internal process, especially transparency techniques, are determined by these deeply ingrained artifacts. According to Cameron and Quinn (2011), adhocracy or clan cultures within firms encourage a fairly high degree of communication openness, transparent ethical decision-making, and participatory governance, all of which fundamentally require transparency. Effective organizational culture is crucial for organizational success, according to Schein's paradigm. While a toxic or negative culture can impair employee performance and overall organizational effectiveness, a positive culture enables employees to

participate in problem-solving and decision-making processes that are in line with the organization's strategic objectives (Schein, 2019; Torlak et al., 2022). Maintaining a positive organizational culture is one of the key components that organizations need to understand in order to prevent the emergence of dysfunctions inside the organization. Because it provides a thorough framework for comprehending how organizational culture influences behavior, performance, and organizational results, this theory is especially pertinent to the planned study (Kahuthu et al., 2025). According to Schein's framework, creating a purposeful, shared culture based on shared values is essential for enhancing performance in organizations (Ngamau & Ragama, 2020). The theory offers insights into how managers can purposefully foster organizational culture through a variety of interventions, such as changing employee behavior, ensuring that stated values are consistent with strategic objectives, and addressing underlying presumptions about work and organizational roles. In the context of green human resource management, it promotes environmentally responsible values through green recruitment, training, performance appraisal, and rewards in the context of environmental sustainability and facilitates the development of a green organizational culture (Kimeu et al., 2025). Consequently, we conceptualize that a strong green organizational culture should be conducive to employees engaging in green behaviors, improving collective commitment to sustainability, and enhancing environmental performance. Organizational Culture Theory also implicitly argues that organizational practices (like green human resource management, such as green recruitment, green training, green performance appraisal, and green rewards**)** indirectly impact performance through the creation of cultural values (Schein, 2010; Schein, 2019). Hence, green organizational culture should be a mediating mechanism through which green human resource management transforms green policies into improved environmental outcomes. On the basis of this theoretical perspective, the study proposes that green organizational culture mediates the relationship between green human resource management and environmental performance in a green organizational culture context.

2.1.3 Social Exchange Theory

Social Exchange Theory (SET) is a sociological and psychological theory that analyzes human behavior and the structure of its relations (House, 2017). SET, in the managerial context, posits that employees tend to respond to their organizations with extra role behaviors when they believe that their organizations are investing in them (Cotgrove, 2020). It should be mentioned that when employees receive economic and socioemotional resources, they feel the need to reciprocate their performance with better attitudes and behaviors (Mariani et al., 2022). Researchers agree that developing feelings of obligations due to reciprocity and trust can increase positive outcomes and decrease work withdrawal behaviors among employees (Leiter et al., 2011; Semenya, 2021). Given the nature of relationships and reciprocity, it might be suggested that employees' inventive behavior can be distorted by employers' opportunistic activities, but it can be accelerated by cooperative practices that are innovative in managerial perspectives (Milledzi et al., 2025). From this background, the study conceptualizes that in an event where employers are innovative (information, power, and motivation) in introducing green human resource management functions such as green recruitment, green training, green performance appraisal, and green rewards, it is expected employees will discharge positive reciprocity through organizational citizenship behavior towards the environment, which in turn should enrich environmental performance (Ringo & Malisa, 2022). In this sense, green human resource management is taken as an innovative employer investment that provides green training, rewards, participation opportunities, and environmental support. Such practices should motivate employees to reciprocate by engaging in pro-environmental behaviors (PEBs) beyond formal job requirements, which are often called organizational citizenship behaviors towards the environment (Tilahun, 2024). Empirical literature also suggests high OCBE employees are more inclined to contribute to environmental initiatives voluntarily, thereby reinforcing the effectiveness of green human resource management in attaining superior environmental performance (Ritu & Shivani, 2026). Credibly, the study theorizes that SET is a relevant theory to explain the notion that “the positive effect of green human resource management is more significant when employees display higher discretionary environmental behaviors. " Based on this theoretical lens, the study posits that organizational citizenship behavior towards the environment positively moderates the relationship between green human resource management and environmental performance in the context of SET.

2.2 Empirical Review

2.2.1 Green Human Resource Management and Environmental Performance

Green human resource management (GHRM) refers to human resource policies and practices that encourage environmental sustainability and include green recruitment, training, performance appraisal, employee involvement and reward systems (Gill et al., 2021). Empirical studies have shown that Green Human Resource Management has a positive impact on environmental performance by promoting the employees’ environmentally responsible behaviours and supporting the organisational sustainability initiatives (for instance, Gill et al., 2021; Adnan et al., 2024). According to the literature, green human resource

management practices have improved environmental performance by reducing waste and educating staff members about environmental conservation (Paillé et al., 2014). In the same vein, green human resource management enhances efficiency, lowers costs, and conserves the environment, all of which benefit the hotel's environment (Kim et al., 2019). To further improve green human resource management, organisations can increase environmental training, include green objectives in performance appraisals, provide incentives for sustainable behaviours, and involve employees in environmental decisions (Gilal et al. 2019). Green human resource management, from the perspective of the resource-based view (RBV), creates valuable, rare, inimitable and organisation-specific human capabilities, which in turn improve environmental competitiveness and performance (Mailani et al., 2024). Therefore, it is expected that organisations which adopt better green human resource management practices would have better environmental performance (Roscoe et al. 2019). The study thus proposes the following hypothesis: H1: Green human resource management is positively associated with environmental performance.

2.2.2 Mediating role of Green Organizational

Green organisational culture (GOC) refers to the common environmental values, beliefs, norms, and practices that influence employees' behaviours towards sustainability in an organisation (Odhiambo et al, 2024). Some scholars suggest, to strengthen the green organisational culture and link staff with sustainability goals, leadership development programmes should place a greater emphasis on ethical and ecologically conscious leadership (Aljohani et al., 2024). Hence, organisations can advance green organisational culture by incorporating environmental values into their mission, encouraging green leadership, providing ongoing environmental training, empowering employee participation, and recognising environmentally responsible actions. Empirical studies suggest green organisational culture mediates the relationship between green human resource management and environmental performance by converting green human resource practices into collective environmental behaviours and organisational outcomes (Kimeu et al., 2025). Supporters of this empirical finding indicate that the degree of green human resource management adoption is determined by management and organisational cultural values, especially in the public sector, where institutional and cultural aspects are significant (Aljohani et al., 2024). According to organisational culture theory, organisational values and norms affect employee attitudes and behaviour, which in turn impacts organisational performance (Schein, 2019; Torlak et al., 2022). Thus, green human resource management creates green values and practices that foster a strong green organisational culture, which subsequently improves environmental performance (Veerasamy et al., 2024). From this theoretical perspective and empirical evidence, the study proposes that green organisational culture mediates the link between green human resource management and environmental performance (H2).

2.2.3 Moderating role of Organizational Citizenship Behaviour towards Environment

Organisational citizenship behaviour towards the environment (OCBE) is defined as voluntary and discretionary environmental activities of employees that go beyond the formal job requirements and support the sustainability of the organisation (Subramani et al., 2015; Gupta & Sharma, 2015). Empirical evidence shows that organisational citizenship behaviour towards the environment enhances the link between green human resource management and environmental performance by encouraging employees to promote and implement environmental initiatives. For instance, organisational citizenship behaviour towards the environment is regarded as one of the key behavioural mechanisms via which green initiatives enhance environmental sustainability performance, which suggests green initiatives contribute to sustainability performance through both institutional policies and employees' voluntary engagement in ecologically sensitive actions (Ritu & Shivani, 2026). Organisational citizenship behaviour towards the environment is demonstrated by acts like encouraging paperless transactions, moving to digital documentation, reducing energy use at the organisational level, supporting green initiative practices, and guaranteeing environmental risk screening (Ritu & Shivani, 2026). According to Social Exchange Theory (SET), employees reciprocate positive discretionary behaviours with positive organisational investments (Cotgrove, 2020). Therefore, we theorise that, when organisations adopt effective Green Human Resource Management practices, employees are more likely to exhibit higher levels of organisational citizenship behaviour towards the environment, which enhances the positive effect of Green Human Resource Management on environmental performance (Mariani et al., 2022). Based on this theoretical perspective and empirical evidence, the study proposes that organisational citizenship behaviour towards the environment positively moderates the relationship between green human resource management and environmental performance (H3).

3. Methodology

3.1 Research Design

The study employed a descriptive and correlational research design to examine the influence of Green Human Resource Management (GHRM) on Environmental Performance (EP), considering the mediating role of Green Organizational Culture (GOC) and the moderating role of Organizational Citizenship

Behavior towards the Environment (OCBE). The descriptive component provided comprehensive profiles of green human resource management, environmental performance, green organizational culture, and organizational citizenship behavior towards the environment (Uwamwezi et al., 2026). The correlational component measured the strength and direction of the relationship between the independent variable, mediating variable, moderating variable, and dependent variable (Kothari, 2019).

3.2 Target Population and Sample Size

The study was conducted at one of the local government authorities (LGAs) operating in Dodoma City (Agreed not to mention name in research report), which is the national capital of Tanzania, located in the country's central plateau. The purpose of Local Government Authorities (LGAs) in Tanzania is to transfer power to the people, decentralize decision-making, and promote grassroots democratic governance while discharging services across sectors. The target population comprised 400 employees actively engaged in service delivery. Inclusion and exclusion criteria were restricted to individuals with working experience of two years and at least a first-degree qualification. Employees of these profiles were assumed to have adequate information required by the study (Ngetich et al., 2020). The study used Cochran's approach to determine the appropriate sample size needed for survey research (Cochran, 1977). This method is particularly useful when the population is large and the researcher wishes to estimate population proportions with a desired degree of precision (Shamnani et al., 2024). Cochran's sample size (n) can be calculated using the formula below: $n_0 = z^2 . (1 - p)/E^2$, where n_0 is the estimated percentage of the population with the attribute of interest (or the maximum expected proportion if no prior estimate is available), E is the desired margin of error or precision, z is the critical value from the standard normal distribution corresponding to the desired level of confidence, and n_0 is the necessary sample size. Thus, we employed the formula (Cochran's) with the desired parameter (95%), confidence level (Z = 1.96), 5% margin of error (E = 0.05), and an unknown population proportion (p). The calculation yielded a sample size of 385 respondents. After adding an extra 4% to account for any non-response, incomplete questionnaires, and missing data, the total sample size was adjusted to 400 respondents. This sample size was found to offer trustworthy data and enough statistical power to assess hypotheses.

3.3 Sampling Technique

Both stratified sampling and simple random sampling were utilized as sampling techniques in this study. In the first instance, the study employed stratified random sampling. Stratified sampling is a method used in statistical research where the population is divided into distinct subgroups, known as strata that share similar characteristics (Singh & Mangat, 1996). The strata in this study were divisions in LGAs. This technique ensured that each subgroup (division) was adequately represented within the sample, which could lead to more accurate and reliable results. Then after, simple random sampling was used to randomly select samples from each stratum proportionally (sample size matches the population proportion). Simple random sampling involves selecting respondents from the target population without bias (Raifman et al., 2022). The technique split people up for sampling purposes; then it took a few individuals randomly out of every group based on how big they were so as not to leave any groups unrepresented at all (Nakero et al., 2026).

3.4 Data Collection Instruments

Four instruments were utilized to design a questionnaire that was used to collect data for the study. Four items were used to measure green human resource management as proposed by Gilal et al. (2019). Further, environmental performance was measured using five items suggested by Kim et al. (2018). The study also measured Green Organizational Culture (GOC) as per Pham et al.'s (2019) proposal, where five items were also used to measure Organizational Citizenship Behavior towards the Environment (OCBE), as proposed by Pham et al. (2019). A structured questionnaire was created in order to gather information from participants. A 5-point Likert scale was used to score the clear and succinct items in the questionnaire, which was carefully crafted to match the research objectives. Because it allows respondents to indicate the degree of their views, perceptions, or behaviors within predetermined categories from "Strongly Disagree" to "Strongly Agree."

3.5 Data collection Procedures

The researcher was provided with a letter of introduction from the Local Government Training Institute, which was presented to all respondents and explained the purpose of the study. After obtaining their consent, the internal key informants started the data gathering thereafter. The respondents were assured that their responses were confidential and were used for academic purposes only, gaining their trust.

3.5 Validity and Reliability

Validity refers to the extent to which the research instrument measures what it is intended to measure (Strauss & Smith, 2009). Again, reliability refers to the consistency of the research instrument (Alfiyah et al., 2025). Three steps were executed to secure validity and reliability as proposed by Hair (2022). Thus, the study checked common method bias (Aguirre-Urreta & Hu, 2019; Fuller et al., 2016), evaluation of the

measurement model (Hair et al., 2022), and structural model examination (Hair et al., 2022).

3.6 Data Analysis

IBM SPSS was utilized to process descriptive data collected by the questionnaire. On the other hand, Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4. PLS-SEM was used to test the measurement and structural models, including the direct, mediating, and moderating relations between the study variables (Hair et al., 2022). We selected PLS-SEM for its powerful ability to simultaneously analyze complex models with multiple latent constructs and their relationships. Moreover, PLS-SEM is suitable for prediction-oriented research and adequately handles mediation and moderation analysis, making it appropriate for testing the proposed conceptual framework and testing the hypotheses (Hair et al., 2022).

3.7 Ethical Considerations

The study at hand fully complied with ethical considerations, which are the principles of guiding the researcher in the protection of the rights, dignity, and welfare of the participants throughout the research process (Nazmul et al., 2021). Ethical considerations were adhered to throughout the research process, including before the commencement of the research, during the execution of the research, and after the completion of the research process. Prior to the study, ethics approval and informed consent were obtained. Specifically, researchers received ethical and study approval from the Local Government Training Institute (LGTI) research committee, the employer (Nazmul et al., 2021). Confidentiality, anonymity, voluntary participation, and privacy of the participants were preserved throughout the data collection process (World Health Organization, 2016; Oswaldo, 2021). Post-research, research data were stored securely, and findings were reported honestly without fabrication, falsification, or inappropriate manipulation of data (Willinger, 2015; Knottnerus & Tugwell, 2018). Further, the information of the participants was used only for the intended research purposes in accordance with ethical standards (Oswaldo, 2021).

4. Results and Discussion

4.1 Findings for Descriptive Statistics

The study targeted 400 respondents, but only 231 respondents brought back distributed questionnaires. A total of 231 completed responses were obtained, giving a response rate of 57.8%. In terms of gender, most of the respondents were female (153, 66.2%), with males accounting for 78 (33.8%). In terms of age, most of the respondents were aged between 30–35 years (91, 39.4%) and 36–41 years (88, 38.1%). The respondents were 21 (9.1%) aged 24–29 years, 16 (6.9%) aged 42–47 years, 9 (3.9%) aged 18–23 years and 6 (2.6%) aged 48 years and above. Out of 231 respondents, 105 respondents (45.5%) had 6-11 years of work experience, and 93 respondents (40.3%) had 12-17 years of work experience. In terms of positions, the health officers were the largest group (29, 12.6%), followed by the land officers (27, 11.7%), community development officers (24, 10.4%) and extension officers (23, 10.0%). Other respondents occupied other administrative, professional and technical positions.

4.2 Validity and Reliability Results

Validity and reliability were checked through common method bias (CMB), evaluation of the measurement model and structural model examination as proposed by Hair et al. (2022).

4.2.1 Findings for Common Method Bias

Common Method Bias (CMB) is a measurement error that occurs when the relationships between variables are artificially inflated or distorted due to the particular method of data collection rather than a true relationship between the concepts. This often happens when you ask the same person about independent and dependent variables at the same time. A single-factor test of variance was applied, and the result was 20.8 per cent, which was not higher than 50 per cent. Podsakoff et al. (2012) suggest that these remedies indicate no common method variance in our study.

4.2.2 Findings for Evaluation of the Measurement Model

Then the study conducted an evaluation of the measurement model as well. In Partial Least Squares Structural Equation Modelling (PLS-SEM), evaluation of the measurement model is the assessment of the measurement quality of the observed indicators (survey items) for the latent constructs. Table 1 suggests that the composite reliability for variables is 0.912 (EP), 0.932 (GHRM), 0.954 (GOC), and 0.889 (OCBE). They should ideally be greater than 0.708, meaning the construct explains more than 50% of the indicator's Further, Cronbach’s alpha for each variable was more than 0.700. These results infer that internal consistency and reliability are within the acceptable level of 0.700, as promoted by Hair et al. (2017) and Valentini and Damasio (2016). According to Afthanorhan (2013) and Cheung et al. (2024), the average variance extracted (AVE), which should be 0.500 or higher, was used to evaluate the convergent validity. According to Table 1, each variable's AVE is greater than 0.500, meaning that they all ensure convergent validity because they account for more than half of the changes in the indicators. Furthermore, the Fornell and Larcker criterion served as

the foundation for the discriminant validity analysis, and the heterotrait-monotrait ratio was used to assess the constructs' distinctiveness. The necessary cut-off level for the Heterotrait-Monotrait ratio should be 0.850, as per Ab Hamid et al. (2017). According to Table 3, every variable had a heterotrait-monotrait ratio of less than 0.850, indicating a connection between assurance and discriminant validity. Table 3 demonstrates that the square root of AVE is higher than the constructions' correlation for the Fornell and Larcker standard. This guides the existence of agreements with the requirements of the Fornell and Larcker principle, according to Fornell and Larcker (1981).

Table 1: Construct reliability and validity

	Outer Loadings	Cronbach's alpha	Composite reliability (rho_a)	Average variance extracted (AVE)	VIF
EP		0.898	0.912	0.764	
EP1	0.853				3.291
EP2	0.870				1.551
EP3	0.889				2.924
EP4	0.885				2.746
GHRM		0.930	0.932	0.781	
GHRM1	0.877				3.255
GHRM2	0.906				2.997
GHRM3	0.897				1.526
GHRM4	0.895				1.531
GHRM5	0.841				2.537
GOC		0.891	0.954	0.816	
GOC1	0.912				2.113
GOC2	0.893				3.232
GOC3	0.904				2.330
OCBE		0.883	0.889	0.684	
OCBE1	0.833				3.198
OCBE2	0.760				2.617
OCBE3	0.893				3.290
OCBE4	0.768				2.820
OCBE5	0.873				2.306

Table 2: Heterotrait-monotrait ratio (HTMT) - Matrix

	EP	GHRM	GOC	OCBE	OCBE x GHRM
EP					
GHRM	0.537				
GOC	0.201	0.183			
OCBE	0.260	0.106	0.208		
OCBE x GHRM	0.138	0.046	0.286	0.091	

Table 3: Fornell-Larcker criterion

	EP	GHRM	GOC	OCBE
EP	0.874			
GHRM	0.502	0.884		
GOC	0.195	0.181	0.903	
OCBE	0.227	0.098	0.194	0.827

Table 4: Model fit summary

	Saturated model	Estimated model

SRMR	0.065	0.071
d_ULS	0.644	1.014
d_G	0.372	0.384
Chi-square	2514.777	2591.300
NFI	0.915	0.909

Table 5: PLSpredict LV summary

	Q^2predict	RMSE	MAE
EP	0.287	0.845	0.680
GOC	0.030	0.988	0.808

4.2.3 Findings for Structural Model Examination

The model fit summary produced by PLS-SEM is shown in Table 4, where the Standardised Root Mean Square Residual (SRMR) has a value of 0.065, falling within the range of 0.080 according to Hu and Bentler (1999). As required by Hair et al. (2019), the squared Euclidean distance represented by d_ULS has a value of 0.644, which is within the range of 0.950. Furthermore, the Geodesic Distance represented by d_G has a score of 0.372, which is less than the necessary rate of 0.950. The Normed Fit index, or NFI, has a value of 0.704, falling outside the necessary range of 0.90. Accordingly, our model shows the necessary adaptability in PLS-SEM situations, as per Hair et al. (2021). Additionally, as stated by Schuberth et al. (2023), it was essential to compute the Root Mean Square Error (RMSE), Mean Absolute Error (MAE), and Stone-Geisser (Q^2) for items linked to the dependent variable in order to establish the predictive potential of the study's model. Table 5 shows that all of the Q2 values are within the permissible range of being higher than zero and less than one. When compared to the scores of PLS-SEM_RMSE, PLS-SEM_MAE, LM_RMSE, LM_MAE, IA_RMSE, and IA_MAE, this is consistent with the observed lower scores of each indication. Further, blindfolding operations were carried out to determine the predictive relevance of the general model. The model's prediction summary, as displayed in Table 5, indicates that the Q2 value was 0.253, the Mean Absolute Error (MAE) value was 0.634, and the Root Mean Square Error (RMSE) value was 0.0.880. The prediction model is deemed important, as these scores are more than zero (Fornell & Cha, 1994; Shmueli et al., 2019). Our model's prediction performance is generally better and more moderate (Henseler et al., 2016).

4.3 Hypotheses Testing

The study tested three hypotheses, namely H1, H2, and H3 as indicated in table 6 and figure 1. With H1, it was hypothesized that there is a positive association between green human resource management and environmental performance. Results in table 6 and figure 1 supported the hypothesis ($\beta = 0.455$**;** $\mathbf{t} = 19.525$**;** $p = 0.000$). This indicates a positive statistical test for a real and positive correlation between green human resource management and environmental performance. That is, the two variables (Green Human Resource Management and Environmental Performance) are correlated. The use of green human resource management functions such as green training and green rewards by an LGA leads to improved environmental performance. This is in agreement with previous findings such as Gill et al. (2021) and Adnan et al. (2024), which reported the same results.

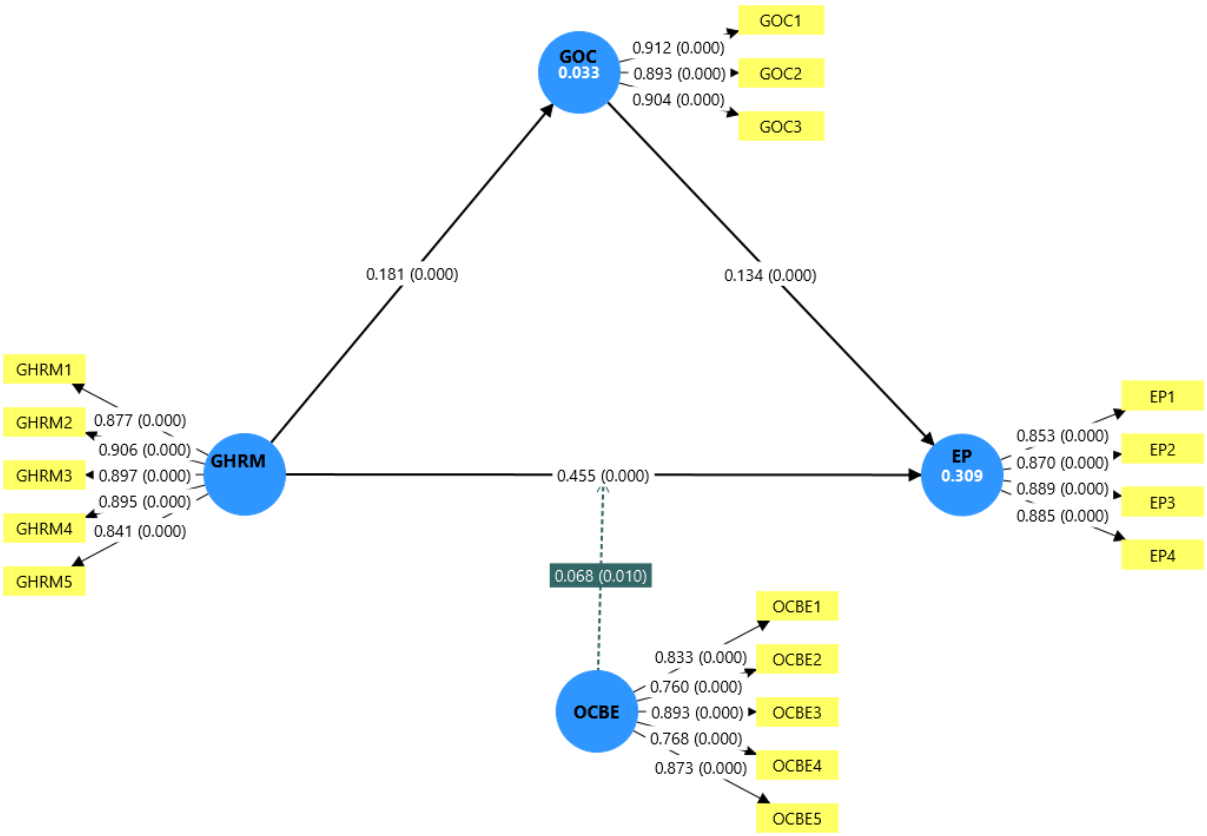


Figure 1: Path analysis

They suggested that green human resource management practices could improve environmental performance by reducing waste and educating staff members about environmental conservation (Paillé et al., 2014). Specifically, Green Human Resource Management improves efficiency, reduces costs, and preserves the environment, all of which are beneficial for the environmental performance of LGA. (Kim et al., 2019). Conversely, the study examined if H_2 that Green Organizational Culture mediates the relationship between Green Human Resource Management and Environmental Performance. In which green human resource management enhances green organizational culture, which in turn enhances environmental performance. Again, support was found for H2 (β = 0.024; t = 3.999; p = 0.000). Simply put, Green Organizational Culture is the psychological and behavioral "bridge" that effectively transmits the effect of Green Human Resource Management into better Environmental Performance. To summarize, green human resource practices don't automatically increase environmental performance or decrease waste on their own; they work because they succeed in shaping common organizational values and everyday behaviors. This is similar to findings like Kimeu et al. (2025). The level of adoption of Green Human Resource Management is mainly influenced by management and organizational cultural values, especially in the public sector, where institutional and cultural factors are very important (Aljohani et al., 2024).

Three interchangeable items are the following: Human resources as an architect of values, culture as the internal engine, and performance as the final output. Hence, green human resource practices (e.g., eco-training and sustainability performance reviews) effectively communicate that an organization cares about environmental performance. Meanwhile, these green human resource practices indicate the development of a strong green organizational culture, which means employees sincerely embrace shared beliefs, norms, and attitudes toward eco-friendly operations. Finally, the cultural aspect of a shared green mindset and routine behavior directly results in tangible environmental improvements (e.g., less waste, better resource conservation). Likewise, the study tested H3 and supported as expected (β = 0.068; t = 2.575; p = 0.000). The findings suggest that employees' pro-environmental behavior at work enhances the positive effects of green workplace rules and regulations on organizational outcomes. Simply put, green rules and regulations work best when workers care and help out on their own. First, the relationship between green rules and regulations and better environmental performance is strengthened significantly by higher organizational citizenship behavior toward the environment. This is consistent with previous research such as Ritu & Shivani (2026). They proposed that organizational citizenship behavior toward the environment boosts the relationship between green human resource management and environmental performance by encouraging employees to support and

implement environmental initiatives. For example, one of the important behavioral mechanisms through which green initiatives enhance environmental sustainability performance is organizational citizenship behavior toward the environment. Which proposed green initiatives influence sustainability performance through institutional policies as well as voluntary employee engagement in ecologically sensitive actions? (Cotgrove, 2020).

Table 6: Hypothesis testing

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
GHRM -> EP	0.455	0.455	0.023	19.525	0.000
OCBE x GHRM -> EP	0.068	0.070	0.027	2.575	0.010
GHRM -> GOC -> EP	0.024	0.024	0.006	3.999	0.000

5. Conclusion and Recommendations

5.1 Conclusions

The general objective of this research was to examine the influence of Green Human Resource Management on Environmental Performance, considering the mediating role of Green Organizational Culture and the moderating role of Organizational Citizenship Behavior towards the environment. Three specific objectives were addressed, including, *first*, determining the association between Green Human Resource Management and Environmental Performance. *Second*, to investigate the mediating role of Green Organizational Culture in the association between Green Human Resource Management and environmental performance. *Third*: to examine the moderating role of Organizational Citizenship Behavior towards Environment in the association between Green Human Resource Management and Environmental Performance. The study concludes that Green Human Resource Management achieve better Environmental Performance with regard to a specific objective one. Green Human Resource Management is a unique green capability, a valuable, rare, inimitable, and non-substitutable internal organizational resource, viewed through the Resource-Based View. In this case the objective conclusion is based on three operations cascading to each other. It starts with Green Human Resource Management functions (like green training) creating intangible organizational capital, which is essentially strategic resource creation. Therefore, the green skills and green culture developed will be difficult to imitate by rival organizations in a short time. It ends up with organizations using these human resource tools to adapt to environmental rules and regulations to better understand environmental performance.

Based on objective two, it was concluded that Green Human Resource Management not only has a direct impact on environmental performance but also on the development of shared green values and beliefs, which guide the workers to protect the environment and improve the overall performance. Hence, Green Organizational Culture serves as a vital bridge. Green Human Resource Management acts on internal norms and attitudes, resulting in better environmental outcomes. This is because shared green values (caused by the effect of Green Human Resource Management on norms) provide workers with a clear reason to use eco-friendly habits in their daily work. Thus, formal green human resource functions require a supportive workplace culture for the achievement of their green strategic objectives, such as environmental performance. Regarding the specific objective three, the study concludes that Organizational Citizenship Behavior toward the Environment is a positive boundary condition that improves the translation of Green Human Resource Management into greater environmental performance. Employees reciprocate the organization's green investments through discretionary eco-friendly behaviors, which collectively optimize environmental outcomes from the perspective of social exchange theory. When Green Human Resource Management functions (e.g., green training and rewards) show the organization's concern for sustainability, employees with high Organizational Citizenship Behavior towards Environment have a strong moral and social obligation to reciprocate. In other words, high Organizational Citizenship Behavior towards Environment functions as an active catalyst, translating voluntary, extra-role green efforts into tangible, ground-level operational success, such as environmental performance from formal green human resource policies.

5.2 Recommendations

The study offers the following recommendations for practitioners and decision makers: -

1. First: LGAs may consider strengthening Green Human Resource Management functions to take advantage of their positive effect on environmental performance. Primarily, organisations can strengthen green human resource management by enhancing environmental training, including green goals in performance appraisals, providing incentives for sustainable behaviours and engaging

employees in environmental decisions (Gilal et al. 2019). LGAs can invest in green training and rewards, as internal green employee skills and systems of organisations are valuable, rare and hard-to-copy resources that drive sustainability outcomes such as environmental performance (Mailani et al., 2024).

2. Human resource practitioners in LGAs endorse that green human resource management rules and regulations alone are not enough; they must succeed in building a shared green mindset to drive ecological results. This includes embedding environmental values into their mission, fostering green leadership, providing continuous environmental training, allowing for employee involvement, and rewarding responsible environmental behaviours (Aljohani et al., 2024).
3. LGAs to embed green values by updating core organisational values and mission statements to include responsibility for the environment as a key element. It is from this strategy that LGAs may benefit from the mediating role of Green Organisational Culture on the relationship between Green Human Resource Management and Environmental Performance (Kimeu et al., 2025).
4. LGAs should focus on enhancing Organisational Citizenship Behaviour toward the Environment, as it is an effective catalyst in amplifying the positive effect of Green Human Resource Management on an organisation's Environmental Performance (Ritu & Shivani, 2026).
5. Management of LGAs should consider the concept of reciprocity for strategic improvement in Environmental Performance. This is evident as employees who see green support from management feel a sense of reciprocity, translating voluntary eco-friendly actions into real organisational outcomes such as the organisation's Environmental Performance (Milledzi et al., 2025).

5.3 Limitations and Future Studies

This research has huge theoretical and practical benefits, however, when evaluating the results, it is important to take into account some few limitations worthy to mention. In order to examine the links between Green Human Resource Management, Green Organisational Culture, Organisational Citizenship Behaviour toward Environment, and Environmental Performance, this study used a quantitative research design. This method might have overlooked the employees' deeper insights, experiences, and contextual explanations on the application of green HR practices, even while it permitted the statistical testing of the suggested hypotheses. Therefore, in order to obtain more thorough insights and to improve the comprehension of the mechanisms behind these correlations, future research can use qualitative or mixed-methods approaches. Further, Tanzanian Local Government Authorities (LGAs) participated in this study. As a result, the results might not be as applicable to other public sector companies that operate in various institutional and administrative settings. Other public sectors, including government agencies, public colleges, public businesses, and central government departments, should be the focus of future research. In addition to confirming whether the associations found in this study are comparable across institutional settings, more comparative studies in other public sector organisations may offer more comprehensive empirical support for the application of Green Human Resource Management, Green Organisational Culture, and Organisational Citizenship Behaviour toward Environment to enhance environmental performance.

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