

# HUMAN RESOURCE FUNCTIONS AND ORGANISATION SUSTAINABILITY: INSIGHTS FROM REGISTERED TOURISM AND HOSPITALITY ESTABLISHMENTS (THEs) IN TANZANIA

<sup>7</sup>Saliel Kanza

## Abstract

*This study explored the role(s) of Human Resource (HR) functions in building sustainable organisations with particular attention given to Tourism and Hospitality Establishments (THEs) in Tanzania. The study employed a qualitative strategy whereby cross-sectional research design was adopted. Data were collected through face-to-face interviews with key HR officers from twelve (12) private-owned THEs in Tanzania mainland and Zanzibar. The sample size was drawn based on purposive sampling technique. The findings indicated that the majority of respondents confirmed HR functions to have a role towards organisational sustainability on a variety of aspects: leadership development, training and development, change management, collaboration and teamwork, talent management, diversity and multiculturalism, ethics and governance, health and safety as well as workforce engagement. HR functions play a key role in influencing organizational performance in general and sustainability in particular. Findings from the present study confirmed that HR functions are vital for achieving organisational sustainability. It further indicates that organisations need to continually invest in HR functions for its growth that will bring about employee optimal job performance for the sustenance of the organisation. Therefore, proper practice of HR functions may help an organisation to increase efficiency and improve working systems. This will enable THEs to achieve broad stakeholders' engagement, holistic integration and develop the necessary capabilities to achieve organisational sustainability.*

**Keywords:** *Sustainability, Human resource, Tourism, Hospitality, Tanzania*

## INTRODUCTION

The sustainability of Small and Medium Enterprises (SMEs) and tourism, specifically in developing countries, is uncertain (Malesios *et al.*, 2021). These organisations face difficulties including lack of financial and human resources among others (ibid). In general, sixty percent (60%) of small and medium enterprises fail to survive in the business after the second year of establishment. Most of them put much effort on marketing and financial aspects leaving the HR aspect unattended (Pfeffer, 2010). Sustainability is among important aspects in business development and performance (Mazur & Walczyna, 2020; Baum, 2018; Cohen & Taylor, 2012; Cohen, 2010). The organisation can achieve its business goals and increase long-term shareholder value by integrating economic, environmental and social opportunities into business strategies (World Business Council for Sustainable Development, 2005; Chan, Stephen & Kele, 2021; Kramar, 2022). On one hand, literature e.g (Kanza, 2016; Kuosmanen & Kuosmanen 2009; and Kotler, 2011) maintained that sustainability is accepted as among the key success factors by both public and private organisations.

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<sup>7</sup>Saliel Kanza , Senior lecturer, Department of Human Resource Management. Institute of Social Work, [saliel.kanza@isw.ac.tz](mailto:saliel.kanza@isw.ac.tz)  
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Moreover, the march towards implementing good business practice with sustainability is going forward in a number of notable companies. On the other hand, HR is among the important elements that enhance the survival of any business organisation as it provides constant and everlasting innovative ideas from employees (Sharma & Rao, 2020). The future performance of a business organisation, among other things, is evaluated based on various aspects such as leadership style, employees' motivation and proper blending with HR functions.

One of the most important assets for everlasting progress of an organisation or any business is the availability of the determined human resource involved in the business operations. For instance, experience shows that in many countries, the tourism industry has succeeded due to human resource empowerment. Considering the multidimensional objectives set to develop the tourism industry, human resource is among the crucial elements in attaining these objectives. The main objective of HR is to create and maintain an efficient workforce that can meet the organisation's needs. Businesses with successful HR practices are likely to have lower absenteeism, lower employee turnover rates, better skills development and employees' retention. Large corporations in the world revealed that the innovative, expertise and motivated human forces are organised in such a way that they propel business achievements (Sharma & Rao, 2020). Therefore, this paper examined the contribution of HR functions to sustainable organisation with much focus on Tourism and Hospitality Establishments (THEs) in Tanzania.

Furthermore, studies on HR have predominantly focused on large organisations and little has been done on small and medium enterprises in developing countries. Although these studies examined the contribution of HR in various aspects, none of them integrated HR functions and organisational sustainability. Research findings from large organisations cannot be generalised to represent small and medium tourism enterprises. Every organisation is designed to perform certain functions in serving the society as well as maintaining the organisational core values. The core qualities of the human resource-related actions that contribute to organisation sustainability include inculcating sustainability-oriented values, eliciting senior management support for making sustainability central to business strategy, supporting the development of metrics and systems alignment around sustainability, stakeholder engagement, and holistic integration (Wirtenberg, Harmon, Russell, & Fairfield, 2007).

In view of the above, business managers cannot act alone as they must organise resources, talent and commitment within their organisations to foster collaboration, trust and a shared strategic vision that delivers quality results and restore goodwill (Kramar, 2022). Sustainability as a business strategy defines how an organisation intends to operate in its markets by incorporating more sustainable approaches in carrying out its activities. In most organisations, the overall business strategy has a pronounced gap between leaders' aspirations for sustainability and the way that sustainability is realized (Wirtenberg, *et al.*, 2007). Therefore, HR is widely viewed as a key factor in an organisation's ability to build and sustain competitive advantage. Considering organisational lifecycle, it is well understood that products go through a lifecycle; that is, a new product is designed and introduced to the marketplace. If it is successful then sales will begin to grow rapidly and eventually the level of sales will stabilize as the product becomes mature, but thereafter sales will decline as the market changes and new products emerge. Therefore, there is a need to develop sustainability in business operations that will maintain lifelong sales levels (Taylor, & Lewis, 2014).

## **LITERATURE REVIEW**

### **Human Resource in Tourism Perspective**

The tourism industry has changed greatly, especially in the aspect of human resource for the past decades. This has been attributed to the nature of the industry itself with changing patterns of travel in respect to both originating and destination markets (Baum, 2012). This change has a major implication for work as it requires new skills and service demands. The growth rates in the tourism industry have a direct impact on employment and human resource development in terms of professional development, specific skills, and related technical facilities. Human resource in tourism, specifically in developing countries, has been facing challenges including shortage of qualified employees, poor training infrastructure, unqualified trainers as well as poor policies governing human resource development in the tourism sector. As human resource is widely viewed as a key factor in an organisation's ability to build and sustain competitive advantage, HR can also play a critical role in business sustainability.

The Human Resource Planning Society defines five key knowledge areas for HR practitioners being HR strategy and planning, leadership development, talent management, organisational effectiveness and building a strategic HR function (Vosburgh, 2007). Researchers and practitioners have begun to investigate the specific roles that HR can play to help firms foster greater sustainability. Losey, Meisinger & Ulrich, (2005) saw many opportunities in the realm of sustainability for HR to bring important operational competencies and exert strategic leadership. Hitchcock and Willard (2006) took the view that sustainability requires organisational and cultural change. Areas in which they saw HR professionals as potentially making a strong contribution were in organisation development, especially for their facilitation and conflict management skills, change management, culture change, alignment of human resource as well as other systems and processes. As a result, because of lack of HR involvement in most sustainability efforts, they argued that many organisations are making unnecessary implementation mistakes.

HR for the most part has been lacking the orientation and competencies, particularly in the global context, in the broad realm of sustainability as per current practices in most organisations. As a result, discussions about sustainability issues may be missing those who have a deep understanding of implicit HR challenges. Thus, a critical goal for the HR field as a whole is to develop individual competencies, collaborative strategies, and organisational capabilities required to support their organisations' sustainability journey (Wirtenberg, et al., 2007).

The role of HR is to take initiatives and provide guidance, support and services to all matters relating to the organisation's operations. HR ensures that strategies, policies and practices concerning employment, development and well-being of employees, as well as relationship between management and workforce are introduced and maintained. However, the HR function seems to be increasingly business-oriented, contributing to the achievement of sustained competitive advantages. Based on the reviewed literature, the present study tries to link HR functions such as talent management, training, workforce engagement, collaboration and networking, as well as health and safety with their contribution to sustainable Tourism and Hospitality Establishments (Sharma & Rao, 2020).

### **The Nature of HR in the Travel and Tourism**

Human resource in the travel and tourism agencies, in both developed and developing countries, Tanzania amongst, is estimated to be 230 million, which is equivalent to 8.7% of jobs worldwide. HR in the tourism and hospitality industry is characterised by marginal workers such as women, young persons, casual employees, students, relatively high numbers of part-timers and migrant workers. For instance, within the United Kingdom (UK), women

make up around 58 per cent of the broader hospitality, leisure, travel and tourism workforce. More specifically, the hospitality sub-sector is indicative of the broader sector in having a higher proportion of part-time employees (52 per cent) than most other industries. Young people are also prominent within the hospitality, leisure, travel and tourism sectors. For example, 37 per cent of the total UK workforce is under 24 years and 58 per cent are under 34 years. Related to this last point, a significant part of the tourism and hospitality workforce consists of student, seasonal and migrant workers. Students are increasingly an important segment of the labour market for hospitality and tourism organisations (ILO, 2001).

### **HR Practices and Organisation Sustainability**

Since organisations exist for a purpose, the role of HR and management team, in general, is to understand the business context and objectives, shape the business strategy, develop plans, mission and vision, and inculcate values that would help implementation of action plans to achieve competitive advantage. The HR functions form the key part of the process towards achieving the organisation objectives, through empowering, motivating the workforce and communicating their impact on top management for support (Prasad, 2008).

According to Armstrong (2009), the HR functions include being strategic concerned with the alignment and implementation of HR and business strategies which cover the service delivery activities of resourcing, learning and development, rewarding and employee relations to achieve the intended results. From the professional point of view, effective management of HR helps to improve the quality of work by providing a healthy working environment. With regards to social significance, sound HR function helps to enhance the dignity of labour by providing suitable employment that provides social and psychological satisfaction to employees. On national perspective, the HR function plays a vital role in the development through the exploitation and utilisation of a nation's own manpower since the level of development in a country depends primarily on the skills, attitudes and values of its human resource. Thus, HR function is the central sub-system of the organisation because it interacts closely and continuously with all other sub-systems of an organisation.

**Service Industry and Commitment to Sustainability** According to Wirtenberg, *et al.* (2007) sustainable organisations are perceived to improve employee morale, more efficient business processes, stronger public image, increased employee loyalty, and increase brand recognition. In most organisations, the senior management team in collaboration with HR determines the sustainability strategy and its implementation. In the service industry, sustainability means the capacity to endure and a necessity for inclusive growth. In most cases, studies indicate that top management officers want an organisation made up of inquisitive employees who are seeking innovation and constant improvements in the way they are doing their jobs in all areas of the business.

The HR function emphasizes empowerment and teamwork as a combination of developing service culture and harmonizing the relationship between employer, employee and customers. The secret of success in the service business is customer satisfaction which is the result of employee satisfaction generated from the HR function like the selection of the right people, provision of training, and employee participation and engagement. Ehnert (2011) evaluated the link between service quality and employee commitment in an Australian out-sourced call centre using 281 service multi-national companies operating in six Asian countries of Indonesia, Malaysia, Philippines, Singapore, Taiwan and Thailand and examined various HR practices used by these service companies. Results indicate that more formalised HR practices were taken up by financial institutions than other types of service companies. The study also found that the selected HR practices were significantly related to employee retention.

### **Key Implementation Challenges**

Sustainability is about doing business without harming people who can positively affect a company's culture and behaviour (Kuosmanen & Kuosmanen, 2009). Sustainability is emerging as a people issue and as such HR managers can succeed in the long-term if they recruit and motivate people who can respond to and shape the challenges of the future, the individuals with the capacity to create competitive advantage and build long-lasting partnerships. Organisations are becoming more concerned with cutting costs, especially on Health-care benefits, Training costs, and Hiring process costs. It is high time the HR functions showed the value they add to the organisation through alignment with the business.

Employees are motivated by a complex mix of rewards, ranging from financial security, bonuses, and promotion to recognition and from taking on new challenges to making a difference to the things they care about. The challenge for HR managers is to create opportunities and incentives that maximize employee contributions to organisation performance using the most of its people's talents. Hence, employees' targets and incentives need to be aligned with the goals of sustainable development. Recruitment of new employees helps to demonstrate a company's aspirations, highlighting the skills and attitudes to which it attaches the highest priority, providing a major opportunity to communicate the values and successes of the organisation (Gupta, 2009).

### **Core HR Function in Building a Sustainable Organisation**

According to Armstrong (2009), training and development form an important component in enhancing organisational sustainability. Talented people possess special gifts, abilities and aptitudes which enable them to perform effectively and make a difference in organisational performance either through immediate contribution or in the long-term by demonstrating the highest level of potential. Talent management is the process of identifying, developing, recruiting, retaining and deploying those talented people. Therefore, talent management should be incorporated in business strategy aiming at developing and maintaining a pool of talented people.

According to Vinesh (2014), staff training is key to an organisation's effective performance. Training and continuing education (development) not only help the organisation to acquire and hold highly qualified staff but also reward and encourage professional growth and development. In the same vein, training and development provide a conducive work environment for developing transformational leaders who can take care of changes at a faster pace, develop qualities and attitudes, as well as meet future organisational requirements (Prasad, 2008). Current studies examined large multi-national firms in developed countries like the United States, Netherlands, Switzerland and Germany. These studies did not consider small and medium enterprises both in developed and developing world. The present study examined the role of HR functions in building sustainable organisations in Tanzania, paying much attention to THEs.

### **METHODOLOGY**

The present study employed qualitative methodological strategy whereby a cross-sectional research design was adopted. The sample size was selected based on purposive sampling technique. Data were collected through face-to-face interviews with key HR officers from twelve (12) private-owned THEs in Tanzania Mainland and Zanzibar. These agencies were selected based on experience in business operation and the availability of fully fledged human resource department. From each institution, one top executive with profound knowledge on HR and related activities in their organisations was interviewed. Data collection took place from November 2018 to March 2019.

## FINDINGS

The analysis of the obtained information involved identification of the main qualities that are critical to the understanding of the contribution of HR to a sustainable organisation. The main items used were adapted from Wirtenberg *et al.* (2007) including leadership development; change management; collaboration and teamwork; training and development; talent management; diversity and multiculturalism; as well as ethics and good governance that includes values, health and safety as well as workforce engagement. The results in Table 1 indicate that most travel and tourism agencies have the highest score in terms of their commitment to a sustainable journey.

Based on the content analysis conducted, it was noted that some areas of HR function showed a strong contribution to sustainability and some showed a weak contribution. The responses were coded to show strong to weak HR functions as indicated in Table 1. Overall, all organisations scored high in each area of the HR function to sustainability effectiveness.

**Table 1: HR Function and its Contribution to THEs Sustainability**

Institution	1	2	3	4	5	6	7	8	9	10
	Leadership Development	Change Management	Collaboration & Teamwork	Training & Development	Talent Management	Diversity Multi-cultural	Ethics & Governance	Inculcate Values	Health & Safety	Workforce Engagement
Travel Partner	VSHR	VSHR	SHR	VSHR	SHR	SHR	SHR	MHR	SHR	SHR
World Link Travel and Tour	SHR	MHR	MHR	SHR	SHR	MHR	SHR	MHR	MHR	SHR
Rickshaw Travel	SHR	SHR	SHR	VSHR	SHR	SHR	SHR	SHR	SHR	SHR
Kearsley Travel a Tour	SHR	SHR	SHR	SHR	SHR	SHR	SHR	MHR	SHR	S-HR
Sykes Travel Agent	SHR	MHR	MHR	SHR	SHR	MHR	SHR	SHR	MHR	SHR
Diaole Tours	SHR	SHR	SHR	VSHR	SHR	SHR	SHR	MHR	SHR	SHR
Water bucks Safaris	SHR	SHR	SHR	SHR	SHR	SHR	SHR	MHR	SHR	S-HR
Usambara Expeditions	SHR	MHR	MHR	SHR	SHR	MHR	SHR	SHR	MHR	SHR
Babu Tours and Safaris	SHR	SHR	SHR	VSHR	SHR	SHR	SHR	WHR	SHR	SHR
Travel Start Tanzania	SHR	SHR	SHR	SHR	SHR	SHR	SHR	MHR	SHR	S-HR
Regional Tours and Safaris	SHR	SHR	SHR	VSHR	SHR	SHR	SHR	SHR	SHR	SHR
Zanziplanet Tours and Travel	SHR	SHR	SHR	SHR	SHR	SHR	SHR	SHR	SHR	S-HR

**Source: Field Data (2022)**

VSHR - Very strong area, with meaningful role by HR function

SHR- Strong area, with meaningful role by HR function MHR - Moderate area, with no meaningful role by HR function

WHR - Weak area with no data reported meaningful role by HR function

All institutions practice leadership development and promote staff from within for higher positions. This is within the policies guiding these institutions. HR is involved in arranging the scheme of service of different cadres for consideration. The implication is that leadership, being among the HR functions, has a role in meeting corporate goals

which indicate strong contribution to sustainability. One of the key informants through interview commented that *“the relationship between leadership and sustainable organisation is obvious as there is no development without strong leadership especially when it comes to human resource. This is an important HR function in our organisation. You need strong leaders who can create stability during organisational change.”*

In terms of training and development, a strong commitment to sustainability was emphasized by each institution. Some institutions had a training policy which being implemented for its staff at all levels at 90%. The respondent went on arguing that *“We have a clear training policy which gives priority to each cadre.”* HR is involved in making sure that employees are developed in their areas of expertise. This implies that job satisfaction and retention depend on the HR office. The respondent went on saying *“This is because investing in human resources is of significant importance and contributes to the financial status of an organisation, especially for hotels, where human capital is not competent and effective enough.”*

For change management, all institutions accept and manage changes in a participatory manner. The HR involvement is to communicate the changes to all staff and adopt new technologies for the betterment of the institution. One respondent said *“Change is inevitable so we always accept changes as long as it has a far reaching positive impact on meeting our corporate goals. So, I believe that organisational sustainability is greatly influenced by change management in the contemporary world. To achieve this, components of cost, quality, speed and innovation must be adhered to for a competitive advantage. Our customers (tourists) are very keen on these issues as some of them are coming from the developed world.”*

All institutions reported that collaboration and teamwork form an important competence for HR as a contribution to sustainability. All the institutions consider collaboration and teamwork as necessary for organisations' efficiency. In achieving the mission and vision of the tourism industry, there should be collaboration and interaction with foreign agencies to expand horizons in areas of expertise. One of the respondents during interview had the following to say, *“The HR's responsibility is to facilitate foreigners' stays. Collaboration and teamwork are among the most important factors for our success. When working as a team, we found that teamwork leads to greater individual coherence hence, organisational performance.”* The results, as displayed in Table 1, show the strong area of HR functions in fostering sustainability.

It was also noted that talent management was among items of priority by all institutions. As indicated in Table 1, talent management is a strong area with a meaningful role by HR functions as it has a significant contribution in supporting organisation sustainability. In the context of sustainability, the key to recruiting and staffing that makes up talent management was providing the right people with the right mental models and values, in addition to their functional expertise. One respondent said: *“Hiring a talented employee is one of the most important aspects in our institution. We carefully examine the type of people we recruit in this particular sector after analysing their potential in moving the organisation to the next level. Tourism being a highly work-intensive activity, mostly depends on the quality of human resources”*. Many institutions saw sustainability as a key competitive advantage in attracting and retaining talent.

As Table 1 shows diversity and multiculturalism were the biggest concerns to all institutions in terms of transparency, metrics in policies and procedures. The respondents showed great concern for the area and its contribution as far as sustainability is concerned. These

institutions operate by enforcing culture and guidelines from the central government. Therefore, in this case, indigenous people are given the first priority in all vacant posts available. One of the key respondents said *“Diversity is explained in many ways and people might have a different understanding, but due to advancements in technology and globalisation, people of different cultural backgrounds have been able to work together in numerous ways. In managing this diversity of the workforce we maximize the talents and intellectual capital of all employees in our organisation.”* Thus, utilizing multicultural employees is of great importance for a stable organisation through a combined strength of working cultures.

Private organisations tend to adhere to the standards provided by the government in terms of employees’ rights and conduct. In the studied institutions, ethics and good governance are not guided by government standards. A response from the interview with one informant indicated that the private sector considers government standards but also have their own set standards. *“We are emphasizing our well-established code of ethics and conduct to all employees and the department of HR is taking the lead in enforcing ethics to ensure that employees observe them.”*

Respondents also indicated that sustainable values were seen as an essential foundation to sustainability in every institution. Being a private institution, both organisations are obliged to some values stipulated in the government code of conduct. The HR is responsible for inculcating and enforcing these values for sustainability. One of the respondents said *“In this organisation, we have specific values including altruism, empathy, positive norm of reciprocity, and private self-efficacy that support effective human resource practices. This set of distinct values has sustainability implications to the organisation and we are very straightforward to implement them due to the nature of services and customers we receive daily”*.

Health and safety were considered strong in most of the interviewed personnel. The HR function played a meaningful role in the sustainability of these institutions. One respondent said *“Keeping health and safety is the responsibility of many organisations and they have to make sure that life at work is secured among employees. Every institution cares about the health and safety of its staff and in our organisation, we take health and safety as a priority for our employees and customers. So, we do not create a harmful system as a strategy of enhancing productivity and reducing costs emanating from non-working/performing employees.”* It is the task of the HR to provide a healthy and conducive working environment.

Furthermore, workforce engagement is a strong area with a meaningful role played by HR where institutions involve their staff in various ways, such as project formulation, departmental meetings and matters discussed. These matters are further taken to the higher authority depending on the structure of the concerned organisation. Employee engagement was seen as strongly related to the sustainability of the company as not only the right thing to do but also an enabler of customer satisfaction and business growth. Moreover, getting employees involved in the journey to sustainability was seen as a major challenge for which HR’s help was sorely needed. Employee engagement is among important aspects in relation to income growth, individual performance and overall financial performance of the organisation. This is what brings about organisational sustainability.



## **DISCUSSION OF FINDINGS**

As observed in the results section, employee engagement plays an important role in enhancing organisational sustainability. In general, respondents informed that this can be achieved through various ways including income growth, individual job performance as well as financial performance of an organisation. An engaged employee is self-motivated and passionate towards his/her work as well as commitment to work. This forms a strong foundation of organisational sustainability. Studies on employee engagement focused more on employers' provision of necessary assistance for employees to become more actively engaged in their work.

The issue of organisational sustainability is mainly concerned with the way the organisation's top management makes decisions and puts ethics and good governance as an approach towards sustainability. Organisations, which can develop and sustain ethics and good governance, will be better equipped in terms of responding to the needs of its customers and enhance satisfaction. This will automatically influence organisational sustainability. In practice, tourism hospitality agencies have to set managerial tools to support and reinforce ethical performance so that their members behave in accordance with the organisations' ethical standards.

Based on the responses given, diversity and multiculturalism are inclusive terms used in recognising all kinds of efforts made by different ethnic groups working with the organisation. Businesses can benefit largely by valuing every employee as a separate individual as they will bring in insights to value every customer as an individual. Employees from different backgrounds would bring fresh ideas and perceptions which would make the market serve a diverse community. This means accepting differences in sex, age, background, race, disability, personality, taste, and even work style will enhance organisational sustainability. As an organisation, it is important to value all cultural diversities within the organisation in terms of age, sex, ethnic groups, marital status, as well disabilities. Employing people from different backgrounds would bring fresh ideas and perceptions that will enhance sustainability.

Responses indicate that leadership plays an important role in organisational sustainability as it ensures organisational survival to meet the set organisational goals. Active leadership provides information to ensure adequate succession plan which has a direct implication on organisational sustainability. Leaders must understand that good leadership plays a role in creating stability during organisational changes.

Training and development are among HR functions with greater influence on organisation performance in general and sustainability in particular. It is confirmed that there is a positive relationship between skills provided through training and organisational sustainability in work organisations. Results from the present study indicate that shaping employees' skills through training is of paramount importance to organisational sustainability. Therefore, organisations need to continually train and retrain their workforce on relevant skills that will bring about optimal job performance for the sustenance of the organisation.

Change management has an impact on the organisation's performance and sustainability. It provides a tool that enables processes and procedures to take place to meet the desired change. For a sustainable organisation, change can be brought forward from any level of the organisation. This creates an opportunity for employees as well as stakeholders to become part and implementers of the change. Collaboration and teamwork is the most important factor for business success in the modern world. Almost every area of business teams

receive more attention leading to greater individual, group and even organisation performance. Collaboration and teamwork help in increasing competitiveness in the long-term development of an organisation. An effective operating team has an impact on organisation and its members' ability to adapt to changing situations as well as creating a clear network of cooperation. The essential aim of organisation's management is to turn intellectual knowledge of the employees into a sustainable competitive advantage.

In a rapidly changing environment, human resource is one of the important sources of organisational development, which also helps to bring about competitive advantage. Human resource system contributes towards sustainable development through change and developing competencies of the employees. Talent management is the key for improved business performance and for sustainable development of an organisation.

Organisational sustainability is likely to benefit from the implementation of effective human resource practices which in turn depends on values put forward by its workforce. Value is a philosophy ranging from the commonplace such as the belief in hard work and punctuality, to the more psychological such as self-reliance, concern for others and harmony of purpose. Values in organisational behaviour lay foundation for understanding people's attitudes, motivation and perceptions. Sustainable values form an essential foundation to sustainability in every organisation. Organisations cannot be sustainable without protecting the safety, health and welfare of their workers. Sustainability of work organisations depends on proper implementation of health and safety policy in the work places. In most cases, improved health and safety increase production, profit and satisfaction to the employees. This helps in enhancing organisational performance.

## **CONCLUSION**

Building a sustainable organisation on service industry in Tanzania is possible through HR functions because all areas identified for research such as leadership development, training and development, collaboration and teamwork, talent management, health and safety confirmed the importance of HR function in organisational performance and efficiency for sustainability. The language of sustainable development enters the business mainstream as an important business function whose capital includes all resources a company uses to generate revenue. People working in the organisation are the most important resources. Human resource management is the process of employing people, training them, compensating them, developing policies relating to the workplace and developing strategies to retain employees. This is a pure HR function, being concerned with the internal aspects of staffing, setting policies, compensation and benefits, retention, training and development, employment laws and worker protection. Further to that, HR function also needs to stay up to date with changes in the external environment that may impact the employees and effectively understand how the external forces might affect human resources. The HR functions and roles integrate with organisational goals from planning stage to managing the state of affairs in the organisation.

## **RECOMMENDATIONS**

Basically, the HR functions are among the important aspects in attaining organisational sustainability. Therefore, managers should value these functions because they offer an opportunity for an organisation to maintain competitive advantage that leads to sustainable practices. It is also recommended that the concern of HR professionals should not be on rules and regulations governing their organisations but rather on encouraging, developing and empowering employees for sustainability. Therefore, the HR executives have to attend conference and other such forums stay up to date with new laws, trends, policies and

convince the top management to merge HR function, sustainability and organisation goals to central corporate strategy.

### **LIMITATIONS OF THE STUDY**

It is true that all research work encounter some limitations (Chavalarias & Ioannidis 2010; Babbie, 2008). The knowledge and discussion of limitations are essential in various ways including understanding the research findings, translating the potential errors and revealing the best ways of improving future studies.

The current study was purely qualitative, employing interview method which was prone to common method bias. Podsakoff, MacKenzie, Lee, & Podsakoff, (2003) declared that most researchers agree that common method variance is a potential problem in behavioural studies. Therefore, it is important to carefully evaluate the conditions under which the data are obtained to assess the extent to which method bias may be avoided. Common method bias is likely to occur in studies in which data for both the predictor and criterion variable are obtained from the same person, same measurement context, same item context and similar item characteristics (Creswell, 2009).

### **AREAS FOR FURTHER STUDIES**

#### **Further research can be done in the following areas**

The effects of COVID -19 on tourism and hospitality focusing on the role of HR in revitalising organisational financial sustainability.

This study measured HR functions based on tourism and hospitality establishments only. However, those of public sector and other industries are yet to be determined. Future researchers could concentrate more on HR functions and sustainability in the public sector to identify issues specific to this particular group or to compare them with those of private sector using same constructs used in the present study.

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