DEVELOPING HUMAN RESOURCES MANAGEMENT FRAMEWORK FOR ENHANCING THE PERFORMANCE OF SMALL SCALE MINING COMPANIES IN MASHONALAND WEST, ZIMBABWE

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APPROVAL FORM

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DECLARATION

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ABOVE ALL, I THANK THE ALMIGHTY GOD

ABSTRACT

This study focuses on developing human resources management framework for enhancing the performance of small scale mining companies in Mashonaland West, Zimbabwe. The mining sector has evolved from pre-colonial period, where mining was done as an off agricultural activity. During the colonial period, there were infrastructural developments to improve output. After independence, the government put measures to improve productivity, but this failed post the land reform era. From there, the country went on a downward trend and due to poverty, many Zimbabweans joined mining to earn a living. Some mines are formal small scale mining and the majority are informal small scale such as artisanal mining or gold panning. A positivist research philosophy and a cross-sectional survey design were adopted. Data were collected from 377 respondents using a structured self-administered questionnaire with Likert-type questions. Data were analysed using descriptive statistics, which include mean and standard deviation, frequencies and percentages. Structural equation modelling was applied to test research hypotheses. Results indicate that employee involvement (p=0.642), employee training (p=0.654), career development (p=0.712), employee job security (p=0.597) and employee job satisfaction (p=0.705) positively influence organisational performance. Age (p=0.921) moderates the relationship between human resources management framework and organisational performance. The results contribute to the current body of knowledge by introducing a human resource framework as a package to enhance organisational performance. Small scale mining organisations are therefore recommended to focus on continuous improvement on employee involvement, employee training, career development, employee job security and employee job satisfaction to enhance organisational performance. Thus, small scale mining organisations should ensure that their employees are involved in making decisions. Small scale mining organisations are also advised to train and to assist employees in career development programs. In addition, small scale mining organisations are recommended to guarantee employee job security as well as employee job satisfaction, as these variables, among others, are crucial for enhancing organisational performance. Also, small scale mining companies should consider age of the employees when implementing some of the elements of the human resources management framework. It is recommended that future studies be carried out across other provinces in Zimbabwe and other countries.

LIST OF ACRONYMS

AGFI:	Adjusted Goodness of Fit Index
AMOS:	Analysis of Moment Structures
AVE:	Average Variance Extracted
CFA:	Confirmatory Factor Analysis
CFI:	Comparative Fit Index
CR:	Critical Ratios
DF:	Degrees of Freedom
GFI:	Goodness of Fit Index
HR	Human Resource
HRM	Human Resource Management
KMO:	Kaiser-Meyer-Olkin
KSAs	Knowledge, Skills and Abilities
MLE:	Maximum Likelihood Estimation
NFI:	Normed Fit Index
RMSEA:	Root Mean Square Error of Approximation
SD:	Standard Deviation
SICC:	Squared Inter-Construct Correlations
SPSS:	Statistical Package for Social Sciences
TLI:	Tucker-Lewis Index

OPERATIONAL DEFINITION OF KEY TERMS

Career development: is the process of choosing a career, improving skills and advancing along a career path.

Employee involvement: Employee involvement is the process of allowing employees to give their opinion on decisions that affect their work.

Employee job satisfaction: is a feeling of pleasure or disappointment by employees which arises after comparing individual perceptions or impressions with expectations.

Employee job security: as an employee's fear of losing his/her job and being unemployed.

Employee training: is the systematic process to enhance employee's skill, knowledge, capacity and competency, necessary to perform effectively on job and to meet the standard performance level.

Human resource framework: is a set of interventions to assist employees and organizations in attaining their goals and improve organizational performance and organizational success.

Organisational performance: refers to how well a firm is doing in terms of production, making profit, return on investment and retention of employees as well as having a good reputation from its host community.

Small scale mining: refers to mining activities carried out by enterprises or individuals that employ workers for mining, but generally still using manually-intensive methods and mainly working with hand tools to extract minerals from the ground.

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CHAPTER ONE

INTRODUCTION

1.1 Background to the study

This study focuses on developing a human resources management framework for enhancing the performance of small scale mining companies in Mashonaland West, Zimbabwe. The study seeks to understand the perceptions of employees from the small scale mining organisations. The mining sector has evolved from pre-colonial period, where mining was done as an off agricultural season activity, after harvesting (Zvarivadza, 2018). During the colonial period, there were infrastructural developments to improve output (Singo et al., 2022). After independence, the government put different measures to improve productivity, but this failed post the land reform era (Nyavaya, 2021). From there, the country continued to go on a downward trend and due to poverty, many Zimbabweans joined mining to earn a living (Munyoro et al., 2017). Some mines are formal small scale mining and the majority are informal small scale such as artisanal mining or gold panning (Nyavaya, 2021). Small scale miners' employees in Zimbabwe are exposed to multiple health risk hazards, which could be resolved or minimised by implementing a human resource management framework (Masiya et al., 2012). Mining is a high-risk sector requiring effective control measures to protect workers' health (Bonsu et al., 2017; Government of Zimbabwe, 1990; International Labour Organisation; 2015). To date, no single small scale mining organization has any risk mitigating framework nor human resource framework to guide employee welfare (Mapira, 2017; Mawowa, 2013; Singo et al., 2022). Zimbabwe's small scale miners also lack occupational health and safety measures to prevent, manage and control occupational hazards (International Labour Organisation, 2021; Nyavaya, 2021). Also, Zimbabwean small scale miners' employees are exposed to hazardous working conditions including exposure to dust, chemicals and pollution, as well as ergonomic, psycho-social, environmental, and biological hazards (Boese-O'Reilly et al., 2004; Ogola 2002; Ralph et al., 2018; Mapira, 2017).

Globally, the mining sector is crucial for economic development, with small-scale mining companies contributing significantly to local economies (Campos-García et al., 2024). Effective human resource management is vital for small scale mining companies to improve performance, increase productivity and enhance competitiveness (Milhem, 2024). The key global trends show that small-scale mining companies face challenges in attracting and retaining skilled workers, particularly in remote areas (Salem & Al-Dubai, 2024). However, human resources practices such as training, performance management and employee engagement can significantly improve labour productivity (Salem & Al-Dubai, 2024). Effective human resources management can enhance safety and health management, reducing accidents and injuries (Rushemuka & Côte, 2024). It is also noted that globally, small-scale mining companies must comply with international labour standards, environmental regulations and local laws (Yu et al., 2024).

The best practices globally in the mining sector are centred on investing in training and development by providing regular training on technical skills, safety procedures and soft skills (Campos-García et al., 2024). In addition, the implementation of performance management systems by establishing clear performance metrics, providing regular feedback and recognizing employee contributions (Milhem, 2024). Also, critical is fostering a positive work culture by promoting employee engagement, diversity and inclusion to enhance productivity and job satisfaction (Rushemuka & Côte, 2024). Furthermore, mining organisations globally are expected to ensure regulatory compliance by developing and implementing policies and procedures that meet international labour standards and local regulations (Li et al., 2024).

In Africa, small-scale mining companies face unique human resource management challenges, including limited access to skilled labour, inadequate training and poor working conditions (Nyathi & Kekwaletswe, 2024). Effective human resources management practices, such as training and development, performance management and employee engagement, can improve productivity, safety and overall performance of small-scale mining companies in Africa (Nyathi, 2024). The African Union's (AU) Agenda 2063 and the United Nations' Sustainable Development Goals (SDGs) emphasize the importance of sustainable mining practices, including the adoption of effective human resources management practices (Rushemuka & Côte, 2024). By investing in human resources management, African small-scale mining companies can contribute to the achievement of these goals while also improving their competitiveness and long-term sustainability (Campos-García et al., 2024).

Countries such as Ghana, South Africa and Tanzania have implemented initiatives to support the development of small-scale mining companies, including training programs, mentorship schemes and access to finance (Nyathi, 2024). These initiatives demonstrate the potential for human resources management to drive growth, improve working conditions and enhance the overall sustainability of small-scale mining companies in Africa (Yu et al., 2024). Effective human resources management in African small-scale mining companies also requires consideration of the local context, including cultural and social factors (Nyathi & Kekwaletswe, 2024). For example, small-scale mining companies can engage with local communities to provide training and employment opportunities, thereby promoting social responsibility and reducing potential conflicts (Rushemuka & Côte, 2024). By adopting a contextualized approach to human resources management, African small-scale mining companies can better navigate the complexities of the local environment and achieve long-term success (Campos-García et al., 2024).

Zimbabwe's mining sector continues to play a major role in the development of the economy through availing of foreign exchange, employment opportunities and by supporting the country's infrastructure development and Gross Domestic Product (GDP) (Singo et al., 2022; Zvarivadza, 2018). To better appreciate the current prevailing economic support of mining to the generality of our country, one has to have some enlightenment on the historical background of mining through the three phases of Zimbabwe's historical development landscape. The phases are pre-colonial, colonial and post-colonial (independence). The pre-colonial period is the period before 1890, the colonial period being 1890 to 1979 and the post-colonial colonial being 1980 to the present day. Like in many countries across the globe that carry on mining activities, the sector is divided into large scale mining and small scale mining. In Zimbabwe, there is formal small scale mining and informal small scale mining, such as artisanal mining or gold panning (Nyavaya, 2021).

Mkodzongi and Spiegel (2019) noted that during the pre-colonial period, mining was governed by rulers or emperors such as Munhumutapa. High value minerals such as gold were extracted on their authority and taxes were paid to them. Gold mining was done as an off-agricultural activity, after harvesting. Panning from alluvial deposits in or beside rivers was mostly done in the northern areas of the country, for example, along the Angwa River in Mashonaland West and the Mazoe River in Mashonaland Central. Mining was done by family members or acquaintances. Iron ore was mined and smelted for making home implements such as hoes. This period could be called the tail end of the Stone Age. Mines were making vertical shafts and open pits to extract the minerals. Gold was used to pay for imports such as beads and ammunition (Zvarivadza, 2018).

During the colonial period there were infrastructural developments done (Kaseke et al., 2015; Munyoro et al., 2017). During the period between 1964 and 1950 National electricity grid was created and extended to many mining locations. Chemicals such as cyanide were introduced (Spiegel, 2015). Small crushing plants were also brought into the industry. Amalgamation plates were also used to recover free gold. The processing of reef ores was only done by whites and natives were restricted to panning alluvial ores. Large scale mining was established on previously worked small mines. Small scale mining used cheap labour to minimise costs. Singo et al. (2022) outlined that 35000 Africans were employed in gold mines in the year 1912. The British South African Company-led administration opened a Geological Survey to advise small scale miners. This was followed by the opening of the department of Metallurgy in 1928 to provide laboratory and assay facilities to small scale mining sector. In 1938 government established a custom roasting plant in Kwekwe to assist small miners in processing refractory sulphide gold ore.

Soon after the First World War (WW1), the government attracted returning soldiers into mining by creating a prospecting fund. The fund gave 10% interest for identifying a mine. When the Second World War broke out in 1939, most of the servicemen's mines became dominant. At the end of the WW1 in 1945 government once again opened an ex-servicemen scheme to train soldiers at Guinea Fowl School, Gweru (Zimbabwe School of Mines), where only white soldiers benefited. The training of servicemen resulted in the creation of 67 mines whose gold output was worth £25 million against the cost of the scheme, which was £ 840,000 (Chifamba, 2003; Munyoro et al., 2017). Some other minerals, such as asbestos, chromite, copper, platinum and chrysotile became major exports. The government established a Mining Affairs Board, which included farming, mining representatives and government officials. Soon thereafter, Zimbabwe Iron and Steel Corporation was founded. In a bid to promote the mining of gold and other valuable minerals, the government started paying gold premiums and cash prices to successful prospectors in 1920.

When the government declared the Unilateral Declaration of Independence (UDI) in 1965, it was slapped with international sanctions (Singo et al., 2022). The sanctions starved the economy of foreign exchange. During this period, foreign companies were forced to reinvest in the country as there was a total ban on the repatriation of profits. This pragmatic move to arrest the possible flight of foreign investors gave way to the construction of tarred roads and other infrastructural development.

Hilson and McQuilken (2014) highlighted that, in 1980, the country attained its independence and a new government inclined towards socialist ideology took over. The new government inherited a foreign exchange-starved economy; hence, it eased foreign exchange restrictions in existence then to meet verified export orders by companies. Several export incentive schemes were introduced, such as the Revolving Fund (ERF) in 1983, the Export Retention Scheme (ERS) in 1989 and the General Import Licence (OGIL) in mid-1990. The mining industry was mostly occupied by people from Malawi and Mozambique. Locals were not very much attracted to the industry as full-time workers or miners. At independence, about 65 % to 75 %of the country's capital was held by foreigners (Singo et al., 2022; Mawowa, 2013). This forced the government to adopt a social democratic economy since government policies were subordinate to the transnational capital owners (Ofosu, Dittmann, Sarpong & Botchie, 2020).

The Zimbabwe government continued to implement the Mineral Marketing Act Chapter 21:05 of 1965 from 1980 to 1985 with minor alterations (Kaseke et al, 2015). The law benefited white people the most since most gold miners were owned by foreigners. This meant a drop in terms of mineral revenues. The country was hit by incessant droughts for the period running up to 1990. Its agricultural production was negatively affected. Rural areas of the country dependent on agriculture were deeply affected, hence several rural dwellers resorted to gold panning.

The government adopted the International Monetary Fund-led programme named Economic Structural Adjustment Programme of 1991 to 1996 (Mabhena, 2012; Munyoro et al., 2017). The programme was aimed at increasing the inflow of foreign currency by attracting many investors into the mining sector. Liberalisation of the economy triggered massive retrenchments in mines as companies struggled to cut costs (Kaseke et al, 2015). The hunger-stricken rural folk teamed up with the retrenched mine workers to run small scale mines. The Economic Structural Adjustment Programme (ESAP 1991) became a political banana peel. The government abandoned ESAP in 1996 despite the growth rate of 8.1% as compared to 1.8% in 1991 (Kaseke et al., 2015). The government launched the Zimbabwe Programme for Economic and Social Transformation from 1997 to 2008 (ZIMPREST). In 2000, Zimbabwe launched the Millennium Economic Recovery Programme, furthermore, the country launched the National Economic Programme in 2003. This economic programme was followed by another National Economic Development Priority Programme (NEDPP) in 2007.

In 2010, mining contributed 65% of the country's exports (Ofosu et al., 2020). Masuku (2021) asserts that Zimbabwe is a low-income food-deficient country ranked 156 of 187 countries based on the Human Development Index of 2013. The index further states that 72% of the population lives below the national poverty datum line of less than US$ 1. According to Ramatsetse, Mpofu and Makinde (2019), small scale mining of gold is a widespread economic activity carried out by people of different social and educational backgrounds.

Studies on human resources management (HRM) practices in small-scale mining operations highlight the need for improved training, compensation and performance appraisal, as well as better organizational structures and employee engagement, to enhance productivity and worker well-being (Musevenzo et al., 2024; Nyavaya, 2021). Key issues and challenges that affect ASM include a lack of formal human resources management practices (Moyo et al., 2015; Singo et al., 2022). Many small-scale mining operations lack formal HRM practices, including proper training, adequate compensation, employment contracts, and performance appraisals (Munyoro et al., 2017). The mining industry, including small-scale operations, is often characterized by low investment in people initiatives and poor commitment to HRM (Dube et al., 2016). The absence of proper HRM practices can lead to a lack of job skills, poor pay and increased risks of accidents and injuries (Chipangura, 2019). Human resources managers in the mining sector are seen as having several ways of organizing miners to get the most out of them, with work organization being a concept that can be manipulated by management (Mkodzongi, 2013; Musevenzo et al., 2024).

There are challenges in generalizing findings from past studies, hence the need for diversified data collection (Kaseke et al, 2015). Future studies should consider collecting data from multiple sources, including employees, trade unions and mine managers, to gain a more comprehensive understanding of human resources management practices in the mining sector (Masiya et al., 2012). The areas for improvement include training and development, where investing in training and development programs can help improve the skills and knowledge of mine workers, leading to increased productivity and safety (Simukonda, 2024). Also, compensation and benefits by providing fair and competitive wages and benefits can improve employee morale and retention (Nyathi, 2024). In addition is performance appraisal, which helps identify areas for improvement and provides employees with feedback on their performance (Musevenzo et al., 2024).

Another area of improvement is work organization, where human resources managers should focus on creating a work environment that is conducive to productivity and employee engagement (Sari, 2022). Also, critical is employee engagement, which may assist in fostering a sense of belonging and engagement among employees that can lead to increased motivation and job satisfaction (Nyathi & Kekwaletswe, 2024). Companies operating in the mining industry must ensure that their human resources management practices comply with local employment laws (Chipangura, 2019; Kaseke et al, 2015). They should also prioritize creating a healthy and safe work environment for their employees, administering fair and ethical human resources management policies (Nyathi, 2024).

1.2 Statement of the Problem

In Zimbabwe, many people, especially the youths, are involved in artisanal and small-scale mining, specifically small scale gold mining (ASGM). The government of Zimbabwe, through the Ministry of Mines and Mining Development, tried to formalize and regulate small scale mining activities and conditions of service for employees, but faces difficulties in implementing the policies (Dzimunya et al., 2018). Small scale miners' employees in Zimbabwe are exposed to multiple health risk hazards, which could be resolved or minimised by implementing a human resource management framework (Masiya et al., 2012). The other challenges include a lack of training, proper compensation and performance appraisal, as well as better organizational structures, employment contracts and employee engagement (Nyathi, 2024). Other key issues and challenges that affect small scale mining companies include a lack of formal human resources management practices (Moyo et al., 2015; Singo et al., 2022). The mining industry, including small-scale operations, is often characterized by low investment in people initiatives and poor commitment to HRM (Dube et al., 2016). The absence of a proper HRM framework and practices can lead to a lack of job skills, poor pay and increased risks of accidents and injuries (Chipangura, 2019).

Moreover, previous researchers on human resources management have largely focused on the manufacturing sector (Bourne et al., 2013; Dainty, Leiringer, Fernie & Harty, 2017). The literature also highlights that most of the studies dedicated to the relationship between HRM and firm performance come from the USA and the UK (Hassan, Rymbai & Bhat, 2019; International Labour Organisation, 2015; Steckling et al., 2017). Nevertheless, HRM is widely assumed to be positively related to organisational performance. Additionally, empirical evidence is needed to support the HRM-performance link, as are investigations from different contexts. Most previous studies focused on employee performance than organizational performance (Febrianti et al., 2020; Jiang et al., 2024; Napitupulu, Haryono, Laksmi Riani, Sawitri & Harsono, 2017; Nasution, Mariatin & Zahreni, 2018; Saleem & Amin, 2013; Yandi & Havidz, 2022). A few studies that focused on organizational performance were not closely linked to study variables but to wider HR issues (Akoi & Yesiltas, 2020; Al-dalahmeh et al., 2018; Bruce, 2013; Hassan, 2016; Sunahwati, Maarif & Sukmawati, 2019). This warrants the need for a study that closes this knowledge gap. Thus, this study seeks to develop a human resources management framework, which addresses the employee issues such as employee involvement, employee training, career development, employee job security and employee job satisfaction. Also, the study tested the moderating effect of age on the relationship between human resources management framework and organisational performance. Previous studies did not consider the moderation role of age on the relationship between the human resource management framework and organisational performance. This warranted the need for a study that closes this practical and knowledge gap and validates the current literature.

1.3 Research Objectives

The main objective of this study is to develop a human resources management framework for enhancing the performance of small scale mining companies in Zimbabwe. The study was guided by the following specific objectives:

1. To determine the effect of employee involvement on organisational performance.

2. To establish the effect of employee training on organisational performance.

3. To determine the effect of career development on organisational performance.

4. To ascertain whether employee job security improves organisational performance.

5. To examine the effect of employee job satisfaction on organisational performance.

6. To develop a human resources management framework for enhancing the performance of small scale mining companies.

7. To test the moderating role of age on the relationship between human resources management framework and organisational performance.

1.4 Research Questions

The study was guided by the following research questions:

1. What effect does employee involvement has on organisational performance?

2. What effect does employee training has on organisational performance?

3. What effect does career development has on organisational performance?

4. What effect does employee job security has on organisational performance?

5. What effect does employee job satisfaction has on organisational performance?

6. Does a human resources management framework enhance the performance of small scale mining companies?

7. Does age moderate the relationship between human resources management framework and organisational performance?

1.5 Research Hypotheses

H1: Employee involvement has a positive effect on organisational performance.

H2: Employee training has a positive effect on organisational performance.

H3: Career development has a positive effect on organisational performance.

H4: Employee job security has a positive effect on organisational performance.

H5: Employee job satisfaction has a positive effect on organisational performance.

H6: A human resources management framework enhances the performance of small scale mining companies.

H7: Age moderates the relationship between human resources management framework and organisational performance.

1.7 The Significance of the Study

The study may contribute knowledge in the field of human resources development. The research adds to our knowledge of the factors that influence organizational performance within the mining industry. Also, critical is the development of the human resource framework that may be used by small scale miners to enhance their performance. There is a scarcity of research on the human resource framework that may be used by small players in the mining industry.

Understanding the human resource framework is important because it can help small scale miners to enhance their performance over time. Improvements in their performance may also provide small scale miners with a competitive advantage over global competitors. When developing human resources strategies, small scale miners may benefit from a deeper grasp of best practices that may improve their operational efficiency. Improvement in human resources practices by small scale miners is likely to retain small scale miners' employees. Satisfied small scale miners' employees may also work hard and become more committed to the growth of the mining industry at large.

This study may help small scale miners to embrace human resources practices in their operations that enhance employee satisfaction, positive work ethic and commitment to organisational performance. Small scale miners ought to first evaluate the impact of embracing human resources practices in mining operations before investing in huge capital outlays in mining projects.

The study may help to extend knowledge in human resources management and organisational performance with particular emphasis on the small scale miners. The study can also create areas of future research that can be further explored by future academics. The study may also help to challenge the current knowledge on the human resources management framework and organisational performance. Also, the study introduced the moderating role of age on the relationship between human resources management framework and organisational performance.

The communities may also benefit through sustainable human resources practices as their welfare will be prioritised and job security and rewards will be enhanced. The study may contribute to improved productivity in the mining sector. The study may increase the GDP of the nation since the mining industry is one of the anchors of the Zimbabwean economy. The study may also assist mining companies to be able to retain the existing experts in the mining industry and allow for skills transfer from one generation to another and also to curb brain drain.

The study may assist the student to fulfil the requirements of graduating for this degree programme and assist the researcher to gain more exposure in research. To the university, this study may assist in adding knowledge to the current body of knowledge, solving real-life problems and entrepreneurship development as per the university's mandate.

1.8 The Scope of the Study

The goal of the study was to develop a human resource framework to improve the performance of small scale mining companies in Mashonaland West, Zimbabwe. Thus, the study's scope is limited to human resource management, but focusing on the mining industry and particularly the small scale mining companies. Employee involvement, employee training, career development, employee job security, employee job satisfaction and organisational performance are all important variables in this study. The study was conducted in Mashonaland West, Zimbabwe, for three years, from 2022 and 2024 and focused more on the period between 2017 and 2024. In this study, employees from small scale miners in Mashonaland West were the target population. Mashonaland West was selected to represent the target population since it has more small scale mining operations in Zimbabwe than other provinces.

1.9 DELIMITATIONS

1.9.1. Geographic Scope

The study is limited to Mashonaland West Province, excluding other mining regions in Zimbabwe. Findings may not be directly applicable to other provinces with different mining conditions.

1.9.2 Industry Focus

The research focuses only on small-scale mining companies, excluding large-scale mining operations. Artisanal miners operating informally were not included in the study.

1.9.3. Human Resources Management Aspects Covered

The study primarily examines the following HRM practices: employee involvement, training, career development, job satisfaction, job security and organisational performance.

1.9.4. Time Frame

The study covers a specific period (2017-2024), meaning findings may not reflect long-term trends or future industry changes.

1.9.5 Data Collection Limitations

The research relies on survey responses, which may be subject to biases or limited participation. Secondary data sources were restricted to available reports and publications.

1.10 Assumptions of the study

The study is based on the following assumptions:

- All respondents gave truthful, accurate and unbiased responses.
- The sample size used was representative of the total population.
- The research was carried out in a normal and stable environment.
- The results were relevant to the sector and will be understandable and accurate in relation to the research topic.

1.11 Operational Definition for Key Terms

Human Resources: In this study, the term human resources means the department that is responsible for recruiting, training job applicants, handling compensation and benefits, employee termination and keeping up to date with laws that may affect the company and the employees.

Organisational Performance: In this study, the term means how well a firm is doing in terms of making profit, return on investment and retention of employees, as well as having a good reputation from its host community.

Employee Training: In this study, the term means the systematic process to enhance employees' skill, knowledge, capacity and competency, necessary to perform effectively on the job and to meet the standard performance level.

Employee Job satisfaction: In this study, the term means a feeling of pleasure or disappointment for someone that arises after comparing his/her perceptions or impressions with expectations.

Employee Job Security: In this study, the term means an employee's fear of losing his/her job and being unemployed.

Career Development: In this study, the term means an ongoing, formalized effort by an organisation that focuses on developing and enriching the organisation's human resources in light of both the employees' and the organisation's needs.

Employee involvement: In this study, the term means the degree to which employees identify with their work, actively participate in their work and perceive their performance at work as more important for their own good.

Small Scale mining: In this study, the term means mining by individuals, groups, families, or cooperatives with minimal or no mechanization.

Artisanal Mining: In this study, the term means any mining activity that encompasses small, medium, informal, legal and illegal miners who use rudimentary methods and processes to extract mineral resources.

Formal Mining: In this study, the term means mining activity that uses machinery or technology and operates with legal mining titles, high productivity and is normally run either by private investors or organized individuals.

Informal Mining: In this study, the term means mining activity which uses minimal machinery or technology contribution; operation without legal mining titles; low productivity and seasonal production by individuals, families and groups of people who are not related.

1.12 Structure of the thesis

Chapter One: Chapter one presents an introductory overview of the context of the study. It outlines the background of the study, the statement of the problem, the objectives of the study, the research questions, the hypothesis, the conceptual framework, the significance of the study, the scope of the study and the definition of key terms.

Chapter Two: Chapter two provides the literature on the development of human resources framework for enhancing the performance of small scale mining companies in Mashonaland West Province in Zimbabwe.

Chapter Three: Chapter three presents the methodology for this study. Therefore, the research philosophy the research designs, the population of the study, the sampling procedures, the data collection instruments, data analysis and the ethics of the study are given and explained in detail.

Chapter Four: Chapter four presents and interprets data that has been collected using structured questionnaires. Descriptive statistics are also presented on issues to do with age, gender, gender, occupation, education, years of working at the mine and average income earned. Also presented are the mean, standard deviation and factor loadings and scale validation. Also, the chapter presents the discussion of the findings of the study. Discussion of findings was done based on an objective-by-objective basis. Hypothesis testing was also done and the findings are discussed in line with the literature review.

Chapter Five: Chapter five provides a summary, conclusions and recommendations for the study. The summary covers the study in brief, from the study topic to the findings. Conclusions are based on the findings of the study and are based on objective by objective. Recommendations to small scale miners are suggested, as well as implications of the study and areas of future study.

1.13 Chapter Summary

Chapter one presented the background to the study, the statement of the problem, the research objectives, the research questions and the hypothesis of the study. The significance of the study, the scope of the study and the assumptions were also presented and discussed in detail. Finally, the definition of key terms and the structure of the study were given and explained in detail. The next chapter presents the literature review of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The previous chapter focused on the background to the study, research problem, research objectives, research questions, research hypotheses, significance of the study, assumptions of the study, as well as the definition of key terms. Literature is reviewed below based on the following headings: theoretical framework, theoretical literature, empirical literature and knowledge gap.

2.2 Theoretical framework

This study was guided by Bandura's social learning theory, behaviourist theory and constructivist theory. These theories play a pivotal role in the advancement of work-specific skills, which are vitally important for the enhancement of organizational productivity. The main theory underpinning this study is Bandura's social learning theory.

2.2.1 Bandura's social learning theory

Bandura developed the cognitive theory of motivation known as social learning theory (Bandura & Hall, 2018). Bandura proposes that outcome and self-efficacy expectations affect individual performance (Bandura & Hall, 2018). An outcome expectation (similar to the concept of "instrumentality" in expectancy theory) is a person's belief that performing a given behaviour will lead to a given outcome (Tohirovich, 2024). Bandura and Hall (2018) argued that unless people believe they can produce desired effects by their actions, they have little incentive to act or to perform in the face of difficulties. Self-efficacy beliefs are malleable and can be influenced by one's accomplishments, observations of others, verbal persuasion and physiological states (Burgess et al., 2020). Bandura and Hall (2018) argue that people who have high self-efficacy for a particular task focus their attention on the challenges of a situation and use greater effort in mastering them, thus increasing the chances of successful performance. Conversely, people who have low self-efficacy for a particular task focus their thoughts on obstacles and shortcomings, and as a result, reduce their chances of successful performance (Burgess et al., 2020). Research shows that self-efficacy is strongly related to task performance (Burgess et al., 2020). Furthermore, research also shows that self-efficacy can predict performance in training programs (Tohirovich, 2024). Self-efficacy has direct relevance for success in human resource programs. If employees have low self-efficacy expectations, it is unlikely that they will attempt to improve performance (Tohirovich, 2024).

2.2.2 Behaviourist theory

Behaviourism, as a learning theory, emerged at the beginning of the twentieth century as a result of the advancement in the scientific method applied to educational fields (Milhem et al., 2014). Stemming from psychological research of the learning process, behaviourist theory views the process of training as a set of positive and negative influences resulting in the change of behaviour (Harasim, 2017). In other words, the results of the application of this method might be observed in the actions of a learner (Milhem et al., 2014). From the perspective of the organizational environment, where HRM-initiated training takes place, this theory is linked to behaviour and specific working contexts and outcomes (Milhem et al., 2014). In essence, behaviourism concentrates on the observable characteristics and seeks to change human behaviour for specific purposes (Selenko, Mäkikangas & Stride, 2017). The mind and its characteristics are not taken into account within the framework of this theory because they cannot be objectively observed (Harasim, 2017). The learning process occurs through the presentation of a stimulus that directly elicits a response in the learner's actions (Khalid & Nawab, 2018).

Due to its primary focus on the shifts in actions, behaviourism is mostly applicable to the learning environments where the acquisition of new practical skills or activities (Selenko et al., 2017). The achievements must be assessed unambiguously according to commonly acknowledged and easily identified criteria (Harasim, 2017). Therefore, behaviourism might be used in task-oriented HRM practices where the learners' ability to apply the newly acquired skill to practice can be claimed as either successful or unsuccessful (Vijayan, 2017). A trainer encourages successful behaviour and disapproves of failure, thus adjusting the learning process to the desired outcomes (Selenko et al., 2017).

2.2.3 Constructivist theory

The constructivist learning theory embodies the active involvement of the learners in the process of training so that they construct their own knowledge and skill basis (Selenko et al., 2017). This approach is grounded on the belief that human knowledge is most effectively perceived through immediate interaction with the world, thus empirical personal experiences from what people know and how they use this experience in life (Harasim, 2017). Since the process of learning is conditioned by an array of personal factors, which depend on a particular life experience a learner has, the outcomes of improved knowledge and skills might not be achieved according to one ideal criterion (Milhem et al., 2014). An HR manager leading a training process relies on the experience obtained by learners throughout their working history, as well as enforces the acquisition of new material through direct involvement of the participants (Yandi & Havidz, 2022). This process combines such learning techniques as is one “asking questions, exploring, engaging in dialogue with others, and reassessing” existing knowledge (Harasim, 2017). As a result, employees are capable of independent learning, continuous improvement of their performance and commitment to the benefit of the organization (Vijayan, 2017).

2.3 Human resource framework and organizational performance

Geethanjali et al. (2024) assert that the overarching goal of any human resource framework intervention is to assist employees and organizations in attaining their goals. Wang, Xu, Zhang and Li (2020) posit that human resource professionals can help employees meet their personal goals by providing programs and interventions that promote individual development, for example, career development activities, mentoring and formal training and educational opportunities. Stone, Cox, Gavin and Carpini (2024) postulate that the ultimate objective of most, if not all, human resource programs is to improve organizational performance. Tohirovich (2024) asserts that human resource efforts are certainly not the only contributors to organizational performance; however, they are increasingly recognized as a critical component of organizational success. Tohirovich (2024) added that a major focus of most human resource interventions is an effort to change employee behaviour. That is, the hope is that providing employees with the skills and behaviours they need to perform successfully should lead to the greatest accomplishment of both employee and organizational goals (Tohirovich, 2024).

Thus, the field of human resources management has always had a strong focus on employee behaviour (Selenko et al., 2017). However, Geethanjali et al. (2024) suggested that to change any behaviour, management must understand the factors that cause employees to behave the way they do. Armed with this knowledge, management may accurately diagnose performance problems, understand what makes effective performance possible, and design human resource programs to foster the behaviour they want inclined to organisational culture (Geethanjali et al., 2024).

2.4 Employee involvement

This section covers the definition of employee involvement, then as a construct, its antecedents, its outcomes, measuring it and employee involvement in the small scale mining sector.

2.4.1 Employee involvement definition

Employee involvement is the process of allowing employees to give their opinion on decisions that affect their work (Jaharuddin & Zainol, 2019; Simukonda, 2024). Employee involvement is defined as a positive attitude held by an employee towards the organisation and its values (Mayo, 2016). Employee involvement is a process in which employees take control of their work and its conditions by incorporating their involvement in decisions regarding their work (Pandita & Ray, 2018). Employee involvement is the degree to which employees identify with their work, actively participate in their work and perceive their performance at work as more important for their good (Yandi & Havidz, 2022). Employee involvement is the degree to which a person consciously feels bound and unbound and concerned with the work being done (Khalid & Nawab, 2018; Simukonda, 2024). Employee involvement is the main attitude that refers to the psychological identification by an employee of their job, where employees feel that work is representative of their life and many of their interests and life goals are related to their work (Chanana, 2021).

Wang et al. (2020) defined employee involvement as the degree to which individuals identify with their work, actively participate in it, and consider their performance to be important for their self-worth. Employee involvement refers to the degree to which a person identifies psychologically with his or her work and the importance of work to one’s self-image (Paryati et al., 2021). Also, employee involvement is employee participation, which is reflected in the form of work dedication that is more concerned with the organization than personal interests (Khalid & Nawab, 2018). Employee involvement refers to the identification of an individual psychologically at work, which is also a meaningful index of working attitude (Honebein & Honebein, 2015; Simukonda, 2024). Employee involvement has been defined as emotive and commitment to the organisation or the discretionary effort displayed by employees in their jobs (Nyathi & Kekwaletswe, 2024). This study understands employee involvement as the degree to which employees identify with their work, actively participate in their work and perceive their performance at work as more important for their good.

2.4.2 Employee involvement as a construct

Employee involvement can be divided into two dimensions, namely, the degree to which an individual is involved in specific work and the enthusiastic participation and individual initiative to improve one's work in comparison with other work (Yandi & Havidz, 2022). Nyathi and Kekwaletswe (2024) regarded employee involvement as a worker's willingness and acceptance of current work. Jiang and Shen (2023) postulate that employee involvement is an individual self-dignity related to one's identity with the work content and work performance. The job is the focus of an individual, and employee involvement refers to the work attitudes and satisfaction with current work (Wang et al., 2020; Musevenzo et al., 2024).

Employee involvement is considered a participatory process that uses the entire capacity of workers and is designed to increase commitment to the success of an organization (Selenko et al., 2017). This approach involves treating employees as partners in the management and leadership of the organisation whose interests are respected by top management (Wang, Xu, Zhang & Li, 2020). The aim is to create a climate in which a continuing dialogue between managers and the members of their teams takes place to define expectations and share information on the organization's mission, values and objectives (Armstrong, 2020; Musevenzo et al., 2024). This establishes a common understanding of what is to be achieved and a framework for managing and developing people to ensure that it will be achieved (Khalid & Nawab, 2018).

An engaged workforce ensures lower turnover and a greater ease in attracting talent, building a knowledge base and gaining competitive advantage (Albrecht et al., 2015; Musevenzo et al., 2024). Employee involvement implied three intertwined conditions, that is, meaningfulness of work, social and organizational security and availability of variety and distractions to make the work enriching (Selenko et al., 2017). Among the numerous advantages of employee involvement, there is effective talent deployment and harnessing (Al-dalahmeh et al., 2018). Engaged employees tend to be more committed to the organization and its goals, and prompts improved employee performance, focused efforts and better outcomes (Saks, 2019). Employee involvement translates to innovation, enthusiasm at the workplace, productivity, citizenship behaviour, and better outcomes in general (Pandita & Ray, 2018).

To drive employee involvement home, it is important to demonstrate to senior management how disengaged employees can adversely affect their organization (Al-dalahmeh et al., 2018). The most important distinction between engaged and disengaged employees is in the way they perceive their jobs (Saks, 2019). While disengaged employees look at their jobs as trading time for compensation, doing the minimum required to mark their work as completed, engaged employees go above and beyond the line of duty to ensure quality results (Khalid & Nawab, 2018). While disengaged employees hardly exhibit zeal or innovation at the workplace, simply going through the motions of completing their tasks, engaged employees passionately take up their roles, often contributing toward process improvements (Al-dalahmeh et al., 2018; Musevenzo et al., 2024).

Disengaged employees are the most unlikely to forge long-term associations with their organizations; engaged employees stay connected even when they leave the organization and perceive this professional relationship as meaningful and equitable (Selenko et al., 2017). What is even more alarming about disengaged employees is that they affect the perceptions and morale of otherwise engaged employees around them, propagating dissatisfaction and dissent (Al-dalahmeh et al., 2018). This is why, even though at first sight, the percentage of actively disengaged employees seems unimportant, the impact they have on the rest of the workforce can sometimes be extremely disproportionate, having a detrimental effect on the positive contributions of the other employees (Saks, 2019). Disengaged employees result in decreased productivity and performance due to low contributions as compared to their potential and talent, giving the organization often negative and sometimes no returns (Pandita & Ray, 2018).

As a result of excellent employee engagement, an organisation may attract, develop and maintain a healthy talent pool (Pandita & Ray, 2018). This is comprised of engaged employees who are involved in their work and are committed to the organization (Saks, 2019). Though there are challenges in reaching this stage, employee involvement can be reached through consistent and strategic efforts in this direction (Al-dalahmeh et al., 2018). When an employee is engaged, he/she is committed to the organization’s goals and involved in their work; and when the organization meets their needs and supports them in achieving their goals, employees are more likely to stay on in the organization and to continue to deliver excellence (Wang et al., 2020). The employees who are engaged tend not to leave the organization and thus the organization is not adversely affected by opportunity cost and losses incurred due to attrition (Khalid & Nawab, 2018). This is the formation of an enduring relationship (Pandita & Ray, 2018). This connectedness, in turn, when applied to employees, makes the organization an employer of choice and a great place to work, strengthening the employee value proposition in return (Al-dalahmeh et al., 2018).

Employee involvement can also be considered as a participatory process that uses the entire capacity of workers and is designed to increase commitment to the success of an organization (Khalid & Nawab, 2018). Company failure can be seen from the decrease in employee involvement, which can be seen from the low behaviour of employees in a company, such as being lazy at work, often being late at work, not obeying company rules and a lack of concern for work and colleagues (Pandita & Ray, 2018). Ariani and Fauzan (2023) suggests that employees who are not involved in their work will show a lack of caring attitude towards work, namely only carrying out work according to orders, not focusing on work, relaxing at work, not taking advantage of work time to maximize work, thus leading to a decrease in employee productivity and a decrease in company income.

Employee involvement is the degree to which employees identify with their work, actively participate in their work and perceive their performance at work as more important for their own good (Al-dalahmeh et al., 2018). Employees with high levels of involvement strongly recognize and care about the type of work they do (Saks, 2019). High rates of employee involvement are associated with lower absenteeism and lower employee turnover rates (Chanana, 2021). Employee involvement is the degree to which a person consciously feels bound and unbound and concerned with the work being done (Jung, Jung & Yoon, 2021). A high level of work involvement will reduce the rate of absenteeism and resignation of employees in an organization (Pandita & Ray, 2018). Low levels of employee involvement increase absenteeism and higher resignation rates in an organization (Al-dalahmeh et al., 2018).

Employee involvement is a measure of the extent to which a person is psychologically biased towards their work and considers their performance as a measure of their self-esteem (Saks, 2019). Employees with high job involvement take sides with the type of work being done and actually the work being done and genuinely care about that type of work (Al-dalahmeh et al., 2018). With full involvement in the work, the employee will create good performance and will actively participate in completing the work or task because this is considered important so that employees will feel more satisfied and happier if they can spend most of their time, energy and thoughts on their work (Chen, 2019; Nyathi & Kekwaletswe, 2024). Also, employee involvement is related to how much the individual is involved in his/her work and perceives that his/her work has a positive impact on himself/herself and a sense of concern for his work (Saks, 2019).

Deficiency of attentiveness and insufficiency of engagement with jobs will lead to employee turnover in the long run (Jaharuddin & Zainol, 2019; Nyathi & Kekwaletswe, 2024). When turnover intention becomes actual turnover, it is extremely expensive to an organisation due to the costs associated with induction and training, developing, maintaining and retaining employees in an organisation (Al-dalahmeh et al., 2018). An employee with an intention to leave is usually disengaged with the job and has lower productivity (Jiang, Zaman, Jamil, Khan & Kun, 2024; Pandita & Ray, 2018).

2.4.3 Employee involvement antecedents

Nyathi and Kekwaletswe (2024) pointed out that firms must focus on the use of formal work teams, employee involvement groups, job rotation, quality circles, product-related suggestions made and implemented by employees, the use of job rotation within and across teams and carrying out quality tasks as examples of employee involvement in the management of organisations. Employee involvement levels influence decisions of the employees to stay on in the organization or to leave for greener pastures (Saks, 2019). Thus, through employee involvement, organizations must attempt to nurture an association/relationship between the employer and employee, prompting intent to stay on owing to an overarching sense of connectedness (Wang et al., 2020). There will always be employees who are not receptive to engagement efforts by the organization (Al-dalahmeh et al., 2018). The organization must know which employees or groups of employees to target with their retention efforts (Jaharuddin & Zainol, 2019).

Employee consultation and delegation by managers is an immediate force that influences employees' perception regarding work environment (Al-dalahmeh et al., 2018). Managerial consultation, delegation, and encouragement are frequently viewed as variables that have effects on employees' performance and employee retention (Chen, 2019; Nyathi & Kekwaletswe, 2024). Thus, employee involvement becomes a key aspect of organizational structure to achieve positive perceptions from employees and to increase efficiency and retention (Saks, 2019). Employee involvement has shifted from its origin of indirect form, that is, worker union, worker direction and joint consultation committees, to more direct employee–manager collaborations in the form of delegative and consultative participation

(Salem & Al-Dubai, 2024). Therefore, employees now have more opportunities to participate in their task-related decisions and to give suggestions, recommendations, or ideas for productive organizational change (Chen, 2020).

The employee involvement process consists of employees sharing decision-making power regarding their tasks with their superiors (Al-dalahmeh et al., 2018). Wang et al. (2020) postulate that organizations equalize the hierarchical inequality among employees and supervisors using shared influence and authority. Employee involvement includes direct and indirect forms, including employees' task delegation and consultation, employee representations and shared ownership schemes (Jaharuddin & Zainol, 2019). Employee involvement schemes promote equal opportunities and incentives that enhance employees' commitment and retention (Nyathi & Kekwaletswe, 2024).

Employee involvement consists of the capacity to influence the design of or change in the system of the organization in which the employee is involved, and it might take the form of consultation about broader and long-term organizational issues (Khalid & Nawab, 2018). All these forms have their influence on employee retention, organizational productivity and efficiency (Jaharuddin & Zainol, 2019). Substantial employee involvement in decisions, on one hand, can make them fortify their interests while, on the other hand, it can reduce the probability of opportunism carried out by the managers (Wang et al., 2020). Any form of employee participation (delegation, empowerment, or autonomy) supports employee retention decisions and builds positive perception regarding the organization and its management (Chanana, 2021).

Employee involvement through consultative management is distinguished as an ailment of opportunities for participation for employees by an organization (Al-dalahmeh et al., 2018). In this process, subordinates provide inputs to managers before taking decisions in the form of suggestions or recommendations, but managers retain control over the final decisions (Ruiz-Pérez, Lleó, Viles & Jurburg, 2021). It allows exchange of ideas and different points of view to take place between the management and employees and among employees themselves (Pandita & Ray, 2018). Employees engage in long-term, formal, and direct participation, and the content of the participative decision-making focuses on job issues (Khalid & Nawab, 2018). In consultative participation, employees give their opinions and management encourages them to share their views, but retains the right to take the action (Saks, 2019).

Internal communication plays a particularly important role in developing and maintaining optimal employee involvement levels (Karanges, Johnston, Beatson & Lings, 2015; Campos-García et al., 2024). Internal communication is an important catalyst in the process of employee involvement (Mapi, 2021). Internal communication role is to coordinate and integrate, rather than merely disseminate information (Wang et al., 2020). Jiang et al. (2024) attest that reciprocal internal communication increases business awareness. Campos-García et al. (2024) stress that employees require clear communication from organisational leadership to appreciate how their roles fit with the vision and the goals of the organisation. According to Deepika (2019), transparent internal communication networks permit free movement of information, suggestions and grievances between employees and employers in the organisational pyramid, which improves the trust in the organisation. Campos-García et al. (2024) postulate that methods such as storytelling, informal communication and on-the-job coaching can lead to an acceptable level of employee involvement.

2.4.4 Employee involvement outcomes

Employee involvement is believed to be significant in steering performance (Chen, 2019; Pandita & Ray, 2018). Employee involvement increases employees' productivity, commitment and lowers employee turnover (Armstrong, 2020). When employees find coherence in their work and a sense of assurance from their employers, they tend to be more engaged at their workplace, indicating that focusing on the simple things has become imperative at present (Selenko et al., 2017). This sense of safety can be provided to employees by forging deep emotional and intellectual bonds with an employee, guaranteeing citizenship behaviour and retention in return (Al-dalahmeh, Khalaf & Obeidat, 2018).

Employee involvement is a good tool to help every organization strive to gain a competitive advantage over others, because human capital is a firm's most valuable asset (Khalid & Nawab, 2018). Hence, developing and nurturing this asset makes logical sense for organizations. Engaged employees have been seen to lend perceptions of more vigour to an organization (Al-dalahmeh et al., 2018). This is perhaps because engaged employees were perceived as more deeply involved in their work and enthusiastic about it (Saks, 2019). However, many organizations are yet to concede that ensuring employee well-being and engagement can help them achieve organizational goals better (Pandita & Ray, 2018).

Employee involvement leads to fewer instances of attrition and absenteeism (Chen, 2019; Swathi, 2014). This observed behaviour arises out of the fact that engaged employees are interested in performing their jobs (Khalid & Nawab, 2018). These employees demonstrate a common belief/perception that their work influences the organization's outcomes and performance (Saks, 2019; Salem & Al-Dubai, 2024). Their belief, which is instrumental here, is that how they conduct themselves and do business creates value for the organization (Albrecht et al., 2015).

Engaged employees inspire innovative ideas and are the most likely to contribute to building ideas and to implement them (Al-dalahmeh et al., 2018). Apart from the obvious advantages in terms of productivity and profitability, engaged employees also form lasting relationship with customers than less engaged employees (Saks, 2019). Engaged employees also make added efforts in understanding their job and its significance in the grander scheme of things (Pandita & Ray, 2018). They actively seek know-how and awareness about how they can perform their jobs more efficiently (Wang et al., 2020). Disengaged employees, on the other hand, have been seen to state that they do not have an understanding of how to meet their customer needs (Chen, 2019). Not surprisingly, almost engaged employees also recommend their company's products or services actively, acting essentially as brand ambassadors, as opposed to very few disengaged employees demonstrating such behaviour (Khalid & Nawab, 2018). Behaviour such as this is quite instrumental in shaping employer perceptions and brand image (Al-dalahmeh et al., 2018).

Employee involvement in a company or organization has a very large role on employee performance (Pandita & Ray, 2018). This is because the involvement of employees in a job will make employees identify themselves psychologically with their work and consider their performance important for themselves and the organization (Al-dalahmeh et al., 2018). This means that employee involvement will result in the achievement of organizational goals and objectives, where if the employee considers work a necessity he/she will focus more on his work and will want to be the best for himself, with the assumption of an employee over time employee performance will increase and organizational goals and objectives will be achieved more quickly (Chen, 2019; Salem & Al-Dubai, 2024).

Employee involvement is an important aspect of organizational life and is considered the key to increasing organizational effectiveness (Pandita & Ray, 2018). Furthermore, Al-dalahmeh et al. (2018) revealed that employees with high work involvement will show positive behaviour during work so that company goals and success can be achieved. Moreover, employee engagement can also be considered as a participatory process that uses the entire capacity of workers and is designed to increase commitment to the success of an organization (Rani et al., 2021). The process of employee involvement that uses all the capacities of workers will encourage commitment to achieving organizational goals (Khalid & Nawab, 2018). Human resources that have a high commitment will create positive vibrations between employees and the organization, so that they can help achieve the best performance towards organizational goals and can be developed further (Pitaloka & Putri, 2021).

Employee involvement is critical to the company's long-term growth and increasing profitability in an increasingly competitive industry (Chanana, 2021). Employees in a company are not only a part of carrying out company functions, but also become valuable assets in the company's success (Saks, 2019). To realize the success of the company, the company's valuable assets, namely employees, need to have full involvement in the company (Wang et al., 2020). Companies must also encourage the creation of employee involvement in their work to improve company performance (Jung, Jung & Yoon, 2021). Rani et al. (2021) revealed that employees with high work involvement will show positive behaviour during work so that company goals and success can be achieved. Employees who feel involved in the organization have a high concern for the organization (Pandita & Ray, 2018).

An engaged employee is aware of the business context and works with colleagues to improve performance within the job for the benefit of the organisation (Chanana, 2021; Mayo, 2016). Past research shows that the outcomes of employee involvement help in increasing retention and productivity, customer satisfaction, profitability and job satisfaction outcomes that are very positive for an organisation (Campos-García et al., 2024; Kumar & Pansari, 2015). In short, engaged employees say good things about working at an organisation, stay at that organisation and strive to give extra efforts (Khalid & Nawab, 2018). Saks (2019) posits that companies with the proper right engagement conditions have accomplished something that competitors will find very difficult to imitate.

Lomo (2017) proposes that management can implement employee involvement as a strategy to increase organisational commitment. The continuous engagement of management with employees to discuss the state of the organisation and include them in the decision-making process increases the employees' understanding and acceptance of decisions (Campos-García et al., 2024; Lomo, 2017). Furthermore, the employees' sense of responsibility is increased towards outcomes of these decisions, and the organisation's fate is easily accepted when the management shows genuine concern regarding the employees' inputs and encourages them to participate and influence decisions (Lomo, 2017). Additionally, a sense of psychological ownership and attachment is formed towards the organisation (Campos-García et al., 2024).

Zihan, Makhbul and Alam (2024) suggest that employee involvement is a mechanism used to improve employee attitudes and organisational effectiveness. Organisational effectiveness refers to the approach an organisation undertakes to achieve the goals it has set for itself (Holbeche, 2016). It considers suggestions of what needs to be done for the organisation to achieve its desired results (Salem & Al-Dubai, 2024). According to Dede (2019), employee involvement is crucial for achieving organisational effectiveness and generating positive employee perceptions. Employee involvement refers to practices an organisation implements to give employees input and actively participate in decision-making (Holbeche, 2016).

Employee involvement contributes significantly towards creating an organisation's united vision, purpose and values (Zihan et al., 2024). When employees actively participate in decision-making, the organisation is more likely to avoid negative aspects such as lack of employee commitment, agitation, and misconception (Mabaso et al., 2022). As a result, employee productivity should increase (Dede, 2019). Poor employee involvement stops an organisation from producing the results needed (Dede, 2019). Ineffective employee involvement may lead to dissatisfaction, which in turn could result in labour unrest (Mabaso et al., 2022). Furthermore, Mabaso et al. (2022) suggest that employee involvement and democracy require employees to be included in decision-making processes impacting various aspects of their work lives and establishing self-management programmes.

Involved employees are passionate about their organization and work hard toward achieving organizational objectives (Anitha, 2014; Campos-García et al., 2024). Uninvolved employees continue to go to work and, despite being unhappy at work, they are indifferent to the organization (Marais, 2017). Uninvolved employees actively display their unhappiness at work, often to the detriment of their colleagues and the organization (Anitha, 2014; Campos-García et al., 2024). The underlying cause of disengagement is important because employees' disengagement might be a justified response to unfair working conditions or demands (Salem & Al-Dubai, 2024; Valentin, 2014). Therefore, leaders need to understand the cause of the disengagement if they intend to address the problem rather than the symptom.

Employee involvement is becoming valuable as most organisations realise the importance of their internal stakeholders (Mabude, 2017). It is crucial to consider the level of employee involvement as organisations build and manage their reputations (Al-dalahmeh et al., 2018). The success and efficiency of work being done by employees rely on employee involvement to ensure that business imperatives are understood by all employees (Chen, 2019). Employee involvement influences organisational growth and sustainability and engagement can help organisations bring the best out of their employees (Dede, 2019). Employee involvement is beneficial for the organisation, it has the potential to increase levels of productivity, employee retention, and loyalty towards the organisation (Mabude, 2017).

Employee involvement manifests as positive emotions towards work (Chanana, 2021). Well-involved employees consider their work to be fulfilling and to be adding personal value, with a controllable workload, and are hopeful about the future of the company and that of their livelihoods (Khalid & Nawab, 2018). The positive impact of employee involvement on an organisation includes productivity, job satisfaction, motivation, commitment, low turnover, increased profits and shareholder value and good reputation (Botiveau, 2104). As a result, organisations attempt to develop employee involvement programmes that augment employee involvement (Pandita & Ray, 2018).

Employee involvement is one of the most significant mechanisms in the success of organisations because employee involvement has extensive consequences for employees' performance and their wellbeing at work (Campos-García et al., 2024; Palo & Rothmann, 2016). The outcomes of employee involvement are employees being a part of the organisation, taking pride in the company, being loyal to the company and going above and beyond the call of duty (Kmecová & Androniceanu, 2024; Saks & Gruman, 2014). Involved and engaged employees care about their work and the performance of the company (Heryati, 2019).

2.4.5 Measuring employee involvement

Employee involvement can be measured by several indicators, including: a person's activeness in their work, a sense of siding with work, and considering work important as self-esteem (Al-dalahmeh et al., 2018; Salem & Al-Dubai, 2024). The indicators used in measuring employee involvement, as outlined by Jaharuddin and Zainol (2019) include actively participating in work, which can indicate a worker is involved in work. Active participation is someone's attention to something (Saks, 2019). From this level of attention, it can be seen how much an employee cares and masters the area of concern (Al-dalahmeh et al., 2018). Also important is showing work as a priority, thus, work is the main thing for employees who can represent the high level of employee involvement (Pandita & Ray, 2018). An employee who prioritizes work will try his best for his work and considers his work as an interesting centre in life and that deserves to be prioritized (Wang et al., 2020). In addition, high employee involvement is demonstrated by employees who see work as important to self-esteem (Jaharuddin & Zainol, 2019). Employee involvement can be seen from the attitude of a worker in thinking about his work, where an employee considers work important for his/her self-esteem (Khalid & Nawab, 2018). Self-esteem is a guide to self-confidence and self-respect. Having strong self-esteem means feeling comfortable with life and full of confidence, namely having competence and being able to overcome life's problems (Al-dalahmeh et al., 2018). Self-esteem is a sense of likes and dislikes about oneself (Pandita & Ray, 2018). If the work is felt to be meaningful and very valuable both materially and psychologically to the worker, the worker appreciates and will carry out the work as well as possible so that employee involvement can be achieved and the employee feels that their work is important for his/her self-esteem (Saks, 2019; Salem & Al-Dubai, 2024).

2.4.6 Employee involvement in the small scale mining sector

The mining sector seems to be among the working industries associated with poor employee involvement (Nkolimwa, 2023). Generally, small-scale mining employees are at high risk, especially in developing countries like Zimbabwe. Matters and deaths reported are probably caused by the inadequacy of employee involvement, which is part of management functions (Mahmudul et al., 2017). Small-scale mining is reported to be among the riskiest occupations in Africa. This is due to several limitations, including poor employees' involvement, which causes severe accidents that cost the lives of individuals at the workplace (Nkolimwa, 2023).

Employee involvement influences organisational performance of small scale mining organisations (Mahmudul et al., 2017). Sembe and Ayuo (2017) maintain that communication and information sharing a safety management practice that uses mechanisms to emphasize organisational knowledge, increase awareness, and promote the importance of individual and interdependent work towards organisational performance within the small scale mining sector. Well-designed and effective employee involvement, especially open communication on performance, tends to stimulate the organisation's performance (Nkolimwa, 2023).

According to Mashia et al. (2016), communication and information-sharing practices have been formally linked to performance and have been hypothesized to enhance both vertical and horizontal ties. Information sharing is characterized by mutual trust between parties where ideas surrounding the organizational performance can be freely exchanged (Salem & Al-Dubai, 2024; Yorio & Wachter, 2014). Desa et al. (2013) listed employee involvement and employee communication as management practices that play an important role in improving the working conditions of employees, which ultimately improve organisational performance within the small scale mining sector.

Employee involvement influences the performance of small scale mining organisations (Nkolimwa, Jani & Dominic, 2020). Kaynak et al. (2016) indicate that organisational performance issues need the participation of employees. Employee involvement stimulates organizational commitment (Nkolimwa et al., 2020). Yorio and Wachter (2014) noted that employees tend to be incapable and cannot utilize their knowledge and skills well if the organization does not involve them (Campos-García et al., 2024; Mahmudul et al., 2017). Furthermore, employees are incapable of deploying their competencies unless the organization provides them with the opportunity to do so (Mahmudul et al., 2017). The benefits of employee involvement practice possibly increase attitudinal and behavioural adoption of various practices, greater satisfaction with decisions made and the results of those decisions, ownership and identification with the outcomes of relevant practices and decisions (Oakman & Bartram, 2017).

There is a lack of employee involvement and participation in the small scale mining sector and this has negatively affected the productivity and organisational performance (Mabaso, Mabade & Mitonga-Monga, 2022). Meaningful employee involvement and participation is still in the early stages in the small scale mining sector in most Southern African countries (Venter & Levy 2014). Stone et al. (2024) posit that this is due to a lack of management, trade union and employee commitment. Therefore, in-depth analysis and understanding of whether poor employee involvement in decision-making influences organisational performance remains an area for research (Mabaso et al., 2022). The prime concern for employees in an organisation is their involvement in critical decision-making (Omodan et al., 2020).

Employee involvement involves employees, either individuals or groups, providing their input on decisions that affect how the organisation operates (Cano & Kunz, 2022; Venter & Levy, 2014). Furthermore, Venter and Levy (2014) posit that a harmonious working environment is established through employee involvement and participation. Involved and engaged employees are essential for an organization; having engaged employees leads to reduced turnover, opportunities to recruit new talent, expansion of employees' knowledge base and a competitive edge over organizations with disengaged employees (Albrecht et al., 2015). Employee involvement is crucial for staff retention (Kundu & Lata, 2017). For the mining industry to become a driver of inclusive economic growth, employee involvement should be prioritized (Mashaba & Botha, 2023).

2.5 Employee training

This section covers the definition of employee training then as a construct, its antecedents, its outcomes, measuring it and employee training in the small scale mining sector.

2.5.1 Employee training definition

Employee training is a systematic process to enhance employee's skill, knowledge and competency, necessary to perform effectively on job (Kmecová & Androniceanu, 2024). Employee training refers to bridging the gap between the current performance and the standard desired performance (Garavan et al., 2021). Employee training refers to a planned intervention aimed at enhancing the elements of individual job performance (Ampaw, Chai, Jiang, Darko & Ofori, 2024). Employee training is all about improving the skills that seem to be necessary for the achievement of organizational goals (Ogbu Edeh & Chibundu, 2017). Employee training is considered as the process of improving the existing skills, knowledge, exposure, and abilities in an individual (Sun et al., 2024).

Employee training can mean any effort initiated by an organisation to foster learning among its members (Salem & Al-Dubai, 2024). Employee training is a planned and systematic modification of behaviours through learning events, activities and programmes which results in the participants achieving the levels of knowledge, skills, competencies and abilities to carry out their work effectively (Ogbu Edeh & Chibundu, 2017). Employee training refers to programs that provide workers with information, new skills, or professional development opportunities (Jiang et al., 2024). Also, employee training refers to the planned attempt by an organisation to facilitate employee learning of job-related knowledge, skills and behaviours (Ampaw et al., 2024).

Salem and Al-Dubai (2024) accentuate that employee training is the development of skills, specifies measurable objectives and should result in observable change in behaviour. For Salem and Al-Dubai (2024), employee training is a systematic process that helps people to learn how to be more effective at work by modifying knowledge, skills, or attitudes through learning experiences to achieve effective performance. Ampaw et al. (2024) defined employee training as the application of formal processes to impart knowledge and help people to acquire the skills necessary for them to perform their jobs satisfactorily. Employee training refers to giving new or current employees the skills they need to perform their jobs (Martín-Alcázar, Ruiz-Martínez & Sánchez-Gardey, 2024). Employee training involves showing employees what they have to do and how they have to do it (Ogbu Edeh & Chibundu, 2017). Employee training can also refer to the planned attempts by an organization to facilitate employee learning of job-related knowledge, skills and behaviours (Ampaw et al., 2024).

Salem and Al-Dubai (2024) suggest that employee training can refer to the practice of equipping employees with skills, knowledge and abilities to build organisational capabilities and increase organisational performance. Employee training can refer to the act of increasing the knowledge and skills of employees while doing the job (Martín-Alcázar et al., 2024). Employee training involves teaching and learning specific job-related skills and behaviours (Ogbu Edeh & Chibundu, 2017). Ampaw et al. (2024) define employee training as a learning activity directed towards the acquisition of specific knowledge and skills for an occupation or task.

According to Zihan et al. (2024), employee training is an organized process from the know-how skills and sensations needed for staff members to execute efficiently in the offered process, as well as to operate in an underlying situation. Stone et al. (2024) define employee training as an indicator to enhance superior skills, knowledge, capabilities and outlook of the employees that results in effective performance of the workers. Ofobruku and Nwakoby (2015) perceived employee training as the process of developing employees' skills and learning new concepts, rules, or attitudes to increase effectiveness on a particular job. Dialoke (2015) viewed employee training as teaching or developing in oneself or others, skills and knowledge that relate to specific, useful competencies. This study understands employee training as the systematic process to enhance employees' skill, knowledge, capacity and competency, necessary to perform effectively on the job and to meet the standard performance level.

2.5.2 Employee training as a construct

There is currently a general agreement about the importance of training as a tool to help companies in the development of sustainable competitive advantages based on their human resources (Stone et al., 2024). Human capital training becomes a determining factor to be able to achieving a differential positioning (Jain & Sullivan, 2019). The knowledge and skills of an organisation's workforce have become increasingly important to its performance competitiveness (Napitupulu et al., 2017). Workplace learning and continuous improvement are now considered essential for an organisation to remain competitive (Ogbu Edeh & Chibundu, 2017). Successful organisations are thought to invest more in training than other organisations (Thoms & Burton, 2016). In a world that is moving towards a knowledge-based economy, human resources are becoming an important source of competitive advantage (Burgess et al., 2020). Such arguments acquire even more relevance when referring to service sector firms (Thoms & Burton, 2016).

Amongst the important functions of human resource management, one of the crucial functions is employee training (Ogbu Edeh & Chibundu, 2017). Employee training assists the organisation with capacity and capability building in an employee, and thus as of whole organization, to meet the standard performance level (Martín-Alcázar et al., 2024). The more trained the employees are, the more they are satisfied with their job, hence increasing the firm's productivity and profitability (Stone et al., 2024).

According to (Martín-Alcázar et al., 2024), successful organisations invest more in training than unsuccessful ones. Human resources have become an important source of competitive advantage in a world that is moving towards a knowledge-based economy (Campos-García et al., 2024). Human capital (knowledge, skills and behaviour) strengthens the importance of people-related competences that are ultimately connected to the firm's success (Salem & Al-Dubai, 2024; Ogbu Edeh & Chibundu, 2017) and, therefore, employee training can be regarded as a new competitiveness area. The substantial yearly outlay made by firms on formal training programmes is based on the expectation that their training investments will mean an improvement in organisational performance or results (Martín-Alcázar et al., 2024). Even though training is only one of the instruments for employee learning, it is necessary to examine the training investment evidence to know the extent to which training pays off in terms of organisational effectiveness (Ogbu Edeh & Chibundu, 2017).

HRM practices which emphasise extensive training on job skills, written instructions, procedures and training in multiple functions are important for enhancing firm performance (Campos-García et al., 2024). To develop the desired knowledge, skills and abilities of the employees, to perform well on the job, requires effective training programs that may also affect employee motivation and commitment (Garavan et al., 2021). To prepare their workers to do their job as desired, organizations provide training to optimize their employees' potential (Stone et al., 2024). Most of the firms, by applying long-term planning, invest in building new skills among their workforce, enabling them to cope with the uncertain conditions that they may face in the future, thus improving employee performance through a superior level of motivation and commitment (Wulandari & Indartono, 2021). When employees recognize their organization's interest in them through offering training programs, they, in turn apply their best efforts to achieve organizational goals and show high performance on the job (Stone et al., 2024).

Campos-García et al. (2024) postulate that employee training as a planned process is used to modify attitude, knowledge, skill, or behaviour through learning experience to achieve effective performance in an activity or range of activities. Other scholars who have perceived training as a planned process are Beardwell, Holden and Claydon (2004). Also, employee training as a planned process is used to change attitudes, knowledge, skills and behaviour through the learning experience to achieve effective performance in a specific activity or range of activities (Beardwell et al., 2004). For Iqbal (2010), employee training as a planned attempt is used by an organization to facilitate employee learning of job-related knowledge, skills and behaviour.

Employee training is generally regarded as a systematic and planned effort to develop knowledge, attitudes, abilities and skills through learning experiences, to attain effective performance in an activity or a range of activities (Garavan et al., 2021). Burgess et al. (2020) suggested that employee training is an application-driven driven and aims to impart skills that are useful immediately in particular situations. Wan (2007) postulates that employee training helps in identifying, assuring and developing key competencies that enable individuals to perform current or future jobs. Martín-Alcázar et al. (2024) posit that employee training assists in systematically developing work-related knowledge and expertise in employees for improving job assignments.

Without proper training, employees, both new and current, do not receive the information and develop the skill sets necessary for accomplishing their tasks to their maximum potential (Wulandari & Indartono, 2021). Employees who undergo proper training tend to keep their jobs longer than those who do not (Garavan et al., 2021). Training is a necessity in the workplace (Ogbu Edeh & Chibundu, 2017). Without it, employees don't have a firm grasp on their responsibilities or duties. The companies aimed at gaining a competitive advantage realized the importance of training in improving the employees' performance (Burgess et al., 2020). Effective training programs helps in constructing a more conducive learning environment for the workforce and train them to cope with the upcoming challenges more easily and in time (Nyathi & Kekwaletswe, 2024).

Training should be organized within an organisation by appreciating learning theories and approaches if the training is to impact performance (Burgess et al., 2020). Training could be given through different methods such as coaching and mentoring, peers' cooperation and participation by the subordinates (Wulandari & Indartono, 2021). This teamwork enables employees to actively participate on the job and produces better performance, hence improving organizational performance (Ogbu Edeh & Chibundu, 2017).

Training programs not only develop employees but also help an organization to make the best use of its human resources in favour of gaining a competitive advantage (Burgess et al., 2020). Therefore, it seems mandatory for the firm to plan for such training programs for its employees to enhance their abilities and competencies that are needed (Zhang & Chen, 2024). Training not only develops the capabilities of the employee but also sharpens their thinking ability and creativity to make better decisions in time and a more productive manner (Martín-Alcázar et al., 2024). Moreover, it also enables employees to deal with the customer effectively and respond to their complaints on time (Knies, Boselie, Gould-Williams & Vandenabeele, 2024). This means that for any organisation, training must be tailored towards enhancing performance and productivity (Burgess, Dayaram, Lambey & Afrianty, 2020).

Rony et al. (2024) postulate that training involves the application of formal processes to impart knowledge and help people acquire the skills necessary for them to perform their jobs satisfactorily. It therefore involves showing employees what they must do and how they have to do it (Ogbu Edeh & Chibundu, 2017). Training is the propeller that energizes the workforce to pursue current business objectives through the needed skills and knowledge acquired through various forms of training (Hassan et al., 2019). Employees can be trained inside the organization without necessarily sending them outside (Garavan et al., 2021). This is called on-the-job training, which includes job rotation and job enlargement (Jain & Sullivan, 2019). One advantage of this method is that production activities will be sustained and enhanced (Thoms & Burton, 2016). Secondly, there will be an instant change in employees' attitude within and outside the firm. Thirdly, it is cost-effective and bridges the gaps between theory and practice (Napitupulu et al., 2017).

The role of employee training is to gain a competitive advantage (Nguyen, 2019). Ideally, the more employees are trained and are satisfied with their work and environmental conditions, the more they can help enhance their organisations' performance (Garavan et al., 2021). Employee training has its strategic positioning and it can directly contribute immensely towards the attainment of organisational goals and objectives (Thoms & Burton, 2016). Skills, knowledge and abilities can be imparted through the use of new technologies and adapting to innovative training methods including (programmed instructions), computer and simulated games, role playing and audio visual tools are more effective and therefore same are being extensively used in current training curriculums (Ogbu Edeh & Chibundu, 2017). These newer techniques combined with the traditional methods, such as mentoring, coaching, lectures, conferences, movies or films and case studies, represent effective means of training in organisations (Martín-Alcázar et al., 2024).

Criticism of training often stems from its vision as something faddish and excessively expensive that does not transfer to the specific job or improve the bottom line (Knies et al., 2024). Training is also viewed as a cost centre that needs to be controlled or downsized during lean times (Ogbu Edeh & Chibundu, 2017). It consequently becomes necessary to look deeper into the relationship between training policy and business results to empirically confirm that investment in training does have positive effects on business competitiveness and effectiveness (Wulandari & Indartono, 2021). In this respect, many of the empirical studies carried out during the 1990s and 2000s supported the existence of a link between training policy and business results (Sun et al., 2024).

2.5.3 Employee training antecedents

Organizations realize their limitations in dealing with new challenges in the fast-paced changing world of business and environmental uncertainty (Napitupulu et al., 2017). Firms should invest in training programs to make their employees competent enough to face uncertainties and take effective decisions in time to remain competitive in the market (Garavan et al., 2021). Training develops self-efficacy and results in superior performance on the job (Martín-Alcázar et al., 2024), by replacing the traditional weak practices with efficient and effective work-related practices (Geethanjali et al., 2024). Training programs may also help the workforce to decrease their anxiety or frustration, originating from the work on the job (Chen, 2020). Those workers who feel themselves to be unable to perform a task with the desired level of performance often decide to leave the firm (Chen, 2020), otherwise, their stay at the firm will not add to productivity (Ampaw et al., 2024).

The greater the gap between the skills necessary and those possessed by the workforce, the higher the job dissatisfaction of the workers (Wulandari & Indartono, 2021). Knies et al. (2024) suggest that training may also be an efficient tool for improving one's job satisfaction, as employees' better performance leads to appreciation by the top management, hence employees feel more adjusted to their job. Trained employees can satisfy the customers and employees who learn as a result of a training program show a greater level of job satisfaction along with superior performance (Martín-Alcázar et al., 2024).

Training of employees enhances the performance of every organization (Ogbu Edeh & Chibundu, 2017). For instance, training is needed mostly when there is a reduction in sales, low employee morale, low patronage from consumers, as well as turnover (Jain & Sullivan, 2019). In order to embrace the future, funds should be made available to human resource departments to carry out effective training of their workforce (Burgess et al., 2020).

Burgess et al. (2020) assert that training is a practical and vital necessity because it enables employees to develop and rise within the organization and increase their market value, earning power and job security. Hassan et al. (2019) contend that training helps in shaping employees' attitudes and helps them to contribute meaningfully to the organization. Knies et al. (2024) emphasize that when employees are trained, it enhances their emotional stability and improves creative consciousness in them. Employee training is very important in both private and public organizations because no matter the increment on workers' remuneration, their old skills will be obsolete if nothing is done to change them (Ogbu Edeh & Chibundu, 2017). Correspondingly, employee training is what distinguishes successful firms from others (Hassan et al., 2019). Transformation of employees' behaviour as well as attitude begins and ends with training (Kmecová & Androniceanu, 2024). It is this transformation that brings about an increase in performance in the organisation (Hassan et al., 2019).

2.5.4 Employee training outcomes

Effective training programs are aimed at improving the employees' performance (Wulandari & Indartono, 2021). The knowledge and skills possessed by an organisation's workforce are becoming more and more important to its performance competitiveness (Ogbu Edeh & Chibundu, 2017). Workplace learning and continuous improvement are now considered essential for an organisation to remain competitive (Ampaw et al., 2024).

For the sake of capacity building, managers are involved in developing effective training programs for their employees to equip them with the desired knowledge, skills and abilities to achieve organizational goals (Wulandari & Indartono, 2021). This struggle by the top management not only improves employee performance but also creates a positive image of the firm worldwide (Zhang & Chen, 2024). Effective training programs help employees to get acquainted with the desired new technological advancement, also gaining full command of the competencies and skills required to perform at a particular job and to avoid on-the-job errors and mistakes (Jiang et al., 2024). Overall, training impacts organizational competitiveness, revenue and performance (Ogbu Edeh & Chibundu, 2017). Unfortunately, the majority of governmental, private organizations and international organizations are not recognizing the importance of training to increase their employees' productivity and when the economy slows or when profits decline, many organizations first seek cuts in their training budgets (Ogbu Edeh & Chibundu, 2017). This will lead to high job turnover, then increase the cost to hire new employees, which low down the organizational profitability (Wulandari & Indartono, 2021).

Effective employee training is beneficial for the firm in a variety of ways, such as it plays a vital role in building and maintaining capabilities, both on the individual and organisational level, and thus participates in the process of organisational change (Jiang et al., 2024). Moreover, it enhances the retention capacity of the talented workforce, hence decreasing the unintentional job rotation of the workers (Ogbu Edeh & Chibundu, 2017). Furthermore, it indicates the firm's long-term commitment towards its workers and increases the employee's motivational level (Garavan et al., 2021). All these contributions lead to achieving competitive advantage (Burgess et al., 2020) and to an enhancement in employee performance and organisational productivity (Hassan et al., 2019).

Employee training is important and an imperative tool for the organization to revamp the performance of all the personnel for organizational growth and success (Wulandari & Indartono, 2021). It is beneficial to both employers and employees of an organization (Ogbu Edeh & Chibundu, 2017). An employee will become more efficient and productive if he is trained well (Burgess et al., 2020). Firms can develop and enhance the quality of the current employees by providing comprehensive training (Hassan et al., 2019). Training is essential not only to increase productivity but also to motivate and inspire workers by letting them know how important their jobs are and giving them all the information they need to perform those jobs (Garavan et al., 2021). The general benefits received from employee training are:

increased job satisfaction and morale, increased motivation, increased efficiencies in processes, resulting in financial gain, increased capacity to adopt new technologies and methods, increased innovation in strategies and products and reduced employee turnover (Wulandari & Indartono, 2021).

Moreover, Martín-Alcázar et al. (2024) posit that employee training practices are parameters for increasing the employees' level of self-awareness and skills to fulfil their tasks well. Hassan et al. (2019) put more emphasis on training as a planned endeavour to facilitate the learning of job-related behaviour on the part of an organisation's employees. Hassan et al. (2019) defined job-related behaviour as any knowledge and expertise acquired by an individual that can be related to organisational objectives (Jain & Sullivan, 2019). As a result, employee training has been considered as a systematic process by different practitioners to improve individual and organisational job performances (Ogbu Edeh & Chibundu, 2017). Employee training is also needed to have effective ways and methods for developing employees and making improvements on companies' fulfilments (Thoms & Burton, 2016)

Employee training should be perceived as an essential element of employee development practices by companies (Knies et al., 2024). Consequently, it seems necessary for all organisations to perceive employees' training as part of the company's HRD policies as well as the practices (Nguyen, 2019). Furthermore, training plays a critical role in increasing workers' adaptability and flexibility, which employers have found is becoming increasingly important (Chetana & Mohapatra, 2017). Thus, it is fundamental to an organisation to maintain a necessary competence in its employees through adequate training (Martín-Alcázar et al., 2024). As a result, developing a learning environment seems essential for every organisation (Rony et al., 2024).

Stone et al. (2024) assert that an individual will be motivated to do something if they have the mental ability and skills to accomplish it. When employees are trained, they get the knowledge of how to deconstruct tasks and challenges and thereby feel less intimidated by their jobs/tasks (Geethanjali et al., 2024). Martín-Alcázar et al. (2024) add that training makes the employee earn confidence to do a job, thereby improving their attitude, hence motivation.

Employee training consists of formal on and off-the-job structured activities focused on the development of knowledge, skills and abilities (KSAs) for current and future job roles Ampaw et al., 2024). These activities have become widespread HRM practices in organizations worldwide (Martín-Alcázar et al., 2024). Through investment in structured training, organizations enhance employee and organizational human capital, which, in turn, contributes to better organizational performance (Geethanjali et al., 2024).

In the context of the scarcity of talent in the external labour market, firms strive to develop a competent workforce, which is a critical factor impacting competitive advantage (Jain & Sullivan, 2019). Training has been acknowledged as a key HR practice to improve employee morale, productivity and ultimately organizational performance (Ampaw et al., 2024; Sun et al., 2024). Industry reports reveal continuous investment in employee KSAs, indicating that firms increasingly appreciate the strategic importance of investment in training to gain a competitive advantage (Hassan et al., 2019). To justify such resource investment in training, organizations look to research findings to provide evidence that training impacts organizational performance (Jain & Sullivan, 2019).

Mensah, Siabi, Donkor and Kurantin (2022) argued that while a significant amount of training in organizations emphasizes the development of KSAs that are directly applicable to the current role, they increasingly provide training activities focused on the development of general or soft skills that have application to future organizational roles. Employee training enhances employees' KSAs for current and future roles, which results in enhanced organizational performance (Martín-Alcázar et al., 2024). Also, employee training enables the development of a greater depth of KSAs, enabling employees to be more flexible and perform different tasks more leading to enhanced organizational performance (Cheng et al., 2024). The increase in flexibility is critical to a variety of organizational outcomes such as innovation, customer service and labour productivity (Ampaw et al., 2024; Hassan et al., 2019). In addition, employee training can enhance skill depth and enable employees to develop specialized knowledge and skills and general skills to help the organization build core competencies within the organization, staying ahead of the competition (Ogbu Edeh & Chibundu, 2017).

2.5.5 Measuring employee training

Thus, whichever training method an organisation may be using, there is still an impact of that method on the organisation's performance (Thoms & Burton, 2016). These methods are either off-the-job training or on-the-job training (Ogbu Edeh & Chibundu, 2017). Conventionally, training ends with evaluating employees' reactions toward training, their learning abilities during and after the training, their behaviours during and after the training, as well as the results of the training itself, which comes either in the short term or long term (Garavan et al., 2021). Jain and Sullivan (2019) suggest the need for renewed attention to employee training due to its ability to cut costs and reduce performance shortfalls in organisations.

Research has found that training a tool for cost-cutting and value creation in organisations (Napitupulu et al., 2017). Similarly, training facilitates the achievement of corporate strategy and improves organisational performance, especially for learning organisations (Thoms & Burton, 2016). So, training must be aligned with organisational strategy to result in high performance in those organisations (Chetana & Mohapatra, 2017). Furthermore, a study focusing on the impact of training on organisational performance reveals that only off-the-job training improves performance, whereas on-the-job training does not (Garavan et al., 2021). Additionally, Ampaw et al. (2024) argue that general training has a positive impact on firm performance, whereas firm-specific training does not. However, the strength of the training and organizational performance relationship may also depend on external institutional factors within which the organization operates (Budhwar, Pereira, Mellahi & Singh, 2019).

Unique, valuable and rare human capital developed through firm-specific training and general training leads to higher organizational performance (Ogbu Edeh & Chibundu, 2017). In addition, there are theoretical arguments suggesting that higher quality training will have a greater impact on training than the quantity of training provided (Jain & Sullivan, 2019). Where training is of higher quality, employees will learn more quickly (Ampaw et al., 2024). Quality training will also shorten learning times and motivate the transfer of training to the workplace (Hughes et al., 2019) and enhance the motivation of employees to transfer the outcomes of training to the organization. Studies to date have utilized different measures of training quantity, including the percentage of employees trained (Ampaw et al., 2024), the amount spent on training (Jung et al., 2021) and the number of days of training (Martín-Alcázar et al., 2024). Studies of training quality focus on measures of effectiveness and evaluation of training (Otoo, 2019).

The substantial yearly outlay of firms on formal training programmes is made with the expectation that their training investments will lead to improvements in organisational performance or results (Knies et al., 2024). Though training is only one of the ways for employee learning to occur, the investment made in training requires an analysis of the evidence to examine whether or not training pays off in terms of organisational effectiveness

(Hassan et al., 2019). However, employee training is often criticised for being faddish, too expensive, not transferring to the specific job and not improving the bottom line (Ampaw et al., 2024; Sun et al., 2024) or viewed as a cost centre to be controlled or downsized during lean times (Hassan et al., 2019).

2.5.6 Employee training in the small scale mining sector

Small scale mining is an activity that is increasingly gaining momentum in Africa (Jerie, 2013). It is largely practiced in rural areas by artisans who lack the requisite education, training, management skills and essential equipment (Ampaw et al., 2024). Researchers have also highlighted that without proper education and training, formalization initiatives in the small scale mining sector are not sustainable and do not translate to better practices (Veiga & Marshall, 2019). There is a need for the government to assist with workshops, training and finances to support the training of employees from small scale mining organisations in areas like safety and health (Martinez, Smith & Malone, 2021). Most employees from the small scale mining sector have never received meaningful technical assistance, orientations, or training from their employers (Nkolimwa, Jani & Dominic, 2019). The few who have received the training believe that the guidance and support from mining engineers has resulted in a healthier and safer working environment, and in this case, a profit-generating activity for the organisation as production will be improved (Martín-Alcázar et al., 2024).

Training and workshops to educate workers on environmental and health and safety issues and other work-related trainings are crucial in the small scale mining sector as these trainings reduce accidents, hence improving production and organisational performance (Ampaw et al., 2024). The importance of guidance, training and assistance for newly formalized artisanal and small scale miners. In most low and middle-income countries, a lack of occupational safety and health (OSH) laws, law enforcement, education, training, functioning infrastructure, and equipment are widely stated reasons for increasing accidents and injuries among miners in the ASGM (Bansah et al., 2017; Knies et al., 2024; Wilson et al., 2015).

Small scale mining sector players are suggested to increase safety training as more accidents are being reported in that sector (Mensah et al., 2022). In most developing nations, there is inadequate employee safety training, which results in accidents, illness and death of employees at the workplace (Nkolimwa et al., 2020). Small scale mining is reported to be among the most risky and dangerous occupations in developing countries due to several limitations, including poor safety training for the employees, which causes severe accidents that cost for lives of individuals at the workplace (Martín-Alcázar et al., 2024). To protect employees from occupational accidents and create a safety culture, safety training is important and needs to be put in place to prevent accidents and injuries in the organisation (Mensah et al., 2022).

So, the seriousness on the provision of safety training commitment to the managers responsible for employees' safety issues is questionable (Jain & Sullivan, 2019). There is a lack of understanding of the role of safety training as an internal factor (Garavan et al., 2021). Therefore, there is a need to consider the influence of safety training in small scale mining firms (Nkolimwa et al., 2020). Asghar and Saeed (2012) state that training is about requiring the skills, abilities and knowledge that is necessary in performing specific tasks in the organization. Kaynak et al. (2016) postulate that training stimulates the proper utilization of machines and other equipment within the organization. So, training should be designed to offer employees the skills, attitudes and knowledge required for solving a certain purpose in the organization (Mensah et al., 2022). Therefore, the organization should keep employees with the necessary required health and safety skills, knowledge and abilities to manage disasters at the workplace (Dabale et al., 2014). Hence, continuous education and training of miners on good mining and environmental practices is critical to enhance organisational performance (Eshun & Okyere, 2017).

In some SADC countries, the small-scale miners have been supported by free or subsidized technical and management services training, and by plant and equipment hire administered by governments (Knies et al., 2024). The project on Mining, Minerals and Sustainable Development (MMSD) in Southern Africa made recommendations for the support of the small-scale mining subsector by providing appropriate training and capacity-building programmes through partnerships among government, educational institutions, companies and donors (Palane et al., 2002). The small-scale mining subsector has great growth potential (Garavan et al., 2021). This potential can be realized through coordinated activities such as facilitation of technology transfer through training (Wulandari & Indartono, 2021). Requests by artisanal and small-scale miners for training have been haphazard and so far, met mostly on an ad hoc basis (Martinez et al., 2021). Organized training provided through a centralized system would be a more effective way of imparting some of the skills (Nkolimwa et al., 2019).

2.6 Career development

This section covers the definition of career development, then as a construct, its antecedents, its outcomes, measuring it and career development in the small scale mining sector.

2.6.1 Career development definition

Career development is the lifelong process of managing learning, work, leisure, and transitions to move toward a personally determined and evolving preferred future (Sun et al., 2024). Career development is defined as "an ongoing, formalized effort by an organisation that focuses on developing and enriching the organisation's human resources in light of both the employees' and the organisation's needs" (Cheng et al., 2024). Febrianti et al. (2020) argue that career development involves aligning individual subjective and more objective career aspects of an organisation to find a match between individual and organisational needs, personal characteristics and career roles. Nasution et al. (2018) view career development as a mutual role, based on the needs and circumstances of both individuals and organisations. Career development is the process by which employees strategically explore, plan, and create their future at work by designing a personal learning plan to achieve their potential and fulfill the organisation's mission requirements (Nguyen, 2019). Career development is also a means to sustain a vital and effective workforce through strategic succession planning (Napitupulu et al., 2017). Career development involves continual learning, seeking opportunities, taking risks, and finding ways to contribute to the organisation in a productive and motivated manner (Cheng et al., 2024). Career development is an employee's perception of a sustainable process which is aimed at increasing individual capability to achieve an intended career according to the procedures in an organization (Dialoke & Nkechi, 2017). This study understands career development as an ongoing, formalized effort by small scale gold mining organisations that focuses on developing and enriching the organisation's human resources considering both the employees' and the organisation's needs.

2.6.2 Career development as a construct

Career development involves preparing employees for higher responsibilities in the future (Dialoke & Nkechi, 2017). Career development, according to Cheng et al. (2024), can be seen as the use of human resources to quantitatively change man's physical and biological environments to his benefits or ever seen as involving the introduction of new ideas into the social structure and causing alterations on the patterns of the organization and social structure. To develop staff, Martín-Alcázar et al. (2024) simply refer to making them grow with the organization so that they can be fitted for available higher positions within their capacity. Development deals with improving human relations and interpersonal skills (Knies et al., 2024). Career development covers an employee's working life. It starts with staff orientation, on-the-job training, experience, short courses, professional courses, postgraduate degrees or diplomas (Nguyen, 2019).

According to the 2005 National Strategy for the Development of the social service workforce in Scotland, employee development is the foundation on which the confidence and competence of individual staff are built (Sun et al., 2024). Employees are major assets of any organisation; they play an active role in organisational success that cannot be underestimated (Nguyen, 2019). Equipping these unique assets through effective training becomes imperative to maximize job performance (Napitupulu et al., 2017). Career development is often used to close the gap between current performance and expected future performance (Cheng et al., 2024). Many employees in different organisations have been trained, but they have remained stagnant with little evidence of career advancement (Dialoke & Nkechi, 2017).

Career growth, which encompasses career advancement and career development as a phenomenon, has been a major concern to scholars, researchers, decision makers and human resources experts (Dialoke & Nkechi, 2017). These stakeholders in human capital development strive to manage issues such as recruitment, selection, training, promotion, and so on, emanating from career development and career advancement towards career growth (Okurame, 2012). Research has shown that career development opportunity is an important determinant of employee-organisational relationships (Chetana & Mohapatra, 2017). Organisations that provide mechanisms for employee career development create a mutual investment type of relationship with their employees (Salleh, Omar, Aburumman, Mat & Almhairat, 2020), and an employees' career development occurs through a continuous acquisition of managerial or professional skills and experience which may bring about rewards and promotion (Nasution et al., 2018).

Thus, employees' development is a very important part of an organisation's activities and is also related to the business strategies (Napitupulu et al., 2017). Career development in dealing with individuals' development at different career stages not only fulfills an individual's need but also that of the organisation (Dialoke & Nkechi, 2017). An organisation uses many activities, techniques and programmes that map out their employees' career (Martín-Alcázar et al., 2024), which plays an important role in maintaining the balance between an individual's need (job security, development and promotion) and the organization's need such as employee's loyalty, trust, commitment (Chetana & Mohapatra, 2017).

Career management activities and development programmes can give a supportive climate for organisational development (Nasution et al., 2018). Cheng et al. (2024) agree and point out that today's dynamic environment requires continuous professional and managerial development. Career development is of great importance to both the individual employee and the organisation, noting that there is an interaction between the organisation for which he/she work and the development of the organisation through the employee's career (Knies et al., 2024). Conversely, performance is considered to be related to the concepts of ability, opportunity and motivation (Oyewole et al., 2024). and employees being the key element of the organisation determines the success or failure of the organisation through their performance (Knies et al., 2024).

Career development has become a critical aspect of HRM practices and it examines how individuals in the organizations move up their career ladders (Lam & Santo, 2018; Mishra & Sachan, 2012; Osibanjo et al., 2014). Every company promotes itself by offering great career progression (Salleh et al., 2020). Yet research shows that 70% of employees are dissatisfied with future career opportunities in their organization (Adeniji et al., 2019; Bombuwela & Alwis, 2013; Salau et al., 2014). A lack of future career opportunities is the primary driver of employee attrition (Adeniji et al., 2019; Sheppard et al., 2020). Career development is a lifelong learning process and it involves continuous development for regulating work, life and learning (Adenij et al., 2017; Salleh et al., 2020).

Based on the Bull's eye model, employees are said to be more satisfied and productive in their work when their skills, values, abilities, personality and interest align with their career choice (Adeniji et al., 2019). Therefore, when employees in organizations experience progress in their line of work in an organization, they become committed and want to stay in the organization since they perceive that their personal career goals and aspirations are likely to be achieved in that firm, they stay when they feel that their future can blossom in the organization without being stagnated in life (Ohunakin et al., 2018). Knies et al. (2024) identified that all the career stages are not necessarily observed at once in the career life of a person but can occur at various times as a result of varied changes in career, for example, changing of job change.

Employees play a pivotal role in every industrial organization (Chetana & Mohapatra, 2017). In managing people's talent, abilities, and capabilities, organizations strive to gradually develop strategies for embracing career development (Dialoke & Nkechi, 2017). Career development plays a vital role in improving and nurturing competencies in a way that it has helped in the fulfillment of organizational objectives (Adeniji et al., 2018; Ibidunni et al., 2016; Mishra & Sachan, 2012). Career development is seen as a process of providing employees with opportunities and allowing them to reach their full potential through enhancing their abilities, knowledge, skills and capabilities (Martín-Alcázar et al., 2024). Career development is part of HRM practices, which is known as the process by which managers encourage and motivate employees to be accountable for their careers and provide continuous support for career opportunities (Cheng et al., 2024; Ohunakin et al., 2017).

According to Sheppard (2020), career development consists of training, coaching, mentoring, counselling and promotion to stimulate the performance of employees. Furthermore, with continued career progression, employees are motivated to learn the skills and knowledge needed for career advancement (Napitupulu et al., 2017). There is a strong academic consensus that HR managers must consistently and certainly have more "conversations" with their staff but unfortunately, most organizations seem to have discouraged the essentially human habit of using discussions to find out what is going on, resolve issues, get advice, give encouragement and agree what we need to do (Dialoke & Nkechi, 2017). Upward movement has been labelled as a difficult aspect in most sectors (Chetana & Mohapatra, 2017). As organisations grow, inevitably, systems and processes are needed to keep things efficient and to scale up (Salleh et al., 2020). Hence, it will be said that the success or failure of any organization depends on the growth of the employees in the organization (Nasution et al., 2018).

Through the career development process, employees progress through the sequence of stages, each of which is categorized by a different set of activities, development responsibilities, and relationships (Dialoke & Nkechi, 2017). There are many models of career development (Chetana & Mohapatra, 2017). The life-cycle model advocates that employees face definite development tasks throughout their career and move through career stages (Salleh et al., 2020). The organization-based model also advocates that career continues through a series of stages, but both of these models suggest that career development includes employees' learning to perform certain activities (Adeniji et al., 2019). Each stage has different activities and relationships with co-workers and managers (Kiran, Hussain, Afzal & Gillani, 2019). The directional pattern model defines the shape and form of careers (Nasution et al., 2018). It is noticed that the concept of changing career suggests that these models help the employees to make decisions about how rapidly they want to progress through career stages and at which point they have to come back to their earlier stage (Rehman, 2017).

There are four career stages which include: exploration, establishment, maintenance and disengagement (Saleem & Amin, 2013). Each stage of a career is categorized by activities, developmental responsibilities, and relationships (Dialoke & Nkechi, 2017). Employees' level of motivation, their performance, and retention are affected by in what manner a firm addresses the developmental responsibilities at every stage of a career (Saleem & Amin, 2013). Research recommended that employees' present career stage has an impact on their attitudes, behaviours and needs (Salleh et al., 2020). In the exploration stage, people find the kind of job that gives benefits to them (Nasution et al., 2018). They study their wellbeing, values, and work choice and they gain evidence about careers, jobs and professions from colleagues, friends and relatives (Martín-Alcázar et al., 2024). When they identify the profession that interests them, people can start getting the required education and training (Adeniji et al., 2019). Exploration begins when a person starts a new job (Napitupulu et al., 2017). Mostly, new employees are not ready to take on work tasks and roles without others' help (Kiran et al., 2019). This stage lasts between 15-24 years of age (Rehman, 2017). In this stage, people have many choices about their career and they choose the job that they think will fit their wishes and abilities (Zihan et al., 2024).

Then employees move into the establishment stage, at this stage, employees make a place in the company, do independent contributions, attain more responsibility and success financially and create a desirable lifestyle (Saleem & Amin, 2013). At this stage, employees are considered to be colleagues (Salleh et al., 2020). They are less dependent on other experienced employees (Dialoke & Nkechi, 2017). They learn how the company takes their contributions from the performance appraisal system (Chetana & Mohapatra, 2017). In this stage, the company makes policies for employees that support them in maintaining a balance between their work life and family life. And personnel are also involved actively in career planning activities (Nasution et al., 2018).

The third stage is the maintenance stage, at this stage, employees are considered to update their skills and be perceived as contributors in the organization (Napitupulu et al., 2017). In this stage, workers have much job practice, too much awareness and complex understanding of the company’s expected operations (Dialoke & Nkechi, 2017). They can be valuable trainers and mentors for trainees. In this stage, employees can be asked to develop new goals and policies. Their opinions may be solicited (Salleh et al., 2020).

The fourth stage is the disengagement stage, at this stage, individuals need a change in balancing the work and network activities (Nasution et al., 2018). They may take on the role of sponsor (Adeniji et al., 2019). As a sponsor, they direct other employees, represent the company to clients, initiate actions, and make decisions (Kiran et al., 2019). Typically, disengagement refers to old workers selected to retire and have full concentration on nonworking activities like games, hobbies and volunteer work (Chetana & Mohapatra, 2017). The company takes advantage of experienced employees’ knowledge and specialized skills, which are difficult to replace and reduce the costs of hiring and training a new employee (Dialoke & Nkechi, 2017). The company can offer part-time and consulting work (Kiran et al., 2019). Irrespective of age, employees can also leave the company to change their profession or job (Rehman, 2017). Some employees are forced to leave the company because of mergers and downsizing (Febrianti et al., 2020). Other employees may leave the company because of values, interests, and abilities (Nasution et al., 2018).

Employees face several career development issues in the workplace. Some of the career development issues include orientation, outplacement, work and family (Napitupulu et al., 2017). In addition, developing policies and programs that will help employees manage their career development issues to maximize the level of career satisfaction, the company needs to provide a career management system to identify employees’ career development needs (Dialoke & Nkechi, 2017). According to research, career management systems that advise and help employees can lead them to stay committed to the company and have a positive impact on employees’ job performance (Zihan et al., 2024).

There are many techniques and procedures for career development, like the career counselling, individual development planning, training and mentoring (Dialoke & Nkechi, 2017). Organizations use these techniques and procedures to develop the careers of their employees. According to Martín-Alcázar et al. (2024), organizations provide full support to employees, including time, benefits and funds to achieve their goals. The business environment has rapidly changed the people’s attitude towards career development and organizational performance (Kiran et al., 2019). For this reason of people changing behaviours, organizations apply the strategies of restructuring and downsizing that play an important role in the organization's career development environment (Chetana & Mohapatra, 2017). And as the outcome of this, employees can self-manage their careers (Yusof, Munap, Badrillah, Hamid & Khir, 2017; Sun et al., 2024). Career development objectives can be achieved with organizational support (Rehman, 2017). According to Oyewole et al. (2024), organizations support their employees to develop their careers by providing them with training and guidelines.

Career development includes activities to prepare an individual for advancement in the planned career path (Napitupulu et al., 2017). So, from the above statement on career development, it can be concluded that career development is an activity to prepare individuals to develop themselves through a planned career path (Salleh et al., 2020). Career development concept is widely defined as a sequence of work experience that is directed at the personal and organizational goals, either under his or her control or under the control of others (Dialoke & Nkechi, 2017). The distinctive features of this conceptualization are that the employees have a long-term perspective, expand beyond current satisfaction and employee performance, focus not on the objective aspect as well as on the subjective aspects of the career, but rather looking at career effectiveness as the achievement of social sanction or rank positions (Chetana & Mohapatra, 2017). Hence, career development is the improvement of one's status within an organization in a defined career path (Salleh et al., 2020). To achieve that goal, one needs to improve his or her work performance (Nasution et al., 2018).

2.6.3 Career development antecedents

Today's employees are more career conscious than ever and are more demanding of their work in terms of fulfilment, personal growth and satisfaction (Dialoke & Nkechi, 2017). Hence, employees are expressing a strong desire to pursue more than just a job (Napitupulu et al., 2017). They are looking for employment opportunities that promise an extension of their interests, personality and abilities (Chetana & Mohapatra, 2017). They want a variety of things from their jobs, outside a pay cheque and a few fringe benefits and their loyalty to the organisation depends upon the degree to which their employer satisfies these wants (Cheng et al., 2024).

Across the globe, one of the major obstacles to the achievement of high productivity and organisational effectiveness is the level of career development (Chetana & Mohapatra, 2017). Employees are the central fulcrums of all socio-economic activities and they are the basic factor for the success or failure of the organization (Dialoke & Nkechi, 2017). It is based on this that most modern organizations that recognise that their employees are their most valuable assets have focused their attention on organizational approaches aimed at attracting and retaining a dedicated, loyal, highly motivated, energetic, creative and well-trained workforce needed to accomplish organisational goals (Adeniji et al., 2017). An approach, which is a panacea to this managerial need, is the implementation of a career development process (Adeniji et al., 2018).

With growing longevity, employees are expected to develop new skills or even to build new careers (Adeniji et al., 2019). And the velocity of change in business models and technology means not only that, but also their employers need to evolve their skills and knowledge (Kiran et al., 2019). The role of career development is very important because it contributes to skills, knowledge, ability, attitude and motivation and hence result in an increase in employees' performance at the workplace (Salleh et al., 2020). Many organizations are turning to human resource development to increase their employees' knowledge, skills, and capabilities so that they can survive (Nasution et al., 2018). This thrust has raised career development programs to become an integral part of many organizations' strategic plans (Napitupulu et al., 2017).

Career development planning is essential for both individuals and the organization because it is not possible to plan for a career without identifying the needs of the organization and the competencies of employees (Rehman, 2017). So, an organization's needs cannot be satisfied without satisfying individual needs (Sheppard, 2020). In any industry, the success of career development is dependent upon their human resources and they are productive when the organization provides full opportunity to them (Napitupulu et al., 2017). Career development for employees is very important for an organization's activities and is also important for business strategies (Dialoke & Nkechi, 2017). Employee's career development is connected with individual's development and their career stages and fulfils the needs of the organization (Salleh et al., 2020). Organizations used many strategies and programs that shaped their employees' career, which plays an important role in fulfilling the individual's needs regarding job security, skill development, promotions and also fulfill the needs of the organization, such as employees' loyalty, trust and commitment (Nasution et al., 2018). Organizational development culture incorporates individual career development (Zihan et al., 2024).

According to Cheng et al. (2024), an individual is responsible for their own career and skills development. An organization makes an employee's successful career and the working environment affects employees' interest to contribute in their career development (Adeniji et al., 2019). Employees become more responsible and take more interest in career development when there is a high risk in their jobs (Dialoke & Nkechi, 2017). According to Sun et al. (2024) employees are the assets for any organization and their skills, knowledge and abilities are important aspects for the organization. Employees' career development is highly related to the human resource system and correlated with the career development system (Dialoke & Nkechi, 2017).

Career development is the individual responsibility, but in certain cases, organizations support the process of career development for employees (Adeniji et al., 2019). Career development process cannot be viewed by an individual without the intervention of the organization (Salleh et al., 2020). Organizations make the process of career development more formal, effective and beneficial for employees (Napitupulu et al., 2017). These two factors play an important role in creating the working environment for the individuals in the organization and improving the organizational performance level (Chetana & Mohapatra, 2017). Both of the factors have a direct link with the growth of career development strategy (Nasution et al., 2018). If an organization expresses no bias towards employees regarding career development perspectives, it will lead to the development of a friendly workplace (Kiran et al., 2019). Some organizations provide career development in moral development perspectives (Rehman, 2017).

Career development is the structure of work-related activities that an employee performs in his/her daily working life routine (Chetana & Mohapatra, 2017). The successful career of employees depends on the organization (Adeniji et al., 2019). Career development is the long-term planning of employees in which they make their plans and choose the resources to meet these plans (Sun et al., 2024). Employee career development is related to the human resource system and associated with the career system (Salleh et al., 2020). Training is the portion of the career development procedure that develops the employee's skills and abilities and it is also a significant contribution towards enhancing the financial performance of an organization (Nasution et al., 2018). According to Adeniji et al. (2019), career skills are very important for both the organization and the employee with the career education and required skills.

Career development includes activities to prepare an individual for the advancement of a planned career path (Zihan et al., 2024). So, from the above statement, it can be concluded that career development is an activity to prepare individuals to develop themselves through a planned career path (Dialoke & Nkechi, 2017). Career development includes career planning and career management (Adeniji et al., 2019). Understanding career development in an organization requires an examination of two processes, namely how each employee plans and implements his or her career goals (career planning) and how the organization designs and implements career development/career management programs (Chetana & Mohapatra, 2017). Based on the above understanding, there are different responsibilities between individuals/employees and organizations in managing careers (Napitupulu et al., 2017). Career planning emphasizes more on individuals, which includes self-assessment, career counselling, job choices, and organizational choices, while career management emphasizes more on organizational interests, namely: recruitment, selection, performance appraisal, training and development, assessment centre, expertise, succession planning and placement outside (Chetana & Mohapatra, 2017).

2.6.4 Career development outcomes

Employees play a pivotal role in every industrial organization (Chetana & Mohapatra, 2017). In managing people's talent, abilities, and capabilities, organizations strive to gradually develop strategies for embracing career development (Dialoke & Nkechi, 2017). Career development plays a vital role in improving and nurturing competencies in a way that it has helped in the fulfillment of organizational objectives (Adeniji et al., 2018; Ibidunni et al., 2016; Zihan et al., 2024). Career development is seen as a process of providing employees with opportunities and allowing them to reach their full potential through enhancing their abilities, knowledge, skills and capabilities (Armstrong, 2020; Knies et al., 2024; Sheppard et al., 2020). Career development is part of HRM practices, which is known as the process by which managers encourage and motivate employees to be accountable for their careers and provide continuous support for career opportunities (Ohunakin et al., 2017; Sun et al., 2024).

Career development holds out the opportunity of growing vital skills inside the organization, which are not offered on the external labour market; of improved positioning of individuals in jobs wherever their skills are well used; of an increased ability to charm decent people and presumably retrieve them; and of increased flexibility within the workers and thus the capability to retort to business modification (Chetana & Mohapatra, 2017). According to Sun et al. (2024), a well-built career development system supports organizations to grow their inhouse talent for staffing and promotion purposes. This confirms that knowledge, experience, skills and available objectives are matched with the organization's needs (Salleh et al., 2020). Organizations that spend on employees expect citizenship as a positive reciprocity from employees (Nasution et al., 2018).

The structure support for career development is a very important component in rising worker performance, which results in improving the staff's morale, thus increasing their output; and employees feel that the employers have consummated their part of the psychological contract (Saleem & Amin, 2013; Oyewole et al., 2024). Career development is currently thought of as freelance of any organization in keeping with the concept of boundaryless career (Napitupulu et al., 2017). Although the method of career development goes on invariably in all the organizations, it, however, remains informal with the least backing through any specific policy on the matter to endorse it formally (Dialoke & Nkechi, 2017). The programs of career development are important to ensure the continuous enhancement and development of employees' skills, knowledge, competencies and attitudes (Salleh et al., 2020). According to Martín-Alcázar et al. (2024), investing in the employees' career development is essential for the maintenance and development of knowledge, skills and abilities of both individuals and the organization as a whole. Supporting the individual effort in career development also demands corporate structure involvement within the career development of its staff (Dialoke & Nkechi, 2017). Leader support for career development will increase worker trust, job satisfaction, lower turnover intentions, and usually improve leader performance (Chetana & Mohapatra, 2017).

Career development is the most effective tool for organizations through which they develop their employees' careers to make them more productive in the workplace (Salleh et al., 2020). In the new era of globalization, those organizations that earn more profit have the best and competitive employees (Nasution et al., 2018). Employee retention is not possible until the organization provides career progression opportunities to its employees (Adeniji et al., 2019). This can be done when the organization provides the best career opportunities and career paths to employees so that they understand their abilities and take the correct decisions to fulfill their career goals (Kiran et al., 2019).

Career development is a lifetime process of managing your organization's employees' work experience within an organization or between organizations (Dialoke & Nkechi, 2017). This means that training programs in organizations provide support to employees so that they develop their career goals and also build a commitment towards the organization (Martín-Alcázar et al., 2024). Career management of the organization also contributes to employee career development (Sun et al., 2024). Employees' satisfaction with their career identifies whether the career development activities are valuable for the employees and organization (Cheng et al., 2024). An employee's career is concerned with the organizations and managers, so that what employees need to develop their careers to the changing situation of the organization (Dialoke & Nkechi, 2017).

Knies et al. (2024) postulate that career development refers to personal improvements that a person makes to achieve a career plan. Every employee who works needs a job and career development so that employees can be well-motivated at work (Dialoke & Nkechi, 2017). The clear career development of the company has an impact on increasing this motivation (Adeniji et al., 2019). The better the understanding of career development and its implementation, it is hoped that employee performance will also be even greater (Nasution et al., 2018).

Career development involves negotiable values, expectations and objectives of employees related to their career advancement, combined with the needs and goals of the organization to create an efficient working relationship among them (Napitupulu et al., 2017). Career as a form of sequence of work experience aims to simultaneously attain both personal and organizational goals (Nasution et al., 2018). Hence, the influence of career development on employee performance requires organizational support (Dialoke & Nkechi, 2017). Since the management system of career development plays a very important role in shaping employee perception, employers are obliged to provide competitive compensation (Martín-Alcázar et al., 2024; Oyewole et al., 2024). Adeniji et al. (2019) postulate that individual expectations on career development are driven by the motivation to perform their best effort. Career development led by an increase in career opportunities in the future is more likely to positively impact the motivation; in contrast, the lower chances for career advancement, the lower influence of career development on the motivation (Chetana & Mohapatra, 2017). Career development is an important antecedent for strengthening the motivation of employees (Kiran et al., 2019).

Career development, hence, is a result of the interaction between individual expectations and organizational programs that mutually affect both parties (Knies et al., 2024). Salleh et al. (2020) postulate that employees with a high chance of increasing their career development are likely to have better performance. Career development as a human resource development activity is aimed at improving employee performance within the organization (Napitupulu et al., 2017). However, achieving career development needs organizational support, work motivation and the existence of employee commitment (Chetana & Mohapatra, 2017). There are different responsibilities between employees and organizations in managing careers (Nasution et al., 2018). This means that improving the performance of employees is inseparable from the management policies of career development (Kiran et al., 2019). The organization needs to provide sufficient organizational support to promote the implementation of tasks, the motivation of work and affective commitment of employees (Napitupulu et al., 2017).

Career development will give a lot of advantages to the company because it can develop employee competence needed by the organization and increase their performance, bond and retention (Nasution et al., 2018). A career development program provided by a company allows its employees to participate in training for skill and capability development to achieve the targeted position (Rehman, 2017). Besides that, through career development, employees can also obtain suggestions and input from their superiors concerning self-development (Dialoke & Nkechi, 2017). The organization that facilitates career success will influence its employees' attitude toward their job (Chetana & Mohapatra, 2017). Productivity and satisfaction will increase while the turnover level will decrease (Salleh et al., 2020). Kakui (2016) postulates that training and superiors' involvement in career monitoring provided by a company as part of career development activities will influence employee performance because career monitoring will help employees cope with the problems found in their work, while training will increase their motivation, capability and competence in carrying out their work.

According to Sun et al. (2024), career development constitutes the increase in one's personality to achieve an intended career. According to Martín-Alcázar et al. (2024), career development is an employee activity that helps them plan their future career. Knies et al. (2024) point out that career development is a process in an organization to increase an individual's capability of attaining the expected career. A good career development system will increase employee performance (Napitupulu et al., 2017). Cheng et al. (2024) also point out that career development will influence organizational performance, which will eventually affect the effectiveness of the organization itself. Therefore, career development has a positive and significant influence on organisational performance (Dewi & Nurhayati, 2021).

2.6.5 Measuring career development

An employee development program that does not include proper measurement processes is like running a business without an accountant (Kononiuka, Pająkb, Gudanowskaa, Magruka, Kozłowskaa & Sacio-Szymańskab, 2020). But more than that, lack of employee growth is by far the most common reason for somebody to leave a job (Febrianti et al., 2020; Martín-Alcázar et al., 2024). Training and evaluation of the results are therefore essential for increasing employee retention (Cheng et al., 2024; Nasution et al., 2018). Any company that implements an employee learning and development program must understand how to measure it (Kononiuka et al., 2020; Nguyen, 2019). An organisation requires accurate and practical methods of employee development tracking and measurement (Betz, 2014). After putting the effort into learning new skills, methods of working, and ways of thinking, employees want to see the results of their work (Cheng et al., 2024; Napitupulu et al., 2017). This goes beyond just a temporary feeling of satisfaction (Hoekstra, 2011; Oyewole et al., 2024). As research has shown, the main reason for employee turnover is that individuals feel a lack of professional development (Dialoke & Nkechi, 2017). A high rate and frequency of churn is bad for employees, but it can also be a disaster for a business because replacements are expensive to find and train (Chetana & Mohapatra, 2017).

As part of overall training efforts, measuring the effectiveness of employee development plans also shows workers that they are important to the firm and are part of its future (Salleh et al., 2020). Employees might not be satisfied with a learning and development program, either because it was unpleasant, created no benefits, or was not comprehensive enough (Sun et al., 2024). Accurate measurement enables a firm to know if and how a different approach needs to be taken (Adenij et al., 2017). There are a variety of formats that can be applied to determine skill level and employee experience with the learning process (Ibidunni et al., 2016; Martín-Alcázar et al., 2024). These formats include direct discussions with managers and HR staff; post-program quizzes and exams, surveys, and questionnaires (Kiran et al., 2019). Effective growth programs have an impact on an employee’s hard and soft skills, knowledge, and performance (Rehman, 2017).

Ultimately, a system for measuring career development can be quite complicated (Knies et al., 2024). For every part of the measurement process, an evaluation method and the metrics that apply to every training goal and numerous routes need to be picked and followed (Mkubukeli & Tengeh, 2016). It can be difficult to link cause and effect when it comes to showing how much revenue was created as the result of a growth program (Huntington & Marple-Cantrell, 2022). As the program continues, both the employee and manager are asked for feedback to determine effectiveness (Botha, 2017).

Generally, career development is measured by starting to set goals and objectives so that progress and results can be identified and assessed (Bryceson, 2015). Then there is a need to evaluate these goals and objectives before, during, and after training (Mkubukeli & Tengeh, 2015). There is a need to use a positive performance review, landing a new job, getting a promotion, establishing useful career contacts, or winning an award as metrics for career success (Dewi & Nurhayati, 2021). An employee may need to compare his/herself to yesterday's self (Mkubukeli & Cronje, 2018). There is a need to track the percentage of time spent on important daily tasks and important annual tasks (Chetana & Mohapatra, 2017).

Career development may be measured quantitatively using the systems theory framework of career development influences scale (Knies et al., 2024). The scale was developed to provide a context for other quantitative measures employed in a large study of career development and career success (Oyewole et al., 2024). This scale might be used to provide an initial, broad-brush indication of influences on career development for a cohort of careerists (Huntington & Marple-Cantrell, 2022).

2.6.6 Career development in the small scale mining sector

The length of occupational engagement, the level of concentration on mining activities, and the willingness to move upwards with the career in the mining sector are the key indicators of career commitment and progression (Oyewole et al., 2024). Sustaining a career within small-scale mining involves enduring several hazards and uncertainties of livelihood failure and occupational risks (Jønsson & Bryceson, 2009). Conditions in mining communities can be harsh and miners have to be resistant to adversity and persistent in the pursuit of their career (Iipumbu, 2022). Improving material reward and career progression happen as miners become more experienced, skilled, and mobile, and expand their networks within the mining community (Ghose & Roy, 2007). However, alongside this pattern of career progression, the geographical origin and educational level of miners are important factors of success (Sun et al., 2024). Miners with long mining careers outperform those who have recently entered mining, demonstrating the value of a mining apprenticeship and accumulated work experience (Dialoke & Nkechi, 2017).

Climbing up the career pyramid is facilitated by one’s origins near a mining area, a comparatively higher education level, and a willingness to move from site to site (Jønsson & Bryceson, 2009). For individuals, it is critical to manage their careers proactively due to the emergence of the self-career management perspective, which has created pressures on individuals to handle their careers by themselves (Pragowoaji, Iftadi & Astuti, 2023). Such pressures have resulted in potential career shocks (Akkermans et al., 2018). Career shocks that emerge in individuals’ lives have a critical influence on their career trajectories (Park, Han & Ryu, 2021). Most individuals in the small scale mining sector encounter career shocks, and these can affect the process of career development (Guan, Deng & Zhou, 2020). Therefore, an enhanced understanding of career development within the small scale mining sector is critical and core for effective career development strategies to be designed to tackle the issue of career shocks that may hamper employee performance and negatively affect organisational performance (Ali, Ghani, Islam & Mehreen, 2020).

2.7 Employee job security

This section covers the definition of employee job security, then as a construct, its antecedents, its outcomes, measuring it and employee job security in the small scale mining sector.

2.7.1 Employee job security definition

Employee job security to an employee is that his/her job is not threatened and that the individual will be on the job for as long as the individual wants with no feeling or reasons whether objective or subjective that he/she might lose the job (Gunawan et al., 2024; Vijayan, 2017). Employee job security is defined as the perceived state in which an employee is secure within their job and does not fear losing their job or any anticipated job features (Lixin, 2017). Sun et al. (2024) defined employee job security as the expectations regarding the continuity in a job situation. Employee job security can be defined as an employee’s fear of losing their job and being unemployed (Febrianti et al., 2020). Selenko et al. (2017) posit that job security is a perceived powerlessness to maintain desired continuity in a threatened job situation. According to Knies et al. (2024), job security is an employee’s perception of a potential threat to continuity in his/her current job. Job security is regarded as the overall concern about the continued existence of the job in the future (Nyathi, 2024). Li et al. (2024) concluded that job security is based on the individual’s perceptions and interpretations of the immediate work environment; that subjective experienced threat is derived from objective threat using the individual's perception of cognitive processes. This study understands employee job security as an employee's fear of losing his/her job and being unemployed based on the individual's perception of cognitive processes.

2.7.2 Employee job security as a construct

Employee job security occurs along the two dimensions of feelings, namely, threat to total job and threat to job features (Gunawan et al., 2024; Imran, Majeed & Ayub, 2015). The first is the feeling of threats to one's total job, that is, threats to a total job (Abolade, 2018). For instance, a threat to a total job can come in the following ways: at one extreme, one may be moved into a lower position within the organization, be moved to another job at the same level within the organization, or be laid off temporarily (Nyathi, 2024). At the other extreme, the job loss may be permanent, or one may be fired, or be forced into early retirement (Selenko, Mäkikangas & Stride, 2017). The organizational change also may make the future of an entire division or a department uncertain in which case job losses may be imminent (Ma, Liu, Liu & Wang, 2016).

The second way in which job security is manifested is in feelings of threats to job features, that is, when some aspects of one's job features are threatened (Imran et al., 2015). For instance, the organizational change may make it difficult to get ahead in the organization, maintain one's current salary, or pay increase (Vijayan, 2017). It may even affect one's position in the company, freedom to schedule work, the variety of tasks performed and the significance of jobs (Febrianti et al., 2020). Threats to job features may also take the form of difficulty in having access to resources that were previously readily available (Abolade, 2018). A third broad form of job security may take the form of employees' feelings of lack of power or inability to control events in their work environment, that is, feelings of powerlessness (Nyathi, 2024). When employees feel powerless or feel that the features of their jobs or entire jobs are threatened, it is said to be a sign of feelings of job insecurity (Selenko et al., 2017). It follows that some but not all job threats, threats to job features and powerlessness must occur for insecurity to be noticed (Ma et al., 2016).

Job security is an important factor that affects the psychological health of employees (Inoue et al., 2018; Nella et al., 2015) and the level of motivation (Li et al., 2024). Job security helps employees to satisfy their safety and security needs (Jarosch, 2023). During periods of high unemployment, people value job security more than when jobs are plentiful (Kole, 2021). As for job security, employees with higher job insecurity are likely to reduce engagement and to make less effort to achieve organizational goals because they spend less time and energy on their jobs (Abolade, 2018). Sun et al. (2024) suggested that higher perceived job insecurity decreases emotional commitment and makes it inconsistent. Similarly, Wang et al. (2015) posit that job insecurity is considerably and negatively associated with job performance and has a negative relationship with job engagement. Asfaw and Chang (2019) also argued that perceived job insecurity is directly related to decreased job engagement. Karatepe et al. (2020) postulate that job insecurity directly hinders employees' engagement. Shin and Hur (2020) concurredly found that job insecurity depletes the physical, psychological and mental energy of employees, negatively influencing their health and well-being and thereby inducing decreased engagement. Based on these arguments, it is assumed that perceptions of job insecurity would reduce employee job engagement and result in low performance by employees and negatively impact organizational performance (Imran et al., 2015).

2.7.3 Employee job security antecedents

Li et al. (2024) postulate that to enable employees to perform better and, as a result, have better overall organisational performance, the organisation must create a friendly work environment that focuses on employee job security. When the work environment is cordial and genial, workers will stay longer in the establishment (Selenko et al., 2017; Gunawan et al., 2024). A poor work environment could be a factor in job insecurity and employee turnover (Imran et al., 2015). The external work environment could also be a factor for job insecurity (Ma et al., 2016). Political land scape, unstable political situation, harsh government legislations and the global economic recession all of which are external environmental factors which are beyond the organisation and which the organisation cannot manipulate to achieve the goals of the organisation could contribute to job insecurity and therefore could negatively affect the performance of the organisation (Febrianti et al., 2020).

Communication is a vital part in business, without proper communication to enable the personnel to know what is expected of them as workers, there will be confusion and work will not be done well (Vijayan, 2017). Such workers feel inadequate not because they are deficient in the work assigned to them, but because proper information is not passed to them; this could create insecurity of the job in their minds (Imran et al., 2015). Communication is the tool that gets people informed about their roles and responsibilities and allows them to be informed about the state of things in the organisation, so that the individuals will be able to work along with the management for the overall success of the organisation (Selenko et al., 2017). Improper use of communication in the organisation could affect the performance of the workers negatively (Ma et al., 2016). Abolade (2015) opines that internal communication is an essential means of addressing organisational concerns- profits, workers' appraisal, safety in the workplace, relationships among personnel on job matters, job satisfaction, productivity, reduction in conflicts and employee turnover. When communication is not properly used in an organisation, it leads to conflict, labour unrest, low morale in employees, lack of job satisfaction and high labour turnover (Vijayan, 2017). Organisational communication is a factor that could lead to job security (Al-Ajlouny & Nawafleh, 2018).

Length of service could be a factor in job security; a person who has been on the job for a longer period may not be threatened (Li et al., 2024). Looked at from another perspective, workers who had been in the same employment for a long period might feel threatened on the job if there is need for cut in overhead, such might be the first to be retrenched since their salaries could be higher and some might even be close to retirement age (Ma et al., 2016).

Organizational restructuring and scale-downs increase employees' perceptions of job insecurity, that is, the subjective and unconscious perception of job loss (Niesen et al., 2018). Job insecurity can spread among employees for two specific reasons (Mauno et al., 2014). First, changes in an organization caused by quantitative job insecurity, such as layoffs, downsizing and mergers, affect certain groups within the organization, inducing their perceptions of job insecurity (Abolade, 2018). Second, certain threats or stressors can be interpreted similarly or collectively by employees of different work units (Nyathi, 2024). However, what is most important is that job insecurity acts as a significant stressor for employees (Yu et al., 2024) and has a negative relationship with factors associated with job attitudes and the psychological health of employees (De Witte et al., 2015; Li et al., 2024; Tian et al., 2014). Given that job insecurity is a risk factor that induces employees to engage in harmful behaviours through negative psychological responses (Nyathi, 2024).

Causes of job insecurity could include a lack of training, inability of workers to keep up with the new trends in business, technology, and poor attitude of management to employee welfare, economic challenges (Abolade, 2018). Other causes of job insecurity and employee turnover from the individual employee perspective could include among others: lack of required skills, low level of education, poor attitude to work, insubordination, grievances, work under-load, work-overload, lack of discipline and working against the ethics of the organisation (Febrianti et al., 2020). Li et al. (2024) established that blue-collar workers, low-skilled individuals, employees in the industrial sector and those with temporary job contracts perceive themselves as being job-unsecured.

Job insecurity and employee turnover could be from the organisation that lays off employees for various reasons like financial constraints, re-engineering, restructuring, or even due to the introduction of new technology that leads to a reduction in many humans to perform some tasks (Imran et al., 2015). When organisation does not satisfy the needs of the employees in the different areas like poor career progression, promotions, rewards, poor working conditions, poor salaries, lack of health and safety facilities, poor or lack of welfare package, employees' job could be threatened and they are likely to leave such organisation when they get better places (Selenko et al., 2017). Age could pose as a factor for job insecurity as the older ones who are not as productive in the organisation due to age are likely to be relieved of their jobs when the need for cost reduction arises (Abolade, 2018).

Discrimination based on gender, race, ethnicity, physical disabilities and other forms of discrimination could lead to job insecurity (Dhanraj & Parumasur, 2014). Poor management of resources, inadequate resources, inability to compete healthily with competitors, lack of requisite technology, bad recruitment and placement, lack of training policy, all these could affect the performance of the organisation and pose a threat to the job of the employee (Imran et al., 2015).

The majority of the business corporations these days are giving employee's part in the shares (Vijayan, 2017). This is just one way of increasing and job security (Imran et al., 2015). However, organizations have been downsizing, restructuring, and merging with increasing frequency over the past decade (Vijayan, 2017). For employees, these major changes have caused feelings of anxiety, stress and insecurity concerning the nature and continued existence of their jobs (Selenko et al., 2017).

2.7.4 Employee job security outcomes

Workers who are committed to their organizations can be as a result of job security (Febrianti et al., 2020). Security is a great motivator that enables an individual to move on in life, it brings a sense of satisfaction and fulfilment when an individual knows that he/she is secure or safe in whatever endeavour he/she is involved with (Abolade, 2018; Gunawan et al., 2024). When an individual is safe and secure, then he/she can move on to achieve other things they desire (Li et al., 2024). Once an individual is assured of security, especially of his job, and he/she sees it practically displayed, he/she may be motivated to be the best he/she could be since nothing poses as a threat to him/her in this wise (Abolade, 2018). The workplace is expected to be a comfort zone for workers and a place of refuge from some challenges of life, like economic and social challenges, which are some of the aftermaths of losing one's job (Imran et al., 2015).

The most important thing an employee needs in an employment relationship is job security that guarantees peace of mind (Selenko et al., 2017). With the present situation where there are so many layoffs, early retirement, contract staff and part-time employees, workers may not be certain that they will be in their employment for longer period as many employers of labour now lay off their employees due to economic reasons and the inability of some workers to keep pace with the dynamic changes that are going on in world of work (Imran et al., 2015). The situation could pose a challenge and a threat to the employees in different employments who are not certain of what could be their lot in this era of sacks and even early retirement and this could also affect the performance of the organisation (Abolade, 2018).

Selenko et al. (2017) posit that job insecurity is a perceived powerlessness to maintain desired continuity in a threatened job situation. According to Yu et al. (2024), job insecurity is an employee's perception of a potential threat to continuity in his/her current job. Job insecurity is regarded as the overall concern about the continued existence of the job in the future (Gunawan et al., 2024; Sverke & Hellgren, 2002). Sverke et al. (2006) concluded that job insecurity is based on the individual's perceptions and interpretations of the immediate work environment; that subjective experienced threat is derived from objective threat using the individual's perception of cognitive processes. Abolade (2018) sees temporary employment as a form of objective type of job insecurity which is characterised by an independently determined probability that workers will have the same job in the foreseeable future. Job insecurity could be seen as a challenge for employed people who feel threatened that they may lose their jobs (Ma et al., 2016). Job insecurity is synonymous with the threat of unemployment (Imran et al., 2015). When the level of unemployment in a society is high, it could be seen as an indication of job insecurity and economic problems in that society with attendant negative consequences (Vijayan, 2017).

Imran et al. (2015) reported that perceived job insecurity increases an employee's willingness to find a new job. Abolade (2018) argued that job insecurity is a potential cause of increasing employee turnover intent. The effects of job insecurity are far more negative than positive and, when connected with stress, increase employee turnover intent (Li et al., 2024). Sun et al. (2024) acknowledged that job insecurity increases employee turnover intent and noted that managing stress caused by job insecurity is critical for its reduction. Lee and Jeong (2017) also argued that job insecurity has a clear association with turnover intent. Akgunduz and Eryilmaz (2018) argued that efforts to reduce perceived job insecurity were required to prevent the loss of excellent personnel. Urbanaviciute et al. (2018) suggested that job insecurity affects turnover intent by impeding employees from fulfilling their basic need. Karatepe et al. (2020) postulate that job insecurity increases the inclination to arrive late for work and leave early, thereby reducing employee performance and ultimately reducing organisational performance.

Employees whose jobs are not secured demonstrate a reduction in creativity and problem-solving ability, which affects the performance of the organisation negatively (Yu et al., 2024). Some other research studies establish that job insecurity contributes to improved productivity as employees work harder so as to stand out among their colleagues and increase their value to the organisation (Sun et al., 2024).

Nowadays, job security is a major factor which leads to high employee turnover in companies around the world (Ma et al., 2016). Most of the companies fail to recognise the immense potential of skilled manpower (Gunawan et al., 2024; Imran et al., 2015). On the other hand, those companies which value their employees as assets will gauge their impending requirements by way of provision of pension, motivating to grow in their career and also fostering a conducive environment for career growth (Febrianti et al., 2020).

Job security is also an important variable that directly affects employee organisational satisfaction and level of their commitment (Abolade, 2018). If an employee is sure that he/she will not be kicked out of the organisation any time soon, then he will work harder (Selenko et al., 2017). He/she will try to reciprocate by giving more input to the organisation and it will also increase the level of his/her satisfaction and job security (Al-Ajlouny & Nawafleh, 2018). Employees want financial security from their organisation and if an organisation fails to provide this, then it can lose its human resource (Febrianti et al., 2020). When an organisation provides job security and ensures organisational justice, then the employees automatically start to show a positive attitude and this positive attitude is very crucial to the organisation (Lu, Liu, Liu & Qin, 2021; Ma et al., 2016).

2.7.5 Measuring employee job security

The subcontracting of labour and the significant impact thereof on job security have received growing recognition in the mining industry over the last few decades (Anand, Dalmasso, Vessal, Parameswar, Rajasekar & Dhal, 2023). Job security was consequently measured as a unidimensional phenomenon; however, Yu et al. (2024) distinguished between quantitative and qualitative job security. Quantitative job security refers to employees' concerns regarding the prospects of the present job, whereas qualitative job security refers to employees' fear of reduced quality in the work relationship (concerning aspects such as features of the job, career progression and salary increases) (Altinay, Dai, Chang, Lee, Zhuang & Liu, 2019). According to Nyathi (2024), job security is subjective, and therefore, although employees are exposed to similar situations, they may react in different ways when uncertainty about the future occurs. Research revealed that the anticipation of potential job loss can be regarded as a work stressor, which can have short-term negative effects on employees' work attitudes, that is, job satisfaction and turnover intention, while in the long term it may affect employees' overall well-being and health (Bassanini et al., 2024). In practice, job security is measured with the Barnard (2014) Job Insecurity Scale (JIS). To measure job security, only the positive items are incorporated to measure job security (Akdogan, Karacimen & Yavuz, 2019; Gunawan et al., 2024).

2.7.6 Employee job security in the small scale mining sector

Job security is regarded as a major concern in the mining industry and a demanding aspect of work (Jarosch, 2023). Restructuring and organisational downsizing are realities feared by many employees (Kole, 2021). Studies have shown that employees who reported experiencing job insecurity were less likely to experience job satisfaction (Pacheco, Coulombe, Khalil, Meunier, Doucerain, Auger & Cox, 2020). Additionally, they suffered negative physical health consequences and showed a lack of compliance with safety (Joubert, 2022). Furthermore, the double-edged sword of technology (automation) in the industry has an additional impact on future employment numbers, indicating the potential for further job losses (Yu et al., 2024). The mining industry in general is often faced with hazardous and physically demanding working environments, where employees work under constant pressure (Smit, De Beer & Pienaar, 2016; Gunawan et al., 2024). Zimbabwe is one of the world's leaders in the mining industry, known for its rich mineral resources, and contributing significantly to both world production and reserves (Chipangura, 2019). The mining industry of Zimbabwe is a dominant force globally and locally, a large contributor to GDP (Chifamba, 2003). However, of concern is the poor safety record and number of fatalities within the Zimbabwe mining industry (Dzimunya, 2018).

Job security is important as it largely influences employees' health and organisational commitment (Jiang et al., 2024). Employees are exposed to several job demands every day. These workplace demands entail continuous physical and psychological effort, which in turn may have important physiological and psychological implications (Johnston, Shields & Suziedelyte, 2020). The manifestation of job demands has been associated with increased levels of burnout and decreased job performance (Joubert, Jacobs & De Beer, 2023). In high-risk work environments, such as the mining environment, challenging physical and cognitive job demands as well as exposure to hazardous materials are present (Smit et al., 2016). These job demands have the potential to cause very negative consequences, such as workplace accidents, injuries and fatalities (Jarosch, 2023).

The small scale mining sector is characterised by employment-to-employment transitions, where workers move towards small scale mining organisations that provide more job security (Chifamba, 2003). This evidence suggests that, indeed, an important aspect of the career ladder is the search for stable employment, where job security is a key primitive of a job (Febrianti et al., 2020). Job security in the small scale mining sector particularly in Zimbabwe is currently threatened and small scale mining organisations can easily replace employees who left the organisation due to high levels of unemployment (Chipangura, 2019).

Small scale mining sector employees are affected by the economic uncertainty within the mining sector, which results in a loss of job security (Dzimunya, 2018). As mining companies are making less profit due to several economic factors and added to their employees demanding higher wages, the loss of job security becomes imminent (Naki, 2018). Hence, it can be expected that employees within this industry could experience lower levels of job security (Kuranchie-Mensah & Amponsah-Tawiah, 2016). Lack of job security is quite prevalent within the mining sector and several studies have been conducted on this phenomenon, which all indicated that there are low levels of job security (Gunawan et al., 2024; Jiang & Probst, 2017; Lawrence & Kacmar, 2017).

During times of high economic constraint, due to a global financial crisis, employees experience changes in their level of job security (Van der Walt, Thasi, Chipunza & Jonck, 2016). Job security is quite rare within the mining sector; therefore, several studies have been conducted on this phenomenon, indicating that low levels of job security can pose the risk of leading to employees experiencing high levels of turnover intention (Jiang & Probst, 2017). Furthermore, the absence of job security has more adverse effects on employees who are highly embedded within their jobs or organisations than those that are not, this leads to these employees experiencing heightened levels of emotional exhaustion during insecure times, which leads to higher levels of turnover intention (Gunawan et al., 2024; Lawrence & Kacmar, 2017).

Lack of job security in the small scale mining sector has negatively affected employees' wellbeing, physical health, attitude towards work and ultimately their productivity (Nyathi, 2024). The lack of job security in the small scale mining sector can lead to employees feeling that they are powerless and have no control over their work situation (Van der Walt et al., 2016). The lack of job security can thus be seen as a job stressor that can hinder an employee's performance and with that, their work engagement as well (Asfaw & Chang, 2019).

The old social contract of employee loyalty is declining as companies can no longer guarantee job security in the face of pressures resulting from global competition (Owusu & Owusu, 2014). The small scale mining sector is not an exception (Mhando, 2013). The strong and increasing focus on production, deadlines for reaching targets and workplace accidents contribute to a climate of insecurity, if not to actual job losses and retrenchments (Smit, 2014). This has fuelled a considerable amount of fear about job loss, especially amongst employees at lower levels (Febrianti et al., 2020). In addition, job insecurity, dissatisfaction and unsafe behaviours are related (Selenko et al., 2017). Therefore, job insecurity is a major concern in the mining industry (Bassanini et al., 2024).

The authoritarian management styles and an uncaring attitude that mineworkers experience from their managers, coupled with the strong focus on production, also contribute to employees' job insecurity needs (Jarosch, 2023). Employees who experience job insecurity and high workplace stress levels experience lower levels of organisational commitment and negatively affects organisational performance; this is the norm in many small scale mining organisations (Johnston et al., 2020).

2.8 Employee job satisfaction

This unit covers the definition of employee job satisfaction, then as a construct, its antecedents, its outcomes, measuring it and employee job satisfaction in the small scale mining sector.

2.8.1 Employee job satisfaction definition

Employee job satisfaction is a feeling of pleasure or disappointment for someone who arises after comparing his perceptions or impressions of job satisfaction or work results (Febrianti et al., 2020). Employee job satisfaction is the level of a person's feelings after comparing job satisfaction/perceived results with expectations (Jiang et al., 2024). Employee job satisfaction is a function of the difference between perceived job satisfaction and expectations (Al-dalahmeh et al., 2018). Employee job satisfaction is a pleasant emotional attitude and love for the job (Ohunakin, Adeniji, Oludayo & Osibanjo, 2018). Employee job satisfaction is an emotional attitude that is pleasant and indicates that an employee loves his/her job (Adeniji et al., 2018; Haiedar & Kholifah, 2025). This study understands employee job satisfaction as a feeling of pleasure or disappointment for small scale gold mining employees, which arises after comparing their perceptions or impressions with expectations.

2.8.2 Employee job satisfaction as a construct

Employees are a true asset for any organisation and every organisation wants to get maximum benefit from its resources (Al-dalahmeh et al., 2018). Employee job satisfaction must be created as well as possible so that employee morale, dedication, love and discipline increase (Febrianti et al., 2020). This attitude is reflected by work morale, discipline and work performance (Wang et al., 2020). Job satisfaction is enjoyed at work, outside work and a combination of inside and outside work (Yu et al., 2024). If job satisfaction is below expectations, then employees will be disappointed; if job satisfaction is as expected, employees will be satisfied (Adeniji, Salau, Awe, & Oludayo, 2018; Haiedar & Kholifah, 2025).

Employee job satisfaction refers to intrinsic and extrinsic values for a career, which include factors such as salaries, wages, opportunities for growth and development available to an employee (Yu et al., 2024). Employee job satisfaction is considered a degree of subjective career success (Kang, Gatling & Kim, 2015). Subjective career success is a sensation of self-fulfilment, achievement and satisfaction that an individual can have with his or her career (Febrianti et al., 2020). Meanwhile, subjective career success is a self-evaluation of career progress by an individual, such as career satisfaction (Spurk, Hirschi & Dries, 2019). Career satisfaction, career enjoyment and career fulfilment are deemed important criteria for subjective career success (Jiang et al., 2024). Moreover, many previous studies have used career satisfaction as a measure of subjective career success (Spurk et al., 2019; Spurk, Kauffeld, Barthauer & Heinemann, 2015). Therefore, career satisfaction and subjective career success are factors that reflect the same meaning in terms of use regarding the theoretical aspect by academics (Al-dalahmeh et al., 2018; Haiedar & Kholifah, 2025).

The relationship between employee job satisfaction and employees' turnover intention is a source of interest to both organisations and researchers in this area (Zhu, Cai, Buchtel & Guan, 2019). The literature showed that the increase in the turnover intention is not only due to the search for new jobs, but also due to the low level of employee job satisfaction, where that decrease of employee job satisfaction leads to encouraging employees to search for new jobs that have a high level of career satisfaction (Sun et al., 2024).

The organisation needs to ensure employee job satisfaction as the cost of hiring a new employee is very high and no organisation has enough resources and time to hire a new employee every now and then (Al-dalahmeh et al., 2018). Lack of employee job satisfaction can cause serious trouble for the organization as it not only adds recruitment cost, but it also affects the growth of the organization in the long run (Adeniji et al., 2018).

2.8.3 Employee job satisfaction antecedents

Employee job satisfaction is influenced by the following factors: fair and proper remuneration, the right placement according to expertise, the weight of work, work atmosphere and environment, equipment that supports the implementation of work, the attitude of the leader in his leadership, the nature of work is monotonous or not and work discipline (Al-dalahmeh et al., 2018; Haiedar & Kholifah, 2025). Abolade (2016) in a study on work environment, employee job satisfaction and organisation efficiency established that internal work environment contributes significantly to employee satisfaction and organisation efficiency.

The career planning activities give a share to increase the level of employee job satisfaction for employees, because it helps the employees to identify positions and follow them in line with their goals and plans, where that employees enter the organization with career planning related to them, and they hope that these plans will meet their needs (Ahmed, 2017; Yu et al., 2024). The employees seek to arrange and organize their careers in ways that positively help them to develop and progress in their careers, which leads to an increase in their level of career satisfaction (Zhu et al., 2019). Sun et al. (2024) indicate that career planning is an important HRM initiative, which has the potential to increase employee job satisfaction for employees, as career planning activities help to increase career satisfaction, because they help them to identify new positions and follow them in line with their goals and plans.

Employee job satisfaction mainly comes from the existence of intrinsic motivation, while job dissatisfaction is likely to be driven by the absence of extrinsic factors (Al-dalahmeh et al., 2018). Job satisfaction is enjoyed on the job, outside of work and a combination of inside and outside work (Zhu et al., 2019). Employee job satisfaction is a general attitude towards a person's job, the difference between the amount of remuneration an employee receives and the amount they believe they should receive (Knies et al., 2024). This attitude is reflected by work morale, discipline and work performance (Ohunakin et al., 2018). Jiang et al. (2024) argued that job satisfaction is a favourable or unfavourable emotional state in which employees view their work. Job satisfaction reflects a person's feelings towards their job.

Employees will tend to like and be more satisfied with their jobs if they are allowed to use their skills and abilities as well as freedom and feedback on how well they are doing (Febrianti et al., 2020). If the work is good, then the person will always be able to provide maximum work results for organizational goals (Adeniji et al., 2018). In addition, Damayanti (2024) revealed that job satisfaction will be achieved if the needs of employees are met through work. Job satisfaction is a happy emotional state or positive emotion that comes from evaluating one's work or experience (Ohunakin et al., 2018). High job satisfaction will improve employee performance towards the organization where they work (Al-dalahmeh et al., 2018; Haiedar & Kholifah, 2025). Furthermore, the satisfaction obtained by the employee will be implemented in the form of employee participation in expressing opinions or ideas as a reflection of the optimal work results of employees in the organization (Wang et al., 2020).

Job satisfaction is an affective or emotional response towards various facets of one's job (Al-dalahmeh et al., 2018). People's levels of job satisfaction are the result of work, pay, promotions, co-workers, and supervision (Wang et al., 2020). According to Yu et al. (2024), five predominant models of job satisfaction focus on different causes. They are need fulfilment, discrepancy, value attainment, equity and dispositional/genetic components (Yandi & Havidz, 2022). The need fulfilment model proposes that satisfaction is determined by the extent to which the characteristics of a job allow an individual to fulfil his or her needs (Imran et al., 2015). Al-dalahmeh et al. (2018) confirmed that unmet needs can affect both satisfaction and turnover. Adeniji et al. (2018) established that need fulfilment correlates with job satisfaction.

Discrepancies models propose that satisfaction is a result of met expectations (Ohunakin et al., 2018). Met expectations represent the difference between what an individual expects to receive from a job, such as good pay and promotional opportunities, and what he or she actually receives (Wang et al., 2020). When expectations are greater than what is received, there is dissatisfaction (Yandi & Havidz, 2022). Met expectations are significantly related to job satisfaction (Imran et al., 2015). Value attainment model is that satisfaction results from the perception that a job allows for fulfilment of an individual's important work value (Damayanti, 2024). Research by Knies et al. (2024) support the prediction that value fulfilment is positively related to job satisfaction.

Equity model sees satisfaction as a function of how fairly an individual is treated at work (Wang et al., 2020). Satisfaction results from one's perception that work outcomes, relative to inputs, compare favourably with a significant other's outcomes/inputs (Adeniji et al., 2018). Milhem (2024) confirmed that employee's perception of being treated fairly at work was highly related to overall job satisfaction. The dispositional/genetic model is based on the belief that job satisfaction is partly a function of both personal traits and genetic factors (Ohunakin et al., 2018). This model implies that stable individual differences are just as important in explaining job satisfaction as are characteristics of the work environment (Yandi & Havidz, 2022).

Job satisfaction comes when an employee is rewarded well and is provided with those job tasks that are challenging yet interesting (Adeniji et al., 2018). This means that top management should keep on updating and redesigning job duties to increase employee interest and satisfaction (Ohunakin et al., 2018). Employees feel satisfied with their job when they start to realize that their work is meaningful and that their input has a strong impact on stakeholders (Adeniji et al., 2018). If the task assigned to an employee is significant, challenging has variety in it and it's interesting, then it will definitely increase the motivation and satisfaction level of the employee (Wang et al., 2020). The nature of job and tasks involved in it definitely has a direct impact on the employee satisfaction (Imran et al., 2015).

Job satisfaction comes from different factors, some of which include pleasant work environment, friendly management, good salary package, job security, organizational justice and career opportunities (Ohunakin et al., 2018). Studies indicate that employees feel satisfied with their job only when their organization is providing them financial security which can be in the form of good salary packages or job security (Wang et al., 2020).

2.8.4 Employee job satisfaction outcomes

Someone's satisfaction at work also plays a role in producing high performance (Dhanraj & Parumasur, 2014). The higher the level of individual satisfaction at work, the greater the individual's performance will be (Ma et al., 2016). Pathardikar, Sahu and Jaiswal (2016) indicated that when an organisation achieved employee job satisfaction for individuals this appears to reduce the intention to leave. Moreover, Zopiatis, Theocharous and Constanti (2018) suggested that employee job satisfaction is a significant predictor of employee turnover intention, whereas a plethora of other empirical investigations have suggested that employee job satisfaction is likely to impact an individual's commitment to their organization. Therefore, employee job satisfaction does not affect employees' decision to leave but also lead to breeding very harmful results for organizations (Febrianti et al., 2020).

Employee job satisfaction is a predictor of performance because job satisfaction has a moderate correlation with performance (Adeniji et al., 2018). Satisfied workers are better at fulfilling their obligations as stated in the job description (Ohunakin et al., 2018). Reality suggests that positive feelings encourage creativity, improve problem solving and decision making and improve memory and recall certain kinds of information (Al-dalahmeh et al., 2018). Positive feelings also improve task persistence and attract more help and support from co-workers (Harini et al., 2023). Employee job satisfaction has a moderate positive effect on performance (Wang et al., 2020). People who have higher levels of job satisfaction tend to have higher levels of performance, higher levels of citizenship behaviour and lower levels of counter-productive behaviour (Febrianti et al., 2020).

Workers who are satisfied with their jobs remain committed to that organization (Adeniji et al., 2018). This is so because the general feeling of satisfaction with one's job will be consistent with the idea that it is a pretty decent place to work, hence the commitment (Ohunakin et al., 2018). Employees can work properly only if they are committed, loyal and sincere towards the organization and this is only possible if they are satisfied with the organization, its decisions, their salary packages and other similar factors (Al-dalahmeh et al., 2018). This, in other words, means that an employee can give their best to the organization only if he has a higher level of satisfaction (Adeniji et al., 2018). An employee's level of satisfaction tells us if he has positive or negative feelings for the organization (Haiedar & Kholifah, 2025; Ohunakin et al., 2018). Employee organizational satisfaction is the human force of any organization that determines its long term success in terms of profitability, income and similar factors but the question arises how to achieve employee satisfaction (Wang et al., 2020). Employee job satisfaction among employees results in increased organizational productivity (Al-dalahmeh et al., 2018).

Employees can only perform well if they are satisfied with the organization and this happens if there is job security (Ohunakin et al., 2018). Employee job satisfaction, along with other factors like opportunities to grow, employee development programs and organizational commitment, have a strong impact on the productivity of the organization (Ohunakin et al., 2018). Job satisfaction shows what the employee feels about his job; if he is satisfied, then he will show a positive attitude and if he is not satisfied with the job, then his output will decrease and he will start showing negative behaviour (Al-dalahmeh et al., 2018). Employees having low level of job satisfaction waste time in doing personal tasks during office timings and they also stop showing organizational citizenship behaviour (Wang et al., 2020). This not only decreases organizational performance, but it also affects the overall environment of the organization (Adeniji et al., 2018).

2.8.5 Measuring employee job satisfaction

Employee job satisfaction is measured through the Summedation score method (SCM) model parameter (Robbins & Judge, 2013). The indicators through the SCM model parameter include the following: Good relations in the work environment, namely the existence of a supervisory relationship, social relations among employees and the ability to adapt to work facilities (Al-dalahmeh et al., 2018). This is shown through the attitude or behaviour of employees who show the ability to complete work tasks even without supervision, the willingness to foster communication with work relations, can work together to complete certain tasks in a work team or individually, and the willingness to take good care of work facilities or equipment (Febrianti et al., 2020). Also, utility abilities, namely abilities related to employee attitudes towards leadership policies, working hours regulatory policies, opportunities for creativity and career promotion opportunities (Adeniji et al., 2018; Haiedar & Kholifah, 2025). This attitude of employees will be shown through acceptance of leadership policies, attitudes to comply with the rules of working hours that have been set, opportunities to develop work creativity and a desire to take advantage of opportunities to increase career paths (Ohunakin et al., 2018).

Furthermore, welfare policies affect employee satisfaction on the system of wages, allowances/compensation and incentives (Al-dalahmeh et al., 2018). The welfare policy is measured by employees' perceptions of the wage system, the amount of take-home pay received compared to the workload, the system of providing benefits, as well as the incentive system and overtime pay (Adeniji et al., 2018). Finally, the company's attention to work security issues is related to the level of work risk, occupational health and safety and facilities (Ohunakin et al., 2018). This can be measured by the ability or willingness of employees to overcome all risks arising from work, employees receive guarantees for occupational health and safety in the form of benefits or occupational health and safety insurance and in the work process employees obtain security rights in the form of complete personal protective equipment (Febrianti et al., 2020).

In addition, job satisfaction can be measured using dimensions from Alianto and Anindita (2017), which consists of five dimensions, including salary, the number of wages received and at this level can be seen as one that can be compared with other organizations; Promotion, employees feel positive when promoted. Promotion allows organizations to make the most of employees' abilities and expertise; Coworkers, the degree to which colleagues are technically skilled and socially supportive (Alianto & Anindita, 2017). Therefore, having a pleasant colleague can increase job satisfaction; Supervision, supervision has an important role in an organization because it deals directly with employees and influences employees in doing their work, because supervision who wants to work with subordinates, is open, and has fair supervision is preferred by employees (Balogun, Andel & Smith, 2020). Employees tend to prefer jobs that provide feedback, freedom, skills, and opportunities to use abilities because these characteristics make work more challenging (Senjaya & Anindita, 2020).

To measure employee job satisfaction properly, one must have a broad understanding of the construct to decide what direct factors to measure (Owusu & Owusu, 2014). Because there is no universally accepted definition of employee job satisfaction, likewise no exclusively accepted theory to give details, it is not surprising that there exists no single best way to measure employee job satisfaction (Ohunakin et al., 2018). The most fundamental forms of measurement might take into account an interview, a single-item measure, or workplace observation, but other researchers prefer in-depth survey instrument (Wang et al., 2020). The main survey instrument identified in the literature comprises the Job Descriptive Index (JDI), Job Satisfaction Survey (JSS) and Minnesota Satisfaction Questionnaire (MSQ) (Owusu & Owusu, 2014).

Smith, Kendall and Hulin's (1969) Job Descriptive Index is the most extensively used tool in measuring job satisfaction in recent times. Job Descriptive Index is, without doubt, the most carefully constructed measure of job satisfaction in existence today (Jarosch, 2023). Job Descriptive Index as a research instrument and diagnostic gauge is widely used in business and government and its validity is also authentic (Kole, 2021). Job Descriptive Index seeks to measure employees' satisfaction with their job in five dimensions, namely present job, present pay, supervision, opportunities for promotion and co-workers (Bassanini et al., 2024).

Job Satisfaction Survey is commonly used by organisations in training and maintaining valuable staff (Yu et al., 2024). The Job Satisfaction Survey targets nine aspects of job satisfaction, including pay, promotion, benefits, supervision, operating procedures, co-workers, contingent rewards, nature of work, and communication, designed to evaluate employees' attitude regarding specific facets of their job (Owusu & Owusu, 2014).

The Minnesota Satisfaction Question was developed by Weiss, Dawis, England and Lofquist in 1967. It considers measuring particular facets of an employee's satisfaction with his or her work, and it gives details on the rewarding aspect of a job rather than broad measures of job satisfaction (Owusu & Owusu, 2014). According to Al-dalahmeh et al. (2018), the Minnesota satisfaction questionnaire has been extensively used in 25 investigations of client vocational needs in counselling follow-up studies and creating information regarding reinforcers in jobs.

2.8.6 Employee job satisfaction in the small scale mining sector

Employee job satisfaction in the small scale mining sector is often a direct reaction to immediate working conditions (Dodanwala & Santoso, 2022). Additionally, employee job satisfaction is also important for employee performance and health within the small scale mining sector (Muskat & Reitsamer, 2020). Across all industries, satisfied workers have high productivity and the small scale mining sector is not an exception (Smit et al., 2016). The practical value of employee job satisfaction is to achieve organisational effectiveness and productivity in the small scale mining sector (Stone et al., 2024). The performance of mining employees, as well as managers, determines, to a large extent, the quality of employees' satisfaction (Jiang et al., 2024). Low employee job satisfaction can result in costly turnover, absenteeism, tardiness and even poor mental health (Haiedar & Kholifah, 2025; Van der Walt, 2016). The most valuable and volatile asset of any institution, including the small scale mining sector, is a well-motivated and stable workforce which is competent, dedicated and productive (Yu et al., 2024).

A mining organization's key to success is its human resource function, and if the company can manage its employees, it can achieve their organizational goals, thus significantly contributing to the growth of the national economy and employment opportunities (Chen, 2020). Employee job satisfaction is also related to performance in the small scale mining competition (Owusu & Owusu, 2014). There are perceived low levels of job satisfaction among mining-sector employees, as well as the perceived influence of skills shortages on the job satisfaction of these employees (Smit, 2014). Mining companies and most particularly those from the small scale mining sector should address individual concerns regarding dissatisfaction with remuneration to enhance organisational performance (Mhando, 2013).

The characteristics of the mining industry environment are a challenge for employees because they have a level of difficulty high enough to achieve maximum work results (Senjaya & Anindita, 2020). Employees in the mining industry need direction and support from the leadership in creating a conducive organizational culture that fosters job satisfaction and also creates employee commitment to the mining industry (Balogun et al., 2020). Human resource is without doubt the most essential asset in an organisation for success (Dodanwala & Santoso, 2022). Managers in organisations usually stimulate satisfaction of their employees at work to extend effort to performance by making them satisfied and sharing success (Muskat & Reitsamer, 2020). On the contrary, in many small scale mining sector organisations, job satisfaction at work is not well treated with the utmost concern by management and as a result majority of the employees are not happy at work (Zopiatis et al., 2018).

Due to the dissatisfied nature of the attitude of employees, the mining sector in the locality has challenges with high labour turnover, low commitment of employees, high absenteeism rate, labour unrest and subsequent low productivity (Febrianti et al., 2020). It appears that in many small scale mining sector organisations employees are dissatisfied and are not performing to achieve target (Wang et al., 2020). Enhancing employees' job satisfaction in such organizations appears to be paramount and is often regarded as the fundamental source of improving performance level (Al-dalahmeh et al., 2018).

2.9 Organisational performance

This section covers the definition of organisational performance then as a construct, its antecedents, its outcomes, measuring it and organisational performance in the small scale mining sector.

2.9.1 Organisational performance definition

Organisational performance is an analysis of a company's performance as compared to the set goals and objectives (Rostami, Bahramzadeh & Saeidi, 2015). Organisational performance is the benchmark of measuring the success and progress of any living organization (Martín-Alcázar et al., 2024). Organisational performance refers to how well a firm is doing in terms of making profit, return on investment, and retention of employees as well as having a good reputation from their host community (Ramatsetse et al., 2019). It can also be perceived as the achievement of objectives that were set from the inception of a business year or quarterly, depending on the type of activities embarked upon (Wylie, 2015). Organisational performance refers to those behaviours that have been evaluated or measured as to their contribution to organisational goals (Groenewald et al., 2024).

In the same light, Wulandari and Indartono (2021) define organisational performance as a measure of how efficiently and effectively managers use resources to satisfy customers and achieve organisational goals. Stone et al. (2024) in their view elucidate that organizational performance comprises of three specific areas of firm outcomes: (a) financial performance (profits, return on assets, return on investment); (b) product market performance (sales, market share); and (c) shareholder return (total shareholder return, economic value added). This study understands organisational performance as how well a firm is doing in terms of gold production, making profit, return on investment and retention of employees, as well as having a good reputation from its host community.

2.9.2 Organisational performance as a construct

Organisational performance is very significant for any successful organization (Akoi & Yesiltas, 2020). Thus, every organisational success is made possible by the efforts of its workforce (Ramatsetse et al., 2019). Organisational performance literature has not been established compared to other organisational constructs such as organisational effectiveness, commitment, sustainability, productivity, growth and development, to mention but a few (Rostami et al., 2015). Sun et al. (2024) indicate that performance is essentially what an employee does or does not do. Groenewald et al. (2024) add that employee performance common to most jobs includes the following elements (quality of output, quantity of output, timeliness of output, presence at work, and cooperativeness) result in organisational performance. Rostami et al. (2015) also explain that the quality and quantity of business resources may affect their performance.

To perform is to fulfil an obligation or requirement; accomplish something as promised or expected (Groenewald et al., 2024). Traditionally, the term has been used to represent the result of activities and also to describe an individual and/or a system being effective and/or efficient (Milhem, 2024). More importantly, a high-performance workplace focuses on increasing people's influence on the business as well as the impact of processes, methods, the physical environment, technology and tools that enhance their work (Knies et al., 2024). A high-performance workplace invests in its human resources and supports their technical and innovation skills (Rostami et al., 2015).

Organizational performance can be seen as one of the indicators of effectiveness for businesses and it is a critical issue for many practicing managers (Ramatsetse et al., 2019). The term organizational performance, however, means different things to different organizations (Wylie, 2015). Organizations have developed several parameters for measuring their performance (Akoi & Yesiltas, 2020). Since the main goal of any business is to increase the profit margin, most firms measure their performance in terms of net profit, revenue, sales growth, size of the employees, physical expansion, or increased market share (Rostami et al., 2015; Salau et al., 2018). One of the strengths of any company is the development of its human resources to produce a good performance (Sunahwati et al., 2019). To be able to produce a good performance, management must pay attention to the motivation, satisfaction and work discipline of employees at the company (Rostami et al., 2015).

2.9.3 Organisational performance antecedents

Groenewald et al. (2024) postulate that to improve organizational performance, training should be given to the employee who will determine whether the organization will perform or not. Furthermore, Stone et al. (2024) postulate that if the employees in an organization are to perform their duties and make meaningful contributions to the success of the organizational goals, they need to acquire the relevant skills and knowledge through training. Nevertheless, organisational performance cannot be successfully achieved in a vacuum without training the employees who will carry out different tasks in the workplace (Jiang et al., 2024). Behaviour modification, which according to Armstrong (2020) must be the outcome of a training programme, contributes to organisational performance.

Wylie (2015) suggests that the nature of the prevailing economic factors surrounding an organization may, to a larger extent, affect the performance of that organization in terms of productivity, marketing, profitability and innovation. But the threat of these economic factors can be moderated by a highly trained workforce (Ramatsetse et al., 2019). Attention to this extant literature shows the numerous links between training employees and organisational performance (Akoi & Yesiltas, 2020).

Performance is the result of the work or activities of an employee in quality and quantity in an organization to achieve goals in carrying out the tasks and jobs assigned to them (Wylie, 2015). Harini et al. (2023) state that performance is a real behaviour that is displayed by each person as a work achievement produced by employees following their role in the company. The decrease in a company's performance generally cannot be separated from its employees' performance (Jiang et al., 2024), in which human resources in an organization constitutes the key success of a company in achieving its goal.

The achievement of a company's goal comes to reality due to the efforts of the members of the organization since there is a close relationship between individual performance and organizational performance (Groenewald et al., 2024). In other words, if employee performance is good, the performance of the company or organization will also be good (Rostami et al., 2015). On the other hand, bad performance of the members of an organization will cause the company to fail in running its business, which will eventually have an impact on its inability to achieve its goal (Ramatsetse et al., 2019).

Wylie (2015) defines performance as an outcome record yielded by a certain work or an activity within a certain period. Every organization has a goal to achieve optimal performance (Sunahwati et al., 2019). These goals are different from each other, some are in the form of profit, social services, education improvement and career development (Rostami et al., 2015). Management of a good organization can be realized if the goals of the organization have been achieved (Akoi & Yesiltas, 2020). Therefore, the company must look at the work involvement of each employee to place them in a position to produce a maximum level of performance so that all work can be completed properly (Sunahwati et al., 2019).

2.9.4 Organisational performance outcomes

When an organization performs well, it results in improved organizational reputation (Sunahwati et al., 2019). This is particularly important in the small scale mining sector, where the mining companies are struggling to gain an excellent reputation (Akoi & Yesiltas, 2020). Achieving organizational performance levels set means reaching production levels, making profit, and getting a return on investment (Stone et al., 2024). This assists an organization in the retention of employees as well as having a good reputation from its host community (Muskat & Reitsamer, 2020). When an organization is performing as expected, it can satisfy the shareholders and ensure continuity of the organization as shareholders will continue to fund and support the organization (Ohunakin et al., 2018). Also, a high-performing organization can satisfy its customers (Anand et al., 2023). Organizational performance leads to more ability to increase employment levels, increase gross domestic product as well as revenue for future expansion and diversification (Zopiatis et al., 2018).

Through good organizational performance, organizations can support the communities through corporate social responsibility and reduce poverty in communities in which they operate (Joubert, 2022). On a national level, this can translate into foreign exchange earnings and tax revenue for national governments, provided that ASM is legalized and a mutually conducive environment is created (Hirons, 2020). Nonetheless, since the 1970s, it has been recognized that the ASM sector does have the potential to economically empower disadvantaged and vulnerable groups and contribute to national poverty reduction efforts (Groenewald et al., 2024). On a local level, ASM can provide a means of survival and decent and productive work for the miners, generate new economic linkages, local investment and stimulate demand for locally produced goods and services, various types of infrastructure, and even some luxury goods (Tohirovich, 2024).

2.9.5 Measuring organisational performance

Measuring performance is a vital part of monitoring an organization’s progress (Harini et al., 2023). It comprises measuring the actual performance outcomes or results of an organization against its intended goals (Wylie, 2015). Performance has results from the firm’s profitability, increase in shareholder base, as well as diversification into different areas of related businesses (Knies et al., 2024). From the foregoing, it can be viewed that when firms are making progress, especially meeting their goals or objectives, then they are perceived to be performing (Rostami et al., 2015). This performance can be in the areas of product development, diversification, as well as penetration into other countries with or without the same business model (Ramatsetse et al., 2019). In the case of this study, small scale gold miners can be said to have performed when they record a high number of mineral output, retention of talented workers and demand for more talent from their host communities. This will perhaps make them open new mines in other cities.

Knies et al. (2024) postulate that performance is the value of a series of worker behaviours that contribute, either positively or negatively, to the completion of organizational goals. Performance is the result of work related to organizational goals such as quality, efficiency and other measures of effectiveness (Harini et al., 2023). Groenewald et al. (2024) have defined the performance of activities that are usually part of the work and activities of individuals. Every organisation has set out objectives, goals, or targets that it intends to achieve, at times within a stipulated time or in the long run (Rostami et al., 2015). When there are indications that the objectives are not been achieved or may not be achieved based on the evidence available, it shows that the organisation is not performing effectively, hence actions must be taken to ameliorate the situation (Ramatsetse et al., 2019).

To buttress, Jiang et al. (2024) also suggests that these two overriding issues of efficiency and effectiveness are employed in the measurement of performance in every organization, where efficiency measures how well resources are used to achieve goals, while effectiveness connote the measure of the appropriateness of the goals that managers have selected for the organisation to pursue, and of the degree to which the organisation achieve these goals. Therefore, employee efficiency and effectiveness simply link organisational performance (Rostami et al., 2015).

2.9.6 Organisational performance in the small scale mining sector

Since all organizations are concerned with what should be done to achieve sustained high levels of performance through people, it means giving close attention to how individuals can best be motivated through such means as incentives, rewards and importantly, the work they do and the organisation context within which they carry out that work cannot be understated and this is not an exception to the small scale mining sector (Ramatsetse et al., 2019). This is particularly important in a competitive small scale mining sector where the mining companies are struggling for high-caliber employees to improve the quality of work and gain an excellent reputation (Akoi & Yesiltas, 2020).

A strong focus on production characterises the mining industry (Sunahwati et al., 2019). Mining staff, in particular, account for a significant component of the budget of higher productive institutions and have a major role to play in achieving the objectives of the industry, which include high mineral output (Salau et al., 2018). Most small scale mining sector organizations are not performing well due to inefficiencies emanating from a high labour-intensive, semi- or un-skilled workforce, low levels of mechanization and a lack of proper funding (Ahadi & Tangthong, 2022). As a result, production levels are always low and targets are always missed (Jiang et al., 2024). Also, production happens in areas with high health and safety concerns (Hirons, 2020). Most small scale mining sector organizations operate in extremely hazardous working conditions where workers are exposed to danger, hence negatively affecting the performance of workers, which in turn affects production levels and organizational performance in general (Guidi, Morgan, Montebelo & Corrêa, 2017).

The nature of small-scale mining, which is mainly self-employment, low mechanisation and low productivity, means that the use of procedures to prevent occupational diseases depends almost exclusively on the consciousness of the owner of the relevant issues (Tohirovich, 2024). As such, the owners are trying to cut costs, which will ultimately affect employee performance as well as organisational performance (Joubert, 2022). Hence, organizational performance in the small scale mining sector is at a very low stage since there are a lot of challenges surrounding the small scale mining sector employees as well as owners that hamper efficiency in production (Anand et al., 2023). As a result, leads to poor organizational performance by organizations in the small scale mining sector, especially in developing countries (Bassanini et al., 2024).

2.10 Empirical literature and research hypotheses development

Empirical literature has been reviewed on each objective as shown below. At the end of the empirical literature on each objective, there is the proposed hypothesis.

2.10.1 Effect of employee involvement on organisational performance

Kmecová and Androniceanu (2024) provided evidence that extensive employee involvement resulted in better organisational performance. A study by Sun et al. (2024) established that there is a positive relationship between an employee’s engagement and the psychological impact their organization had on them. Tanjung and Putri (2019) established that employee involvement has a positive effect on employee organizational commitment, either partially or simultaneously. Widodo, Riani, Wening and Saifuddiin (2023) established that partial employee involvement do not affect organizational commitment, while organizational support has a significant effect on organizational commitment. Also, Syamsuri (2022) reveals that employee involvement has a positive effect on organizational commitment and employee performance. A study by Septiadi and Kristanto (2019) concluded that employee involvement positively influences employee performance, either directly or indirectly through organizational commitment. Findings from a study by Yandi and Havidz (2022) confirmed that employee involvement does not affect job satisfaction and employee performance. Paryati et al. (2021) concluded that employee involvement positively influences organizational commitment and employee performance. The results of the study by Ibrahim et al. (2021) indicate that employee involvement has a positive influence on performance through job satisfaction. Also, a study by Sajdah and Lukiyana (2018) concludes that employee involvement and organizational support have a positive influence on employee performance either directly or indirectly through job satisfaction as an intervening variable. Rani et al. (2021) show that there is a positive and significant relationship between employee involvement and organizational commitment.

Trofimov et al. (2017) concluded that there is a strong relationship between employee involvement and organizational commitment. Pitaloka and Putri (2021) indicate that employee involvement and organizational commitment simultaneously have a positive effect on performance. Research conducted by Groenewald et al. (2024) proves that employee involvement has a positive effect on performance through organizational commitment. Based on the foregoing discussions above, it can be hypothesized that:

H1: Employee involvement has a positive effect on organisational performance

2.10.2 Effect of employee training on organisational performance

A study by Ubeda-García et al. (2013) on the influence of training on organisational performance in the Spanish hotel sector found that the training policy positively correlates with organisational performance, both using objective result measures (productivity and financial performance) and in the subjective measure of perceived financial performance and in intermediate result measures. A study by Kouhy et al. (2009) in the UK, Canada and Japan on the impact of human resource policies on organisational performance concluded that training has a positive impact on organisational performance. Also, Rushemuka and Côte (2024) found a link between training programmes and financial performance. Similarly, Milhem (2024) reported a link between training programmes and financial performance. Similarly, a study conducted by Kmecová and Androniceanu (2024) provided evidence that training resulted in better organisational performance. Rushemuka and Côte (2024) established that training has a positive effect on employee performance.

Ogbu Edeh and Chibundu (2017) examined the association between employee training and organisational performance in Nigeria and found that employee training has a significant positive relationship with organisational performance. Scholars have carried out empirical studies on training in different industries, countries as well as units of analysis. Kmecová and Androniceanu (2024) examined staff training on organisational effectiveness and found that training and re-training of all staff in the form of workshops, conferences and seminars should be vigorously pursued and made compulsory to enhance organisational effectiveness.

Martinez et al. (2021) examined manpower training in organizations as a key to achieving operational efficiency and concluded that there is a need for manpower training in organizations to achieve operational efficiency. Sal and Raja (2016) examined the impact of training on organizational performance and found that training, on-the-job training, training design and delivery style have a significant effect on organizational performance. Quartey (2012) examined the effect of employee training on the perceived organisational performance in Ghana and found that there is a moderately strong relationship between employee training and organisational performance.

Shaheen, Naqvi and Khan (2013) examined employee training and organizational performance. Results of their study revealed that training has a significant positive association with organizational performance. Gunu et al. (2013) examined training as a tool for organizational performance and concluded that for training to have a significant impact on organizational performance, employees need to be motivated during training programs. Ali and Hussain (2014) examined the impact of training program on organizational effectiveness in Pakistan and found that training of employees led good impact on organizational effectiveness. Garavan et al. (2021) studied training and organisational performance and found that training is positively and directly related to organizational performance. Based on arguments raised above, it can be proposed that:

H2: Employee training has a positive effect on organisational performance

2.10.3 Effect of career development on organisational performance

A study by Dialoke and Nkechi (2017) on the effects of career growth on employees' performance in Nigeria confirms that career growth improves employee performance, which in turn improves organisational performance. Adeniji et al. (2019) in Nigeria studied on competence model for measuring career development and organisational growth in the health sector. The results of their statistical analysis reveal that organizational growth significantly depends not only on the formulation and implementation of career development programmes but also on monitoring. Rehman (2017) studied the impact of career development on organizational commitment in Pakistan and established that career development practices have a positive impact on three types of organizational commitment, namely affective commitment, continuance commitment and normative commitment in the telecom sector. Sun et al. (2024) found that there is a positive relationship among career development, work environment, work-life balance and supervisor support with the employees' job satisfaction and business process outsourcing.

Groenewald et al. (2024) established a positive impact of career development practices on employee retention and job satisfaction and business success. Also, Shani and Divyapriya (2013) analysed the relationship between knowledge management and career development in IT professionals and established a positive relationship between knowledge management and career development. Milhem (2024) established that organizational support is positively related to career development practices and employees' career satisfaction.

Febrianti et al. (2020) studied the effect of career development and motivation on employee performance through job satisfaction in PT Jabar Jaya Perkasa and established that there was a positive influence of career development and motivation on job satisfaction as well as a positive influence of career development and motivation on employee performance. Salleh et al. (2020) studied the impact of career planning and career satisfaction on employees' turnover intention and established that career planning and career satisfaction negatively impact employees' turnover intention and career satisfaction partially mediates the relationship between career planning and employees' turnover intention.

A study by Napitupulu et al. (2017) on the impact of career development on employee performance in Indonesia established that career development has a positive direct influence on perceived organizational support, motivation and affective commitment. However, career development has no direct influence on employee performance. These findings theoretically imply that career development may be dependent on the extent to which organization is capable of providing perceived organizational support and motivation in promoting affective commitment and performance. A study by Nasution et al. (2018) on the influence of career development and organizational culture on employee performance confirms that career development and organizational culture had a positive and significant influence on employee performance.

The result of the research done by Adewoye, Abioro and Adele (2017) reveals that one of the factors that influences employee performance in a company is career development in the company. Dialoke and Nkechi (2017) in their research also point out that career development in a company will have a positive effect, such as the increase in employee performance. The result of the research by Dewi and Nurhayati (2021) supports the statement which states that career development has a positive and significant influence on performance. Igudia (2022) points out that career development has a significant influence on employee performance. Also, Kusumastuti and Edris (2022) established that career development positively influences organisational performance. Based on the arguments above, it can be hypothesized that:

H3: Career development has a positive effect on organisational performance

2.10.4 Effect of employee job security on organisational performance

A study by Abolade (2018) on the impact of employees' job insecurity and employee turnover on organisational performance in private and public sector organisations in Nigeria established that job insecurity negatively affects organisational performance and induces employee turnover. Rushemuka and Côte (2024) established that job security is not significantly related to organisational performance. Nyathi (2024) established that job insecurity is negatively related to job performance. Reisel, Chia, Maloles and Slocum (2007) conclude that job insecurity has a significant negative impact on employee satisfaction and an indirect effect on perceived organisational performance. Many research outcomes have established that job insecurity negatively affects productivity and contributes to employee turnover (Groenewald et al., 2024; Milhem, 2024). A study by Imran, Majeed and Ayub (2015) on the impact of organizational justice, job security and job satisfaction on organizational productivity established that a lack of job security and organizational justice, as well as job satisfaction, can be a cause of a decrease in organizational productivity. Based on the foregoing discussions above, it can be hypothesized that:

H4: Employee job security has a positive effect on organisational performance

2.10.5 Effect of employee job satisfaction on organisational performance

Febrianti et al. (2020) studied the effect of career development and motivation on employee performance through job satisfaction in PT Jabar Jaya Perkasa and established that there is a positive influence of job satisfaction on employee performance. Salleh et al. (2020) studied the impact of career planning and career satisfaction on employees' turnover intention and established that career planning and career satisfaction negatively impact employees' turnover intention and career satisfaction partially mediates the relationship between career planning and employees' turnover intention. Several studies empirically test this relationship and find a significant relationship between employee satisfaction regarding career advancement and performance (Groenewald et al., 2024; Milhem, 2024). Tanjung and Putri (2019) established that job satisfaction has a positive effect on employee organizational commitment, either partially or simultaneously. Findings from a study by Yandi and Havidz (2022) confirmed that job satisfaction has a positive influence on employee performance. Also, a study by Ariani and Fauzan (2023) concludes that job satisfaction has a positive influence on employee performance. In addition, several studies conducted by Deswarta (2022), Sari (2022), Silitonga and Widodo (2019) and Sunahwati et al. (2019), also established that job satisfaction has a positive influence on performance. Based on arguments raised above, it can be proposed that:

H5: Employee job satisfaction has a positive effect on organisational performance

2.10.6 Developing a human resources management framework for enhancing organisational performance

Geethanjali et al. (2024) assert that a human resource framework positively influences organisational performance. Wang, Xu, Zhang and Li (2020) support the findings that human resource management interventions positively influence organisational performance. Stone, Cox, Gavin and Carpini (2024) postulate that the ultimate objective of most, if not all, human resource programs is to improve organizational performance. Tohirovich (2024) asserts that human resource efforts are certainly not the only contributors to organizational performance; however, they are increasingly recognized as a critical component of organizational success. Tohirovich (2024) added that a major focus of most human resource interventions is an effort to change employee behaviour and ultimately organisational performance. Based on arguments raised above, it can be proposed that:

H6: A human resource management framework enhances organisational performance

2.10.7 The moderating role of age on the relationship between human resources management framework and organisational performance

Age positively influences the connection between a human resources management framework and organisational performance (Tohirovich, 2024). Sun et al. (2024) confirm that age influences the effectiveness of some organizational interventions. Existing literature confirms distinguished variances in behaviour between adult and young employees (Stone et al., 2024). Younger employees are more expectant of employee involvement, training, career development, job satisfaction and job security than older employees (Kmecová & Androniceanu, 2024). The ability to be more conscious of organisational interventions decreases as employees grow older since they will be focusing more on retirement (Wang et al., 2020). Therefore, it is hypothesised that:

H7: The effect of a human resource management framework is stronger in younger employees than older employees.

Based on the foregoing discussions, a conceptual framework is presented as shown in Figure 2.1 below.

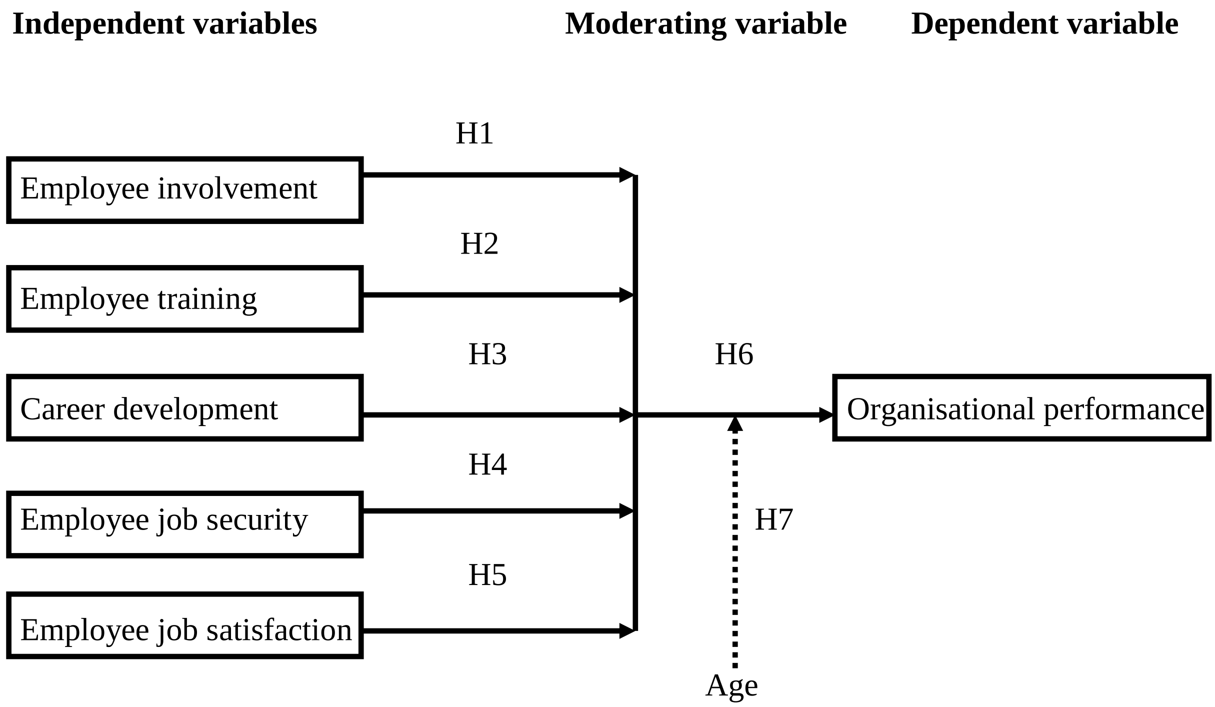


Figure 2.1: Conceptual framework

Source: Author (2024)

2.11 Theoretical gap

Researchers have largely focused on the manufacturing sector so far (Bourne et al., 2013; Dainty et al., 2017). The literature also highlights that most of the studies dedicated to the relationship between HRM and firm performance come from the USA and the UK (Hassan et al., 2019; International Labour Organisation, 2015; Steckling et al., 2017). Nevertheless, although HRM is widely assumed to be positively related to organisational performance, additional empirical evidence is needed to support the HRM-performance link (Groenewald et al., 2024; Rushemuka & Côte, 2024), as are investigations from different contexts (Knies et al., 2024; Salem & Al-Dubai, 2024). Moreover, previous studies focused on employee performance instead of organizational performance (Febrianti et al., 2020; Napitupulu et al., 2017; Nasution et al., 2018; Saleem & Amin, 2013; Yandi & Havidz, 2022). The few studies that focused on organizational performance were not closely linked to current study variables but to wider HR issues (Akoi & Yesiltas, 2020; Al-dalahmeh et al., 2018; Bruce, 2013; Sunahwati et al., 2019). Also, previous studies did not consider the moderation effect of age on the relationship between the human resource management framework and organisational performance. This warranted the need for a study that closes this knowledge gap and validates the current literature.

2.12 Chapter summary

This chapter covered the theoretical framework and theories such as Bandura’s social learning theory, behaviourist theory and constructivist theory were discussed. Literature review on study constructs was discussed, these include human resource framework, employee involvement, employee training, career development, employee job security, employee job satisfaction and organizational performance. Also, empirical literature and the development of hypotheses were outlined. In addition, there was a discussion on the knowledge gap. Next is chapter three, which covers the methodology of the study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The previous chapter reviewed the literature and identified a theoretical gap. This chapter covers research methodology, which is defined as the philosophical and theoretical assumptions that guide research (Creswell, 2021). The goal of research methodology is to figure out how specific methodologies influence a particular study. The main goal of research methodology is to demonstrate data collection and analysis stages, procedures and methodologies. The philosophical grounds, research strategy and research design used were deliberated. The study's target population, sample and sampling techniques are discussed. Instrument design, reliability, validity, data analysis and presentation and ethical considerations were all covered in this chapter.

3.2 Research philosophy

Kumar (2014) defines a research philosophy as an approach assumed when conducting a study. Philosophy encompasses the method by which facts are recognized and it also suggests the nature of the information concerning the research (Field, 2013). Greener and Martelli (2018) postulate that the choice of research philosophy hinges on the assumptions by which the scholar views the world. The research strategy is also influenced by these assumptions. Phenomenology and positivism are identified as the main viewpoints assumed in research (Creswell, 2021).

Positivism philosophy was adopted in this study. Positivism depends on statistics in revealing the truth and objectivity (Sekaran & Bougie, 2016). This viewpoint is free from partiality since the researcher does not influence outcomes (Greener & Martelli, 2018; Sekaran & Bougie, 2016). Also, positivism is open to objective and scientific analysis (Greener & Martelli, 2018; Sekaran & Bougie, 2016). Positivism is based on the concept that knowledge is validated by actual facts (Creswell & Clark, 2017). Positivists assume that study findings may be extrapolated from other studies (Creswell, 2009; Greener & Martelli, 2018). Positivism philosophy uses larger samples than phenomenology (Field, 2013; Greener & Martelli, 2018).

Deductive reasoning is one of the instruments employed in positivism to verify and confirm theories (Krauss, 2005). Field (2013), in support of Saunders, Lewis and Thornhill (2012), postulates that positivism is grounded on the assumption that the social world exists externally, hence its material goods must be judged objectively rather than subjectively using methods like reflection, sense, or intuition.

3.3 Research strategy

Research strategy signifies the general position determining the method by which the research is carried out (Kumar, 2014). The type of the problem influences the method to be applied in research (Creswell & Creswell, 2018). Zikmund, Babin and Carr (2009) acknowledged qualitative, quantitative and mixed-methods as strategies used in different studies. Quantitative strategy uses statistics to articulate opinions, whereas the qualitative strategy relies on respondents' insights to formulate opinions (Zikmund et al., 2009). The qualitative research procedure is viewed as inductive towards research (Creswell & Clark, 2017). Qualitative research technique concentrates on formulating the meaning from the involvement and views of the people (Cohen, Manion & Morrison, 2011). The mixed method strategy encompasses facilitation, triangulation and complementarity. This study, however, implemented a quantitative strategy.

Quantitative research involves gathering quantitative data that can be formally and methodically analysed (Creswell, 2021). Quantitative research refers to a type of research that collects numerical data before analysing it using mathematical tools, notably statistics, to understand certain occurrences (Creswell & Clark, 2017; Creswell & Miller, 2000). According to Kothari (2009), quantitative research approaches permit academics to quantify constructs using a sample and represent the constructs' relationships through statistics. Quantitative research includes several numerical advantages, including the ability to conduct measurements of many dimensions (Greener & Martelli, 2018; Maxwell, 2004). Quantitative research allows replications and further studies to be conducted due to its reliable methods and clear adherence to established guidelines (Kumar, 2014). Therefore, quantitative research permits unceasing measurement of the phenomenon under study (Greener & Martelli, 2018). Quantitative research is more attractive than qualitative research due to its relatively low costs involved in carrying out research (Creswell & Clark, 2017). Quantitative research strategy proved to be valuable since it is capable of covering a large sample with inadequate funds (Creswell & Creswell, 2018).

3.4 Research design

Kumar (2011) defines a research design as a plan, structure and approach put in place to solve a study problem. Research design is the blueprint for data collection, measurement and analysis (Kothari, 2004; Kumar, 2011). Research design signifies the main plan that describes the techniques as well as procedures utilized when gathering data, which comprises case studies, experiments and surveys (Zikmund et al., 2009). A research design refers to a broad strategy that lays out the methods to be followed throughout the data gathering process for specific research (Kumar, 2011; Zikmund & Babin, 2007). Bryman (2008) corresponds with Babin and Zikmund (2015) and further recognized five major research designs, that is, experiment, comparative, longitudinal, cross-sectional survey and case study. The research design assumed by the researcher is mainly influenced by the research problem (Saunders et al., 2009).

Research design generally addresses issues such as the research purpose, goals, intents, contribution and tactics within the real-world restriction of the research location, money, researcher availability and time (Creswell, 2021). Almalki (2016) recommended that the researcher should ask himself pertaining the theoretical viewpoints and knowledge claims that the research seeks to establish, data collection, analysis techniques and also clearly outline the research strategies to be adopted. Vogt, Gardner and Haeffele (2012) propose that the researcher must be aware of any bias that may sneak into the research, the choice of method to be assumed and the tools to be employed in the study.

Based on the nature of the research problem outlined earlier, this research assumed the cross-sectional survey. Cross-sectional survey design is referred as one-shot or status study or snapshot design (Kumar, 2011). This method permits the gathering of data at a given time and inferences are done (Cohen et al., 2007; Kumar, 2011; Sekaran & Bougie, 2016). This design is suitable to researches focusing on determining the occurrence of a phenomena, situation, problem, attitude, or issue by surveying a cross-section of the population and obtaining an overall picture as it exists at the time the study is done (Kumar, 2011).

Cross-sectional survey was adopted, bearing in mind that it offers accurate outcomes, respectable numerical meaning, high representativeness, convenient data collection and minimum observer bias (Saunders et al., 2009). Cross-sectional surveys were implemented by former studies, such as Creswell (2011). Saunders et al. (2009) postulate that cross-sectional survey permits for the investigation of associations between variables, which is the intention of this research.

Creswell (2021) and Kothari (2004) advocated for cross-sectional survey design since it permits for large sample sizes and simultaneous examination of multiple instances. Creswell (2021) went on to say that the differences could be due to the type of firms, families and persons. A cross-sectional survey, in particular, advocates inclusion of diversity of questions when using a structured questionnaire (Kumar, 2011). Due to limited time, data collection and ordering between variables is performed more or less synchronously Saunders et al., 2012). Cross-sectional surveys allow only the analysis of associations between variables (Babin & Zikmund, 2015). Furthermore, a cross-sectional survey is both time-conscious and cost-effective, allowing the study to be completed within the agreed-upon time frame (Creswell, 2021).

3.5 Target population

Population is described as individuals with shared features that constitute a distinct group (Saunders et al., 2012). A population comprises of the total set of people the researcher wishes to include in a study (Smith & Albaum, 2012). Population is also defined by Creswell (2021) as a group about which the researcher is interested in gaining information from and drawing conclusions about. According to Creswell (2021), a population consists of elements from which a researcher expects to collect data. Therefore, as soon as the sample decision is made, the target population must be defined. Appropriate sources from which to collect data can also be established by a proper population definition (Rahi, 2017).

The population comprises employees from the small scale mining companies operating in Mashonaland West Province. The total population for the study was unknown since most SMEs are unregistered. Thus, the RAOSOFT sample size calculator assumes that the total population is 20000 if no actual number is available. And the sample size is then calculated from a total population of 20000 employees. The employees were drawn from the following companies: Buffalo and Tiger Mine, Nobby's Luck Mine, Kumbowedza Mine, Murasta Mine, Mhazo Mine Syndicate in Kadoma, Three Cheers Mine in Chegutu, Magaya Mining in Chegutu, Abacus Mining Investments in Chegutu, Moflegosh Mine in Norton, Wenzhou Enterprises near Chinhoyi, Muni Claims near Chinhoyi, Golden Kopje Gold Mine near Chinhoyi, Angwa Mine near Chinhoyi and Shamrock Mine near Karoi.

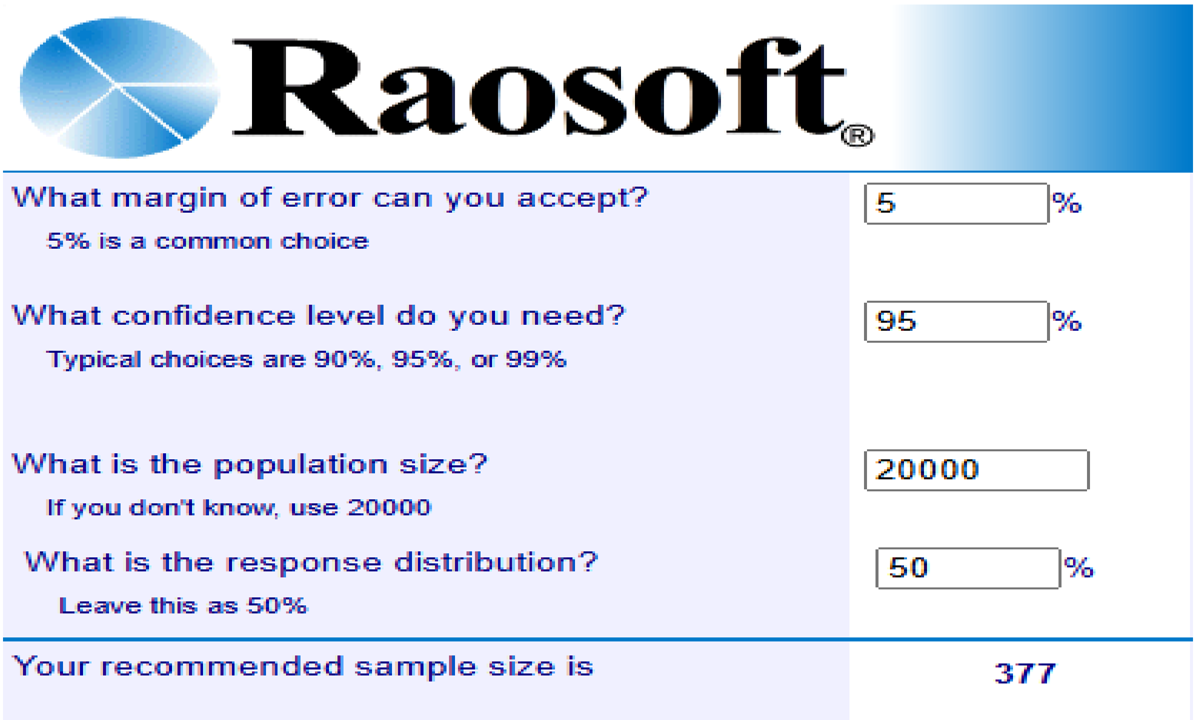
3.6 Sampling and sample size

Sampling is defined as the procedure of surveying only a few and selected elements to make inferences about a population (Bryman & Bell, 2011; Smith & Albaum, 2012). Sampling is a process of choosing representations from a group that turn out to be the base for estimating and predicting the population's outcome, as well as identifying the unknown component of data (Field, 2013). A sample is a group of people chosen to represent the entire population (Saunders et al., 2007). It is not feasible to research the whole population when performing research because of limited resources and time (Babin & Zikmund, 2015; Creswell, 2021). According to Aaker, Kumar and Day (2007), while establishing population inferences, a researcher can only utilise a percentage of the overall population.

According to Creswell (2021), the researcher can draw conclusions based on an estimate of the true picture of the population taken from a small percentage of the overall population. The justification for sampling is that, due to limited time, it may not be feasible to reach all members of the population (Babin & Zikmund, 2015). Creswell (2021) agrees with Babin and Zikmund (2015) and adds that sampling decreases workforce, costs, and saves time. Moreover, sampling offers reliable and accurate data than a census, which is susceptible to errors due to the large amounts of effort involved (Aaker et al., 2007; Kothari, 2004; Saunders et al., 2009). According to Field (2013), working with a small team is easier to monitor and manage than a large group or the entire population.

Although academics disagree on how to determine an appropriate sample size for research, they all agree that a sample should sufficiently represent the population (Babin & Zikmund, 2015; Creswell, 2021; Saunders et al., 2009). A bigger sample size could be employed to reduce the likelihood of a low response rate (Babin & Zikmund, 2015; Kothari, 2004). As emphasized by Sekaran and Bougie (2016), the researcher must consider determining factors of sampling and sample size. The sample size was determined using a sample size calculator adopted from Raosoft, as shown in Table 3.1 below.

Table 3.1: RAOSOFT Sample size calculator



The study's total population of 20000 gave a sample size of 377 obtained using the Raosoft calculator. Therefore, this study used a sample size of 377 employees from small scale mining companies in Mashonaland West Province.

3.7 Sampling procedures

According to Saunders et al. (2007), sampling can be classified as either probability (stratified, systematic, simple random and cluster sampling) or non-probability (judgmental/purposive sampling, quota sampling and convenience sampling). According to Saunders and Rojon (2014), the choice of a sample design is influenced by the respondents' prior knowledge, the degree of accuracy and the availability of resources. Probability sampling ensures that every member of a population has an equal chance of being chosen (Bogdan & Biklen, 2006; Wilson, 2014; Zikmund & Babin, 2007). According to Bogdan and Biklen (2006), one of the approaches for demonstrating a valid sample that represents the entire population is probability sampling. Probability samples offer bias-free selection and allow quantification of sampling error (Smith & Albaum, 2012).

When using non-probability sampling, the assumption is that the researcher has the skills and resources to pick an unbiased sample (Smith & Albaum, 2012). The researcher's judgment is used in the non-probability sampling method (Wilson, 2014). Non-probability sampling can lead to bias during the sampling process, which can distort the study's results (Schreier, 2012; Silverman, 2013). Non-probability sampling procedures employ non-random methods such as the researcher's judgment of convenience selection (Creswell, 2021). In this study, the respondents were selected using convenience sampling. This was necessitated by the fact that convenience sampling ensures that the researcher collects data from conveniently available respondents (Bogdan & Biklen, 2006; Wilson, 2014; Zikmund & Babin, 2007). Also, convenience sampling focuses on gaining information from respondents who are convenient for the researcher to access (Smith & Albaum, 2012).

3.8 Research instruments

The instrument should be well-considered, and it should be based on study objectives and questions (Saunders et al., 2009). During data collection, a questionnaire relays to a document used by the researcher to ask questions to respondents (Gall, Borg & Gall, 1996). Wilson (2014) is in accord with Gall et al. (1996) and defines a questionnaire as an instrument that is provided to respondents with the goal of collecting information. A structured questionnaire was used to collect data from respondents.

Structured questions were chosen by the researcher. The responses of small scale mining employees were collected in a standardised way and the researcher was confident that using a questionnaire was the most appropriate strategy. Questionnaires are appropriate for surveys because they are inexpensive to administer, maintain confidentiality and allow respondents to respond quickly (Greener & Martelli, 2018). This study used a structured Likert type questionnaire. The respondents can specify their level of agreement/disagreement with a question on the questionnaire (Heale & Twycross, 2015). The scores on the responses about agreement or disagreement concerning the questions given are used to calculate the statistical analysis (Pasek & Krosnick, 2010). Wilson (2014) stated that, to achieve internal consistency and precision of an instrument, reliability and validity are critical requirements for analysing Likert scale assessments.

The structured questionnaire consists of seven major sections, including employee involvement, employee training, career development, employee job security, employee job satisfaction, organisational performance and socio-demographic data. The data generated by the structured questionnaire can be analyzed quantitatively in terms of patterns and trends, so it was employed in this study. All of the items in the structured questionnaire were taken from previous similar studies, as shown in Table 3.2 below. The items borrowed from related studies were modified to suit the requirements of this study.

Table 3.2: Questionnaire constructs, items, codes and sources of items

Constructs	Codes	Items	Sources of items
Employee involvement	EMPI1	My supervisor is respectful to my views and ideas	Mustaffa (2014), Saleem and Amin (2013), Schmidt (2004), Tanjung and Putri (2019).
	EMPI2	I discuss my concerns with my supervisor openly	
	EMPI3	My supervisor empowers me to make certain decisions	
	EMPI4	My supervisor encourages me through respectful treatment	
	EMPI5	My supervisor had a collaborative approach in supervision	
Employee training	EMPT1	My supervisor pays attention to my level of competence	Garavan et al. (2021), Mustaffa (2014), Saleem and Amin (2013), Schmidt (2004), Tanjung and Putri (2019).
	EMPT2	My organisation assists me in developing skills needed for future	
	EMPT3	My organisation offers a reward to anyone who upgrades skills	
	EMPT4	I am satisfied with the training I receive from my organisation	
	EMPT5	My employer provides training opportunities for me to meet the changing demands	
	EMPT6	Overall, the training I receive on the job meets my needs	
Career development	CDEV1	The career development policy in our organisation is fair	Dialoke and Nkechi (2017), Saleem and Amin (2013), Shaban (2012), Weer (2006).
	CDEV2	My immediate superior care about my career development	
	CDEV3	My superiors provide information about various promotion opportunities	
	CDEV4	I show interest in being promoted	
	CDEV5	I feel satisfaction with career	
	CDEV6	There is really high chance for promotion on my job	
Employee job security	EMJS1	My company offers me open contracts	Akgunduz and Eryilmaz (2018), Hackman and Oldham (1975), Lee and Jeong (2017), Mustaffa (2014), Ugboro and Obeng (2001).
	EMJS2	The organisation offers regular advancement opportunities	
	EMJS3	The organisation has policies to protect workers in case of disability	
	EMJS4	My company has a good early retirement plan	
	EMJS5	I am allowed to join any workers union	
	EMJS6	Overall, I see that there is job security in our organization	
Employee job satisfaction	ESAT1	I feel I am being paid a decent wage for the work I do	Febrianti et al. (2020), Mustaffa (2014), Saleem and Amin (2013), Schmidt (2004), Tanjung and Putri (2019).
	ESAT2	The organisation offers meaningful opportunities and rewards	
	ESAT3	Operating rules and procedures are fair in our organisation	
	ESAT4	The nature of work I perform is well defined	

	ESAT5	The organisation offers realistic fringe benefits	
	ESAT6	I always feel that my job is meaningful and exciting	
Organisational performance	ORGP1	The organisation always achieve its targeted levels of production	Akoi and Yesiltas (2020), Mustaffa (2014), Saleem and Amin (2013), Ramatsetse et al. (2019).
	ORGP2	The organisation achieves monthly set sales targets	
	ORGP3	The organisation makes good profits	
	ORGP4	The company's financial statements shows positive cash flows	
	ORGP5	The organisation shows signs of expansion every year	
	ORGP6	The companies continues to acquire new assets on yearly basis	

3.9 Pilot test results

The questionnaire was subjected to a pilot test and some questions were adjusted after the pilot test to eliminate vague questions. The pilot test was conducted at Wenzhou Enterprises near Chinhoyi and Muni Claims near Chinhoyi. The pilot test consists of 40 employees from these two companies. The pilot test results are shown in Tables 3.3 and 3.4 below.

Table 3.3: Construct, number of items and Cronbach's (α) for pilot test

Construct	**Number of items**	**Cronbach's alpha (α)**
Employee involvement	5	0.451
Employee training	6	0.553
Career development	6	0.406
Employee job security	6	0.604
Employee job satisfaction	6	0.718
Organisational performance	6	0.749

Source: Research data (2024)

The results from the pilot test in Table 3.3 above show weak Cronbach's alpha on constructs such as employee involvement, employee training, career development and Employee job security. These constructs showed Cronbach's indexes below 0.7, which are slightly below the threshold accepted as good.

Results in Table 3.4 show that some factor loadings were below 0.5 and these were below the recommended threshold and resulted in the questionnaire being revised before final data collection.

Table 3.4: Construct, items and factor loadings for pilot test

Construct	Items	Factor loadings
Employee involvement	EMPI1	.431
	EMPI2	.429
	EMPI3	.491
	EMPI4	.522
	EMPI5	.663
Employee training	EMPT1	.501
	EMPT2	.429
	EMPT3	.621
	EMPT4	.473
	EMPT5	.422
	EMPT6	.508
Career development	CDEV1	.419
	CDEV2	.503
	CDEV3	.490
	CDEV4	.502
	CDEV5	.604
	CDEV6	.439
Employee jo security	EMJS1	.408
	EMJS2	.506
	EMJS3	.412
	EMJS4	.498
	EMJS5	.475
	EMJS6	.604
Employee job satisfaction	ESAT1	.462
	ESAT2	.509
	ESAT3	.438
	ESAT4	.507
	ESAT5	.409
	ESAT6	.621
Organisational performance	ORGP1	.418
	ORGP2	.509
	ORGP3	.526
	ORGP4	.407
	ORGP5	.525
	ORGP6	.639
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.[a] a. Rotation converged in 6 iterations. b. 6 components extracted. Based on Eigenvalues > 1.00 Total Variance Explained = 51.328% Loadings of less than 0.4 were suppressed		

Source: Research data (2024)

3.10 Data collection procedures

Data collection procedures are activities, methods or explicit data collection methods or tools used during data collection to answer research questions (Creswell, 2021). Respondents react to the research questions during data collection, which is considered a highly significant stage during a study (Saunders et al., 2012; Westland, 2010). Wilson (2014) proposed that questionnaires may be distributed and collected as part of the data collection strategy using delivery and collection, telephone, postal and internet means.

This study used a self-administered survey technique where questionnaires were physically distributed to respondents. Despite its high cost, the self-administered questionnaire was chosen because it often yields a high response rate in surveys of this type (Saunders et al., 2009). The main advantage is that the researcher can bring together and compile all of the completed questionnaires in a short amount of time (Sekaran & Bougie, 2016). Any doubts that respondents may have on any issue can be answered on the spot and the anonymity of respondents is high (Sekaran & Bougie, 2016). In addition, the researcher gets the chance to introduce the research topic and encourage respondents to provide honest responses (Sekaran & Bougie, 2016). However, the researcher may introduce bias by explaining questions in another way to various persons; also, this strategy may take more time and effort from the researcher (Sekaran & Bougie, 2016).

Before the final data collection exercise, a pilot test was undertaken as a preparatory study to further examine the questionnaire's unambiguity and readability to rewrite any unclear items. Coding issues, biases, ambiguities and missing attributes were all fixed after the pilot test. The survey's practicality and feasibility were ensured by pilot testing (Krosnick, 2018). The questionnaire was corrected in sections with similar meanings and ambiguity. The data collection effort was the responsibility of the researcher. The researcher used a letter providing him authorization to collect data and to introduce himself. Completed questionnaires were collected soon after they were administered. The data collection process took six months to complete, that is, from July 2023 to December 2023. The questionnaires were classified, packed and stored in a tamper-proof cabinet until they were ready to be analysed. To avoid contamination, they were housed in a secure location.

3.11 Data analysis and presentation procedures

Wilson (2014) postulates that data analysis is one of the most imperative aspects in research because the correctness of the data inspection impacts the reliability of the results. This is because the value of gathered data can only be realized after it has been processed, analysed and translated into information. After that, the completed questionnaires were double-checked for accuracy and participant eligibility. After the editing process, the coding procedure was then done. Then every item on the questionnaire was given a numerical code. Then data was uploaded into the computer and analysed with the SPSS Version 21 program. To summarize and organize data, frequency distribution tables were employed. Data was then presented in tables and figures. Computed frequencies, percentages mean, and standard deviation were also presented using charts.

Internal consistency between the items in the measures was estimated using Cronbach's alpha coefficient. All scales were subjected to validity assessments. All of the study's items were subjected to confirmatory factor analysis (CFA). Structural Equation Modelling (SEM) in AMOS was used to test research hypotheses. AMOS was used to establish relationships between variables, detect both direct and indirect effects and approximate latent variables. The study's nature necessitated the use of AMOS to analyse data and test relationships between paths.

3.12 Reliability and validity

The replicability or consistency of a metric in similar situations is characterized as reliability (Greener & Martelli, 2018; Kumar, 2011; Zikmund et al., 2009). Reliability is the degree to which a measuring tool provides consistent outcomes across time, among related populations, regardless of who administers it (Kumar, 2011; Sekaran & Bougie, 2016; Zikmund et al., 2009). Reliability signifies the precision of an instrument (Bryman & Bell, 2011; Kumar, 2011). The accuracy and precision of a measurement instrument is referred to as reliability (Kothari, 2004; Kumar, 2011). Only if research tools can generate almost identical results when employed multiple times are they considered dependable (Kumar, 2011; Zikmund, Babin, Carr & Griffin, 2010). Cronbach's alpha was used to assess reliability. The scale spans from 0 to 1. If the internal consistency is close to 1, the instrument is deemed to be reliable (Kumar, 2011).

Validity is the degree to which an instrument measures what we want to measure (Kumar, 2011; Zikmund & Babin, 2007). Validity refers to a research instrument's capacity to measure what it claims to measure (Greener & Martelli, 2018; Kumar, 2011). Construct validity, content (face) validity and criterion validity are three techniques for assessing validity identified by Bryman and Bell (2011). When an instrument can offer measures that represent a specific concept, it is said to be valid (Kumar, 2011; Zikmund & Babin, 2007). During the assessment of construct validity, the researcher took into account measurement model fit indices and average variance extracted (AVE). A thorough literature analysis was done to guarantee that the questionnaire was proven, well-tested, and validated (Saunders et al., 2012). In addition, the supervisor and other experts were consulted to help in assessing the questionnaire's content validity. The questionnaire was pilot tested. Moreover, the scale validation process was conducted before data analysis to address the reliability and validity issues.

3.13 Ethical considerations

The goal of research is to collect data about individuals from individuals (Creswell & Clark, 2017). As a result, the researcher must consider any ethical issues that may arise during the research process (Zikmund et al., 2010). Ethics is a philosophy of human conduct that includes right and wrong activities (Cohen et al., 2011). Before, during and after research, ethical issues are critical since they have a significant impact on respondents, clients and even the study profession itself (Aaker et al., 2007). Voluntary participation, privacy, confidentiality, consent, the way the researcher collects data, the researcher's objectivity, behaviour and the general administration of collected data are all ethical issues that are considered in research (Creswell, 2021).

In light of this, the researcher applied for access and introduced himself to respondents using a clearance letter from the university. The respondents were not compelled or pressured into participating since the study was conducted entirely on a voluntary basis and respondents were free to leave at any time. During the study, the researcher was responsible for respecting the rights of all respondents, which included the right to anonymity and being honest about the study's aim. Respondents were instructed not to include their names on any part of the questionnaire to maintain confidentiality. Also, the researcher ensured that the data collected was exclusively utilized for academic purposes.

3.14 Chapter summary

The research methodology was described. A positivism philosophy and a cross-sectional survey design were adopted. A standard Likert scale structured questionnaire was used. The research gave justifications for the procedures used. The chapter described how reliability and validity were ensured. Finally, ethical issues that arose as a result of the research were discussed. Next is chapter four, which covers the results and discussion of the results.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Introduction

The previous chapter discussed the research methodology adopted. This section focuses on data presentation and analysis of the study findings. The study seeks to develop a human resources framework for enhancing the performance of small scale mining companies in Mashonaland West province in Zimbabwe. Before the results of the hypothesis tests, descriptive statistics were presented. The findings serve as the foundation for drawing conclusions and making recommendations. The specific objectives of the study were: (i) to determine the effect of employee involvement on organisational performance, (ii) to establish the effect of employee training on organisational performance, (iii) to determine the effect of career development on organisational performance, (iv) to ascertain whether employee job security improves organisational performance, (v) to examine the effect of employee job satisfaction on organisational performance, (vi) to develop a human resources management framework for enhancing the performance of small scale mining companies and (vii) to test the moderating role of age on the relationship between human resources management framework and organisational performance. The response rate, respondents' socio-demographic profile, reliability and validity, descriptive statistics, confirmatory factor analysis (CFA) and hypotheses testing were all discussed in depth in this chapter.

4.2 Response rate

Employees from small-scale mining organisations were the targeted respondents throughout data gathering. A total of 377 questionnaires were administered to employees of small-scale mining organisations in Mashonaland West, Zimbabwe. A total of 353 questionnaires were returned, translating to a 94% response rate. The response rate of 94% was acceptable, based on claims by De Vaus (2002), who claims that in a quantitative study, a response rate of more than 50 percent is acceptable. Furthermore, Saunders et al. (2009) believe that a response between 50% to 70% is realistic. Hence, in this case, a 94% response rate was much higher, therefore, the response rate was high enough and acceptable. According to Saunders et al. (2007), a response rate of more than 50% is sufficient to proceed with data analysis. Based on these arguments, a response rate of 94 percent was acceptable, and the results of such a threshold were not only credible but also provided a solid foundation for drawing conclusions.

4.3 General information about the respondents

This unit covers respondents' general information such as age, gender, occupation, highest level of education, period of working at the mine and average monthly income earned by employees.

4.3.1 Age

Age was one of the demographic information captured during data collection. The age of the respondents is shown in figure 4.1 below.

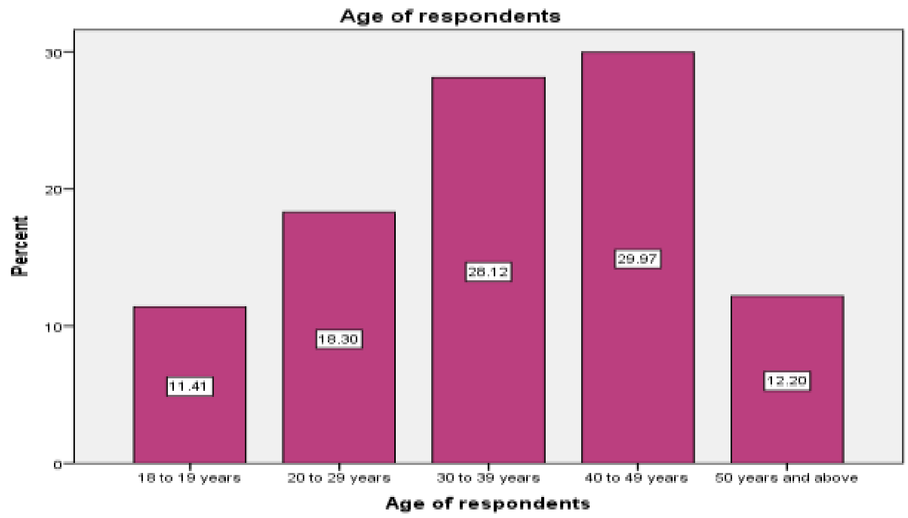


Figure 4.1: Age of respondents

Source: Research data (2024)

Figure 4.1 shows that the majority of respondents (29.97%) were between the ages of 40 and 49, followed by 28.12% of those between the ages of 30 and 39. The remaining 18.30% were between the ages of 20 and 29 years, then 12.20% were between the ages of 50 and above, and then finally 11.41% were between the ages of 18 and 19 years. Figure 4.1 shows that the small scale mining sector has more employees from the age of 20 and above (88.59%) and this may imply that most employees are from the age of post-high school level, who may now start working. This age group is referred to as the age group of active earners. The fact that just 11.41% of respondents were between 18 and 19 years may suggest that most people from that age group are young people of post-ordinary level studies who may not have secured proper jobs or may secure menial jobs that help them to make a living. It can be interpreted that employees from 50 years and above constitute 12.20%, implying that even old age people are still working at mines to earn a living. This also shows that almost all considered age groups are involved in mining as employees, which may be attributable to a shortage of jobs in other sectors of the economy.

4.3.2 Gender of respondents

Figure 4.2 below shows results for gender respondents.

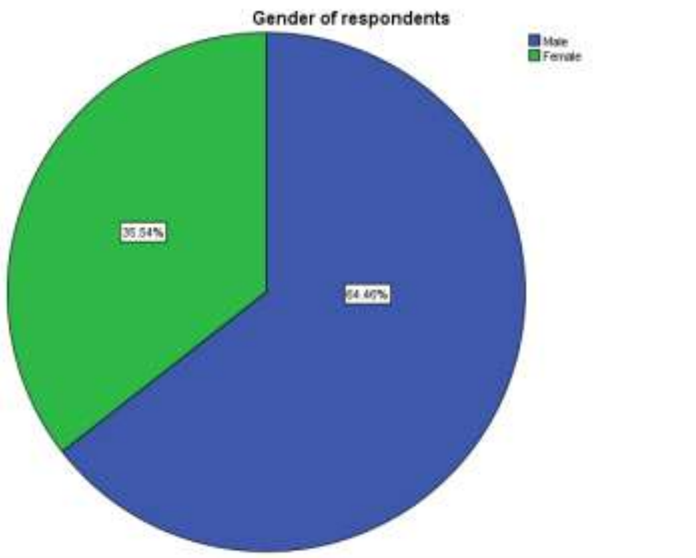


Figure 4.2: Gender of respondents

Source: Research data (2024)

The results in figure 4.2 indicate that employees in the small scale mining sector in Zimbabwe had more males (64.46%), whereas female employees constitute 35.54%. Males have no choice, both educated and uneducated, due to high levels of unemployment. Females consider other jobs before choosing to join small scale mining organisations. Hence, more men are into small scale mining than females, despite that in terms of the national population, females are more than males. However, this gender distribution enables the study to accommodate male and female opinions in the study.

4.3.3 Occupation of the respondents

Occupation of the respondents is one of the demographic variables captured during data collection. The occupation of the respondents is shown in figure 4.3 as shown below.

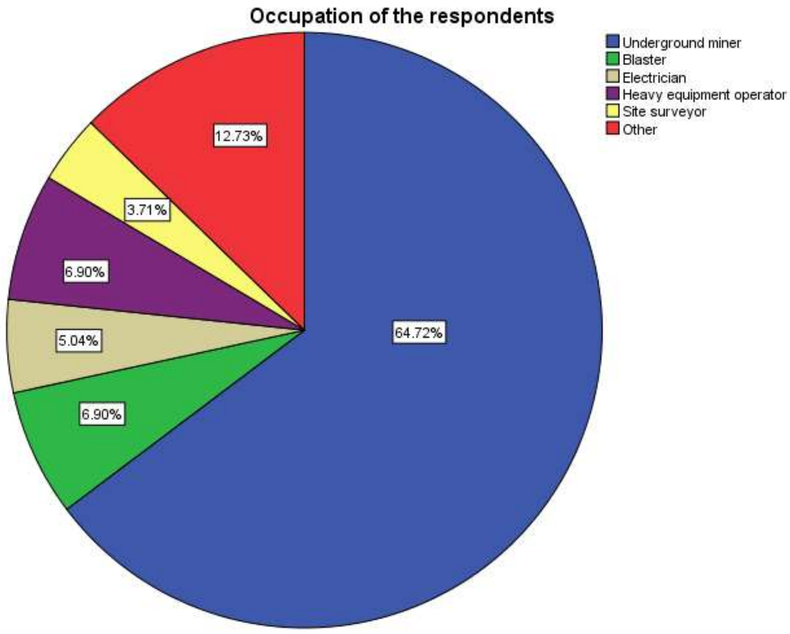


Figure 4.3: Occupation of the respondents

Source: Research data (2024)

Results in figure 4.3 show that more respondents are underground miners (64.72%), followed by 12.73% who do other various jobs at the mining organisations. Those who do blasting and those who operate heavy equipment both constitute 6.9% separately. Electricians constitute 5.04% and finally site surveyors account for 3.71%. This implies that most employees of small scale mining organisations are underground miners. This may confirm that the operations of these mining organisations are labour intensive and more manual.

4.3.4 Highest level of education of the respondents

Respondents were also asked about their highest level of education and the information is presented in figure 4.4 below.

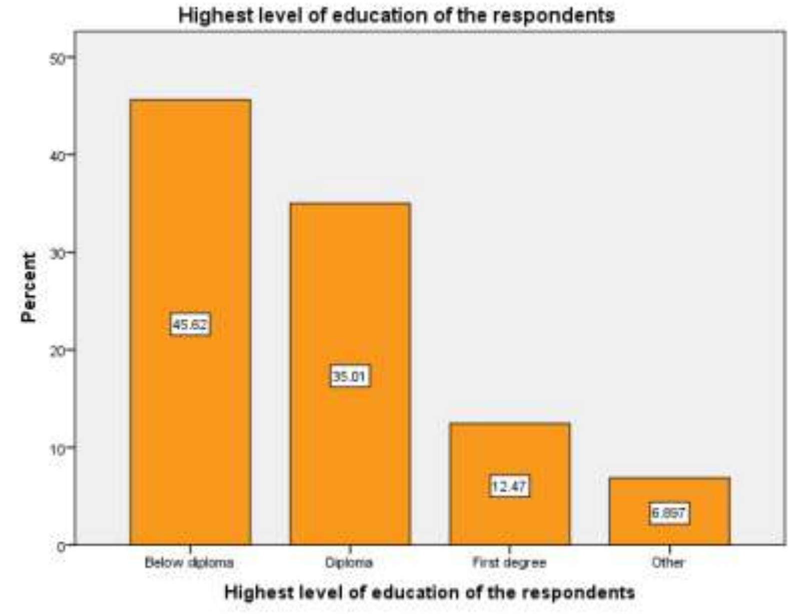


Figure 4.4 The highest level of education of the respondents

Source: Research data (2024)

The results in figure 4.4 reflect that 45.62% of the respondents have attained qualifications below a diploma. Followed by 35.01% who have attained diploma level. Those with degrees constitute 12.47%. Then those with other qualifications account for only 6,897%. This implies that most employees from these mining organisations are literate and that means the respondents were able to understand the aim of the research and managed to answer the questions well since their level of literacy was generally high. Most importantly to note is the fact that most of them are below diploma and it may confirm that small scale mining activities are being done with people with lower qualifications, although some jobs are done with people with higher qualifications.

4.3.5 Years of working at the mine

The number of years of working at the mine was one of the demographic questions asked to respondents and the information is presented in figure 4.5 below.

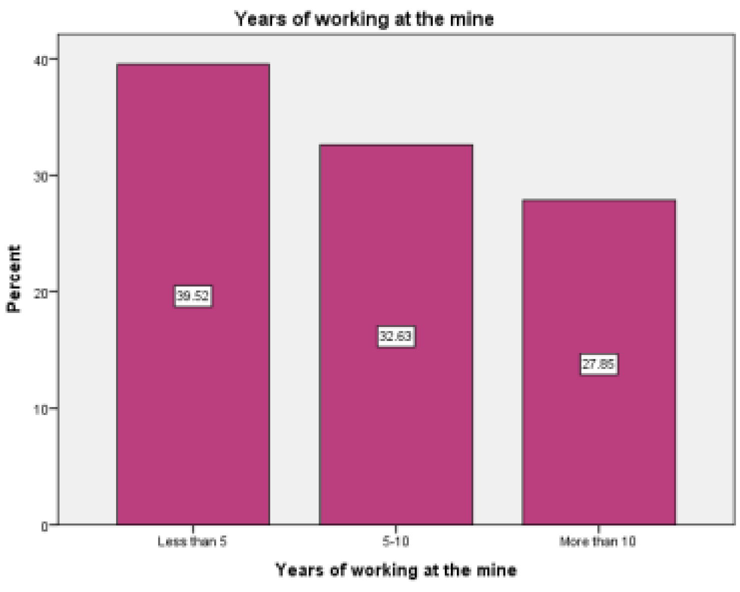


Figure 4.5: Years of working at the mine

Source: Research data (2024)

Figure 4.5 reveals that the highest number of respondents (39.52%) have worked at a small scale mine for less than 5 years. Then 32.63% have worked for a period between 5 and 10 years. Then those who have worked for more than 10 years account for 27.85%. The results show that the majority worked for less than 5 years, which may imply a lack of employee loyalty. This may confirm that employees move from one mining company in search of better conditions of service. Nevertheless, there are other employees who are loyal and their loyalty may be attributable to a lack of options in the job market as Zimbabwe is characterised by high levels of unemployment.

4.3.6 Average monthly income earned in USD

The average monthly income earned was also asked of the respondents in the questionnaire administered. The information is presented in figure 4.6 below.

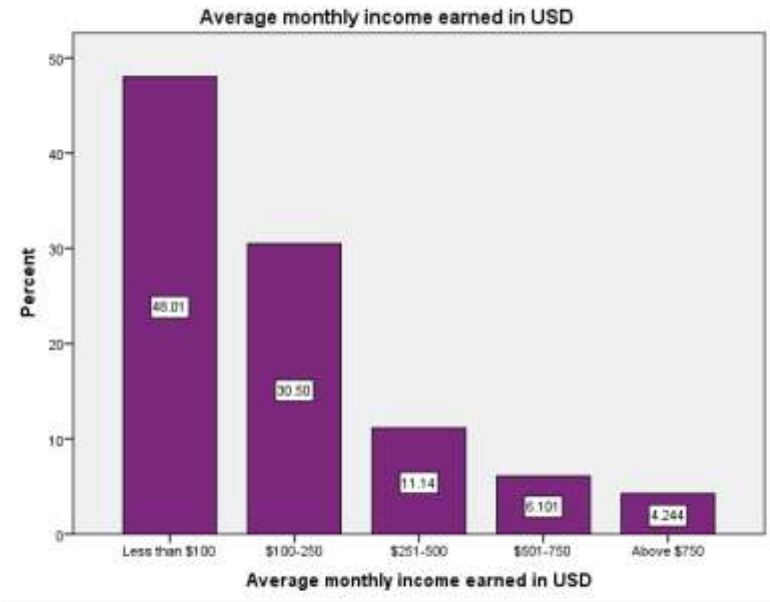


Figure 4.6: Average monthly income earned in USD

Source: Research data (2024)

Figure 4.6 reveals the average monthly earned in USD by the respondents. The highest category is less than 100 USD, which accounts for 48.01%. Followed by from 100 USD to 250 USD, which constitutes 30.50%. Then 11.14 % earn between 251 USD and 500 USD. Those earning from 501 USD to 750 USD constitute 6.101%, whereas those earning above 750 USD account for 4.244%. This shows that the majority of the respondents earn less, especially. This may confirm that employees in the small scale mining sector are not paid well. This also implies that the higher the average monthly income, the smaller the number of people who earn it and vice versa. This means the number of respondents is skewed to lower average incomes.

4.4 Descriptive statistics

This section presents descriptive statistics on all six constructs (employee involvement, employee training, career development, employee job security, employee job satisfaction and organisational performance) that underpin this study. The standard deviation (SD) and the arithmetic mean (M) are also presented. The standard deviation describes how the study's responses are spread out around the mean. The usage of the mean and standard deviation increases data comprehension. Respondents to the study's questionnaire were asked to indicate the following: 1 means strongly disagree, 2 means disagree, 3 means neutral, 4 means agree and 5 means strongly agree.

4.4.1 Descriptive statistics for employee involvement

Table 4.1 indicates mean scores and standard deviation results for all items used when measuring the extent to which small scale mining organisations' employees are involved by their employers in making decisions.

Table 4.1: Descriptive statistics for employee involvement

Item code	Item description	Mean score	Mean response	SD
EMPI1	My supervisor is respectful to my views and ideas	3.61	Agree	1.155
EMPI2	I discuss my concerns with my supervisor openly	3.75	Agree	1.162
EMPI3	My supervisor empowers me to make certain decisions	3.52	Agree	1.142
EMPI4	My supervisor encourages me through respectful treatment	3.74	Agree	1.109
EMPI5	My supervisor had a collaborative approach in supervision	3.77	Agree	1.188
	Overall	**3.68**	**Agree**	**1.151**

Source: Research data (2024)

Results in Table 4.1 indicate that mean responses ranged between 3.52, SD = 1.142 (Item EMPI3) and 3.77, SD 1.188 (Item EMPI5). Calculations of mean score averaged (overall mean 3.68: SD = 1.151) agree with a possible score of 5 (strongly agree). Results suggested that employee involvement positively influences organisational performance of small scale mining organisations. Respondents confirmed that they agree that their supervisors must be respectful to their views and ideas, they must discuss their concerns with their supervisor openly, their supervisors empower them to make certain decisions, their supervisors encourage them through respectful treatment and their supervisors have a collaborative approach in supervision.

4.4.2 Descriptive statistics for employee training

Table 4.2 indicates mean scores and standard deviation results for all items used when measuring the extent to which employee training assists employees to improve their performance.

Table 4.2: Descriptive statistics for employee training

Item code	Item description	Mean score	Mean response	SD
EMPT1	My supervisor pays attention to my level of competence	3.91	Agree	1.172

EMPT2	My organisation assists me in developing skills needed for future	3.83	Agree	1.220
EMPT3	My organisation offers a reward to anyone who upgrades skills	3.82	Agree	1.245
EMPT4	I am satisfied with the training I receive from my organisation	3.68	Agree	1.226
EMPT5	My employer provides training opportunities for me to meet the changing demands	3.87	Agree	1.240
EMPT6	Overall, the training I receive on the job meets my needs	3.86	Agree	1.149
	Overall	**3.83**	**Agree**	**1.209**

Source: Research data (2024)

Results in Table 4.2 indicate that mean responses ranged between 3.68, SD = 1.226 (Item EMPT4) and 3.91, SD 1.172 (Item EMPT1). Calculations of mean score averaged (overall mean 3.83: SD = 1.209) agree out of a possible score of 5 (strongly agree). Results suggested that employees agree that their supervisors pay attention to their level of competence, their organisation assists them in developing skills needed for future, their organisations offers a reward to anyone who upgrades skills, they are satisfied with the training they receive from their organisations and their employers provides training opportunities for employees to meet the changing demands. They confirmed that the training they receive on the job meets their needs.

4.4.3 Descriptive statistics for career development

Table 4.3 indicates mean scores and standard deviation results for all items used when measuring the extent to which employees received career development from their employers.

Table 4.3: Descriptive statistics for career development

Item code	Item description	Mean score	Mean response	SD
CDEV1	The career development policy in our organization is fair	3.73	Agree	1.147
CDEV2	My immediate superior care about my career development	3.73	Agree	1.193
CDEV3	My superiors provide information about various promotion opportunities	3.78	Agree	1.211
CDEV4	I show interest in being promoted	3.64	Agree	1.181
CDEV5	I feel satisfaction with career	3.75	Agree	1.237
CDEV6	There is really high chance for promotion on my job	3.79	Agree	1.236
	Overall	**3.74**	**Agree**	**1.201**

Source: Research data (2024)

Results in Table 4.3 indicate that mean responses ranged between 3.64, SD = 1.181 (Item CDEV4) and 3.79, SD 1.236 (Item CDEV6). Calculations of mean score averaged (overall mean 3.74: SD = 1.201) agree out of a possible score of 5 (strongly agree). Results suggested that employees confirmed that employees' career development is important to enhance organisational performance. Respondents confirmed that career development policy in their organizations should be fair, their immediate supervisors should care about their career development and their superiors should provide information about various promotion opportunities.

4.4.4 Descriptive statistics for employee job security

Table 4.4 indicates mean scores and standard deviation results for all items used when measuring the extent to which employees perceive the job security within their organisations.

Table 4.4: Descriptive statistics for employee job security

Item code	Item description	Mean score	Mean response	SD
EMJS1	My company offers me open contracts	3.76	Agree	1.262
EMJS2	The organisation offers regular advancement opportunities	3.95	Agree	1.287
EMJS3	The organisation has policies to protect workers in case of disability	3.90	Agree	1.224
EMJS4	My company has a good early retirement plan	3.81	Agree	1.263
EMJS5	I am allowed to join any workers union	3.85	Agree	1.272
EMJS6	Overall, I see that there is job security in our organization	3.75	Agree	1.227
	Overall	**3.84**	**Agree**	**1.256**

Source: Research data (2024)

Results in Table 4.4 indicate that mean responses ranged between 3.75, SD = 1.227 (Item EMJS6) and 3.95, SD 1.287 (Item EMJS2). Calculations of mean score averaged (overall mean 3.84: SD = 1.256) agree out of a possible score of 5 (strongly agree). Results suggested that respondents were aware of the influence of job security on organizational performance. Respondents confirmed that their organisations must offer regular advancement opportunities, open contracts, policies to protect workers in case of disability and a good early retirement plan.

4.4.5 Descriptive statistics for employee job satisfaction

Table 4.5 indicates mean scores and standard deviation results for all items used when measuring the extent to which employees are satisfied with their jobs within their organisations.

Table 4.5: Descriptive statistics for employee job satisfaction

Item code	**Item description**	**Mean score**	**Mean response**	**SD**
ESAT1	I feel I am being paid a decent wage for the work I do	3.68	Agree	1.148
ESAT2	The organisation offers meaningful opportunities and rewards	3.75	Agree	1.195
ESAT3	Operating rules and procedures are fair in our organisation	3.82	Agree	1.247
ESAT4	The nature of work I perform is well defined	3.77	Agree	1.198
ESAT5	The organisation offers realistic fringe benefits	3.92	Agree	1.334
ESAT6	I always feel that my job is meaningful and exciting	3.87	Agree	1.279
	Overall	**3.80**	**Agree**	**1.234**

Source: Research data (2024)

Results in Table 4.5 indicate that mean responses ranged between 3.68, SD = 1.148 (Item ESAT1) and 3.92, SD 1.334 (Item ESAT5). Calculations of mean score averaged (overall mean 3.80: SD = 1.234) agree out of a possible score of 5 (strongly agree). Results suggested that respondents were aware of the need for job satisfaction to enhance organizational performance. Respondents confirmed that they need decent wages, offered meaningful opportunities and rewards, proper operating rules and procedures, the nature of work they perform should be well defined, offered realistic fringe benefits and the need for jobs which are meaningful and exciting.

4.4.6 Descriptive statistics for organisational performance

Table 4.6 indicates mean scores and standard deviation results for all items used when measuring the extent to which the organisation is performing.

Table 4.6: Descriptive statistics for organisational performance

Item code	Item description	Mean score	Mean response	SD
ORGP1	The organisation always achieve its targeted levels of production	3.89	Agree	1.273
ORGP2	The organisation achieves monthly set sales targets	3.81	Agree	1.263
ORGP3	The organisation makes good profits	3.71	Agree	1.214
ORGP4	The company's financial statements shows positive cash flows	3.76	Agree	1.170
ORGP5	The organisation shows signs of expansion every year	3.76	Agree	1.254
ORGP6	The companies continues to acquire new assets on yearly basis	3.82	Agree	1.206
	Overall	**3.79**	**Agree**	**1.230**

Source: Research data (2024)

Results in Table 4.6 indicate that mean responses ranged between 3.71, SD = 1.214 (Item ORGP3) and 3.89, SD 1.273 (Item ORGP1). Calculations of mean score averaged (overall mean 3.79: SD = 1.230) agree out of a possible score of 5 (strongly agree). Results suggested that respondents were really performing. Respondents confirmed that their organisations were working towards the achievement of targeted levels of production, monthly set sales targets, profitability targets, the company's financial statements show positive cash flows, show signs of expansion every year and continues to acquire new assets on a yearly basis.

4.5 Scale validation

Before conducting a structural equation modelling to test research hypotheses, data were validated through confirmatory factor analysis (CFA), which included reliability analysis, convergent validity, and discriminant validity. These analyses were done in SPSS version 21 and AMOS version 21.

4.5.1 Confirmatory factor analysis

Confirmatory factor analysis was done to understand the item structures of variables and to find out which items really measured the underlying constructs within the questionnaire. Bartholomew, Knott and Moustaki (2011) added that the basic purpose of confirmatory factor analysis is to understand the structure of latent variables.

4.5.2 Sampling adequacy

Before performing confirmatory factor analysis, the suitability of data for factor analysis was evaluated using the Kaiser Meyer Olkin Measure of Sampling Adequacy (KMO) and Bartlett's Test of Sphericity using SPSS Version 21. A KMO measure of sampling adequacy was used to determine the adequacy of the sample. The KMO statistic ranges between 0 and 1; with 0 signifying absolute inadequacy of the sample and 1 representing absolute adequacy of the sample, with 0.6 suggested as the minimum value for a good factor analysis (Tabachnick & Fidell, 2007). However, Yong and Pearce (2013) commended a measurement of 0.5 as the simple minimum for the sample to be adequate. The Bartlett's Test of Sphericity was applied to determine whether the data indeed allowed factor analysis to be performed. Field (2013) recommended that Bartlett's test of Sphericity should be significant at $p < 0.05$ for factor analysis to be performed. Table 4.7 presents results obtained (KMO = 0.922, Approx. Chi-square = 5016.800, Degrees of freedom [DF] = 595; $p<0.001$) and indicates that the sample was suitable and allowed performance of confirmatory factor analysis (Field, 2013; Pallant, 2005). The aim of carrying out confirmatory factor analysis was to refine and reduce the number of related variables to a relevant and manageable size before using them in future analyses. The factor rotation method was used to simplify factor results for a better interpretation. Analysis of factors was simplified using the Varimax method as it maximises the total sum of variables of the squared loadings, that is, squared correlations between variables and factors (Babin & Zikmund, 2015).

Table 4.7: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.922
Bartlett's Test of Sphericity	Approx. Chi-Square	5016.800
	Df	595
	Sig.	.000

Source: Research data (2024)

Factor loadings for each factor are presented in Table 4.8. Factor with loadings below 0.5 were not presented since they were suppressed. Hair et al. (2006), Liang and Chia (2014), Pallant (2010), Yong and Pearce (2013) and Wixom and Watson (2001) recommended the consideration of loadings above 0.5 so as to make the understanding much easier. Thus, results in Table 4.8 achieved minimum cut off point for factor loadings as recommended by

Hair et al. (2006), Liang and Chia (2014), Pallant (2010), Yong and Pearce (2013) and Wixom and Watson (2001).

Table 4.8: Construct, items and factor loadings

Construct	Items	Factor loadings
Employee involvement	EMPI1	.630
	EMPI2	.679
	EMPI3	.594
	EMPI4	.614
	EMPI5	.675
Employee training	EMPT1	.636
	EMPT2	.632
	EMPT3	.637
	EMPT4	.584
	EMPT5	.696
	EMPT6	.550
Career development	CDEV1	.560
	CDEV2	.593
	CDEV3	.630
	CDEV4	.627
	CDEV5	.635
	CDEV6	.610
Employee jo security	EMJS1	.585
	EMJS2	.531
	EMJS3	.519
	EMJS4	.522
	EMJS5	.575
	EMJS6	.520
Employee job satisfaction	ESAT1	.509
	ESAT2	.566
	ESAT3	.571
	ESAT4	.548
	ESAT5	.580
	ESAT6	.556
Organisational performance	ORGP1	.527
	ORGP2	.520
	ORGP3	.581
	ORGP4	.597
	ORGP5	.582
	ORGP6	.555

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.[a]
a. Rotation converged in 6 iterations.
b. 6 components extracted.
Based on Eigenvalues > 1.00
Total Variance Explained = 64.655%
Loadings of less than 0.5 were suppressed

Source: Research data (2024)

Table 4.8 indicate that rotation converged in 6 iterations with total variance explained of 64.655% way above recommended limit of 60% (Pallant, 2005). The results shown in Table 4.8 indicate that rotated component matrix solution gave 6 components, which are EMPI, EMPT, CDEV, EMJS, ESAT and ORGP.

4.5.3 Reliability analysis

Reliability is the degree to which results accomplished by a measurement procedure may be replicated and produce similar results on repetitive trials (Cooper & Schindler, 2011; Hair et al., 2013; Wong et al., 2012). Also, Bolarinwa (2015) describes reliability as the extent to which variables in a study are consistent with what they are supposed to measure. Thus, reliability has much to do with the replicability of results after several attempts. The instrument must be reliable so that results are consistent (Henseler et al., 2015). Reliability is regarded as an important measurement scale in quantitative research. Internal consistency of a construct determines reliability as it stipulates the standardisation of items of a measurement scale (Pallant et al., 2020). Internal consistency of constructs was measured using Cronbach's alpha (α). Reliabilities of the study's constructs are represented in Table 4.9.

Table 4.9: Construct, number of items and Cronbach's (α)

Construct	Number of items	Cronbach's alpha (α)
Employee involvement	5	0.755
Employee training	6	0.750
Career development	6	0.808
Employee job security	6	0.806
Employee job satisfaction	6	0.810
Organisational performance	6	0.731

Source: Research data (2024)

Table 4.9 shows that all constructs had Cronbach's alpha (α) reliability index with a cut-off point of more than 0.7 as recommended by Bagozzi and Yi (1988).

4.5.4 Convergent validity

Validity is described as the extent to which a research instrument measures what it is meant to measure (Field, 2013; Pallant et al., 2020). The research instrument must measure what it is intended to measure as regards to meaningfulness and accuracy (Heale & Twycross, 2015;

Noble & Smith, 2015). Various ways may be used to assess validity. For the purpose of this study, the researcher adopted convergent and discriminant validity to assess data validity as recommended by Heale and Twycross (2015). Construct validity is measured with convergent validity. This is done to ensure that no construct correlates with other concepts from which it is expected to be different. Thus, items of an underlying concept have to be correlated to those they are supposed to relate to (Hair et al., 2013).

Maximum Likelihood Estimation (MLE) was used to estimate the measurement model to acquire better estimates (Chang et al., 2010; Field, 2013). Standardized factor loadings (λ) and critical ratios (CRs) were used to determine convergent validity (Liang & Chia, 2014) as presented in Table 4.10. CMIN/DF ($\chi 2$/Df), Goodness of fit index (GFI), Adjusted GFI (AGFI), Normed Fit Index (NFI), Tucker-Lewis Index (TLI), Comparative fit index (CFI) and Root mean square error of approximation (RMSEA) were considered in determining the measurement model fit indices.

Results suggest that convergent validity conditions were fulfilled. The measurement model indicated appropriate model fit indices (CMIN/DF = 2.088; GFI = 0.913; AGFI = 0.942; NFI = 0.961; TLI = 0.935; CFI = 0.968 and RMSEA = 0.058). Hooper et al. (2008) recommended that a good model should show a $\chi 2$/DF between the scale 0 – 5, with smaller values indicating a better fit. Moreover, Reisinger and Mavondo (2007) suggested that values for GFI, AGFI, NFI, TLI and CFI specify a good fit when they are closer to 1, and RMSEA must be between 0.05 and 0.080 for it to be satisfactory.

As indicated in Table 4.10, all items had standardised factor loadings (λ) above the cut-off point of 0.5 (Hair et al., 2006; Liang & Chia, 2014; Pallant, 2010; Yong & Pearce, 2013; Wixom & Watson, 2001).

Table 4.10: Constructs, items, standardized factor loadings (λ) and critical ratios (CR)

Constructs	Items	λ	CR
Employee involvement	EMPI1	.511	-
	EMPI2	.538	7.440***
	EMPI3	.572	7.631***
	EMPI4	.601	6.822***
	EMPI5	.635	7.111***
Employee training	EMPT1	.599	-
	EMPT2	.592	6.269***
	EMPT3	.518	5.741***
	EMPT4	.502	6.025***
	EMPT5	.626	6.248***

	EMPT6	.504	4.531***
Career development	CDEV1	.531	-
	CDEV2	.519	5.517***
	CDEV3	.603	6.437***
	CDEV4	.504	5.642***
	CDEV5	.582	6.114***
	CDEV6	.578	7.638***
Employee job security	EMJS1	.506	-
	EMJS2	.508	5.339***
	EMJS3	.503	5.047***
	EMJS4	.509	7.256***
	EMJS5	.521	8.214***
	EMJS6	.501	8.369***
Employee job satisfaction	ESAT1	.506	-
	ESAT2	.566	6.238***
	ESAT3	.535	5.221***
	ESAT4	.526	6.398***
	ESAT5	.564	7.928***
	ESAT6	.511	6.817***
Organisational performance	ORGP1	.504	-
	ORGP2	.502	5.311***
	ORGP3	.549	6.214***
	ORGP4	.565	5.126***
	ORGP5	.568	5.953***
	ORGP6	.529	3.269***

Note: - CR is fixed; *** $p < 0.001$

Source: Research data (2024)

Results in Table 4.10 show that critical ratios (CRs) were appropriately large and significant at $p < 0.001$. In addition, all AVEs (Table 4.11) for all constructs indicate results of more than the minimum requirement of 0.5 as proposed by Fornell and Larcker (1981). Therefore, the minimum requirements for convergent validity were satisfied.

4.5.5 Discriminant validity

Discriminant validity is described as the degree to which items within the construct are strongly associated with other measures of similar variables, though different from other items of another construct to which it is unrelated (Liang & Chia, 2014; Pallant, 2010). Average variance extracted (AVEs) were used to measure discriminant validity by comparing them against squared inter-construct correlations (SICCs) (Bagozzi & Phillips, 1982). Discriminant validity is acceptable if average variance extracted results are greater than the squared inter-construct correlations (Henseler et al., 2015). Results in Table 4.11 indicate that conditions essential for fulfilling discriminant validity were satisfied since average variance extracted was all bigger than their matching squared inter-construct correlations (Fornell & Larcker, 1981; Segars, 1997).

Table 4.11: Average variance extracted and squared inter-construct correlations

Construct	EMPI	EMPT	CDEV	EMJS	ESAT	ORGP
Employee involvement (EMPI)	**.604**					
Employee training (EMPT)	.298	**.593**				
Career development (CDEV)	.354	.345	**.544**			
Employee job security (EMJS)	.412	.288	.439	**.701**		
Employee job satisfaction (ESAT)	.311	.399	.389	.401	**.635**	
Organisational performance (ORGP)	.206	.381	.368	.361	.385	**.601**

Note: Diagonal elements in bold represent AVEs

Source: Research data (2024)

Table 4.11 indicates that all average variance extracted figures were above 0.5 and greater than corresponding squared inter-construct correlations (Hu & Bentler, 1999; Segars, 1997). Therefore, conditions necessary to achieve discriminant validity were satisfied.

4.6 Testing research hypotheses

After identifying the factors underlying the constructs, the next step was to test the research hypotheses to determine the nature of the relationships between variables. The variables for this study were employee involvement, employee training, career development, employee job security, employee job satisfaction and organisational performance. The research hypotheses that sought to be tested are as follows:

H1: Employee involvement has a positive effect on organisational performance.

H2: Employee training has a positive effect on organisational performance.

H3: Career development has a positive effect on organisational performance.

H4: Employee job security has a positive effect on organisational performance.

H5: Employee job satisfaction has a positive effect on organisational performance.

H6: A human resources management framework enhances the performance of small scale mining companies.

H7: Age moderates the relationship between human resources management framework and organisational performance.

Hypothesised relationships (H_1, H_2, H_3, H_4 and H_5) were tested in AMOS version 21 using the structural equation modelling technique. Maximum Likelihood Estimation (MLE) was used to estimate the structural model (Field, 2013). The structural equation modelling technique is ideal since it can determine relationships and also able to suggest a general fit between observed data and the research model (McQuitty & Wolf, 2013). The structural model indicated satisfactory model fit indices (CMIN/DF = 2.088; GFI = 0.913; AGFI = 0.942; NFI = 0.961; TLI = 0.935; CFI = 0.968 and RMSEA = 0.058). Table 4.12 shows the results of hypothesis tests.

Table 4.12: Results of hypotheses testing (H_1, H_2, H_3, H_4 and H_5)

Hypotheses	Hypothesised Relationship	SRW	CR	Remark
H_1	Employee involvement → Organisational performance	0.358	18.816***	Supported
H_2	Employee training → Organisational performance	0.346	18.464***	Supported
H_3	Career development → Organisational performance	0.288	12.642***	Supported
H_4	Employee job security → Organisational performance	0.403	21.665***	Supported
H_5	Employee job satisfaction → Organisational performance	0.295	12.847***	Supported

Notes: SRW standardized regression weight, CR critical ratio, *** significant at $p < 0.001$

Source: Research data (2024)

Results shown in Table 4.12 revealed that H_1, H_2, H_3, H_4 and H_5 were supported. This implies the following: if employees were involved in decision making, well trained, their career development is prioritised and job security is guaranteed, they will be satisfied and in turn organisational performance is enhanced.

Figure 4.7 indicates model 1 that was used to test the relationships H_1, H_2, H_3, H_4 and H_5, with results shown in standardised formats. The main purpose of the study was to develop a human resources management framework for enhancing the performance of small scale mining companies. Hence, the study managed to achieve that and the framework is shown below in figure 4.7, satisfying the hypothesis H6 that a human resource management framework enhances the performance of small scale mining companies.

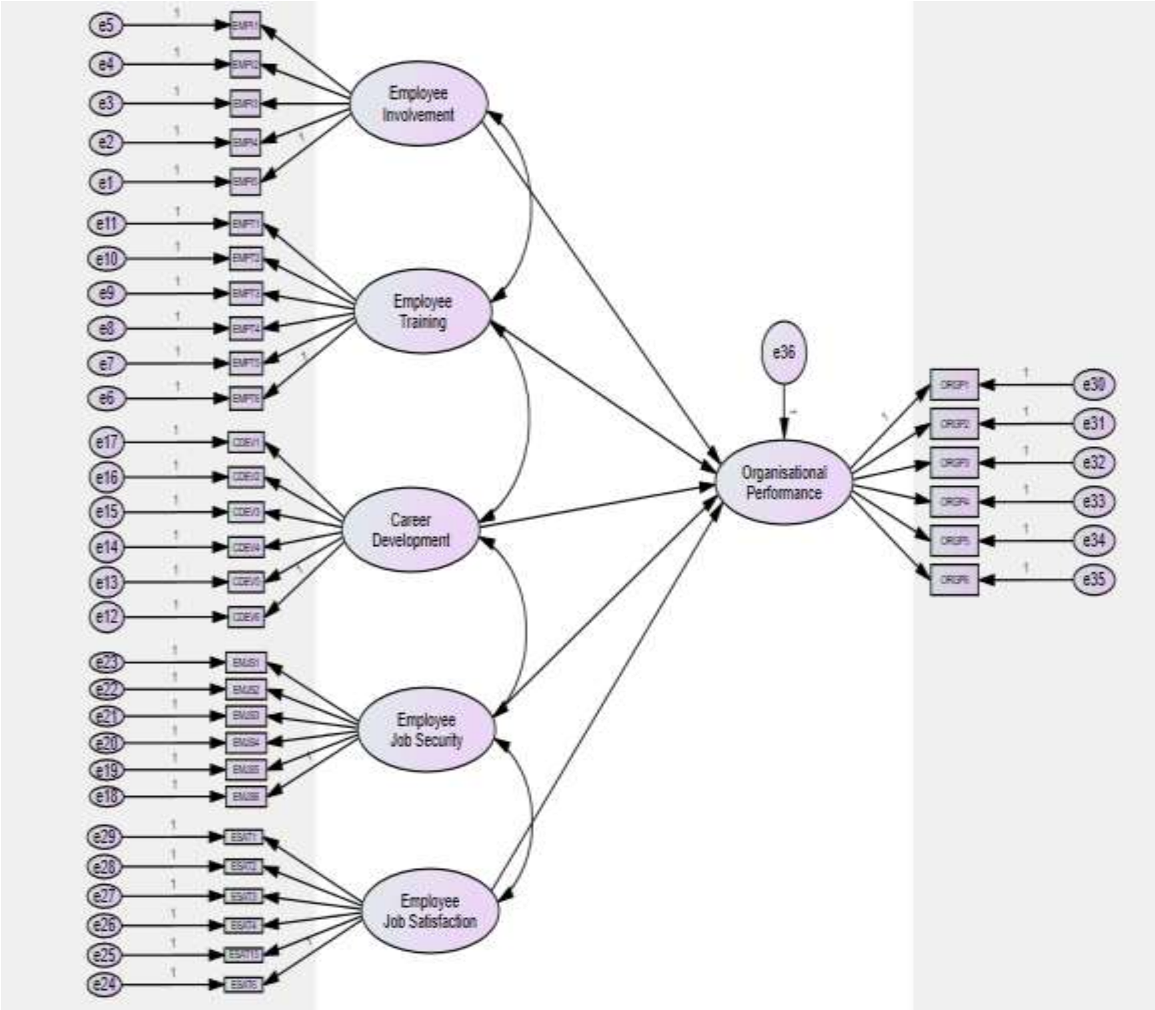


Figure 4.7: Model 1 for H1, H2, H3, H4 and H5

Source: Research data (2024)

The study also tested the moderating role of age on the relationship between human resource management framework and organisational performance. Table 4.13 shows these results.

Table 4.13: Coefficients of the moderated regression model

Variable	Beta	t-statistic	p value
Human resource management framework	.014	.2687	.786
Age	.003	.039	.921
Human resource management framework*Age	.059	2.348	.027***

Notes: R Square = 0.114, F = 21.321, significant at $p < 0.05$

Results shown in Table 4.13 revealed that H7 was supported. This implies that age positively influences the relationship between human resources management framework and organisational performance.

4.7 Discussion of results

This section discusses the findings of the study. The main emphasis of this section was to assess the extent to which the research objectives were accomplished. The discussion of results was guided by the research objectives and hypotheses. The objectives include: to determine the effect of employee involvement on organisational performance, to establish the effect of employee training on organisational performance, to determine the effect of career development on organisational performance, to ascertain whether employee job security improves organisational performance and to examine the effect of employee job satisfaction on organisational performance. Also, the study sought to develop a human resource management framework for enhancing the performance of small scale mining companies. In addition, was to test the moderating role of age on the relationship between human resource management framework and organisational performance.

4.7.1 The effect of employee involvement on organisational performance

The objective of the study was to determine if employee involvement influences organisational performance. Thus, it was hypothesised that,

H1: Employee involvement has a positive effect on organisational performance

There is adequate confirmation from the research results to suggest that employee involvement positively influences organisational performance. The implication is that continuous improvement of employee involvement by small scale mining organisations results in improved organisational performance. The results imply that small scale mining organisations may experience a decline in organisational performance if they fail to involve employees in decision-making and active participation in organisational activities. Thus, employee involvement is considered a participatory process that uses the entire capacity of workers and is designed to increase commitment to the success of an organization (Selenko et al., 2017). Through employee involvement, employees identify with their work, actively participate in their work and perceive their performance at work as more important for their own good (Yandi & Havidz, 2022). Employee involvement ensures that employees are concerned with the work being done (Khalid & Nawab, 2018). Employee involvement is believed to be significant in steering performance (Chen, 2019; Pandita & Ray, 2018). Thus, management should treat employees as partners in the management and leadership of the organisation whose interests are respected by top management (Wang et al., 2020). Employee involvement aims to create a climate in which a continuing dialogue between managers and the members of their teams takes place to define expectations and share information on the organization's mission, values and objectives (Armstrong, 2020).

Results of the current study show that employees were involved in decision making in most matters of the organisation. This implies that involving employees establishes a common understanding of what is to be achieved (Khalid & Nawab, 2018). The results are supported by Berisha and Pula (2015) who pointed out that firms must focus on the use of formal work teams, employee involvement groups, job rotation, quality circles, product-related suggestions made and implemented by employees, the use of job rotation within and across teams and carrying out quality tasks as examples of employee involvement in the management of organisations. This increases employees' productivity, commitment and lowers employee turnover (Armstrong, 2020). When employees find coherence in their work and a sense of assurance from their employers, they tend to be more engaged at their workplace (Selenko et al., 2017).

The results support existing literature, such as Khalid and Nawab (2018), who established that employee involvement is a good tool to help every organization strive to gain a competitive advantage over others, because human capital is a firm's most valuable asset. An engaged workforce ensures lower turnover and a greater ease in attracting talent, building a knowledge base and gaining a competitive advantage (Albrecht et al., 2015). Engaged employees tend to be more committed to the organization and its goals, and prompts improved employee performance, focused efforts and better outcomes (Saks, 2019). Also, employee involvement translates to innovation, enthusiasm at the workplace, productivity, citizenship behaviour and better outcomes in general (Pandita & Ray, 2018).

The study findings confirm those by Tanjung and Putri (2019), who provided evidence that extensive employee involvement resulted in better organisational performance. Most scholars established a positive effect between employee involvement and organisational performance (Widodo et al., 2023; Septiadi and Kristanto, 2019; Syamsuri, 2022). Trofimov et al. (2017) indicate that employee involvement and organizational commitment simultaneously have a positive effect on performance. Furthermore, the study findings confirm to literature that employee involvement positively influences organisational performance (Ibrahim et al., 2021; Paryati et al., 2021; Pitaloka & Putri, 2021; Rani et al., 2021; Sajdah & Lukiyana, 2018).

4.7.2 The effect of employee training on organisational performance

The objective was to establish if employee training influences organisational performance. Thus, it was hypothesised that,

H2: Employee training has a positive effect on organisational performance

The research results provide enough evidence to demonstrate that employee training has a positive effect on organisational performance. This implies that continuous training of employees results in improved organisational performance. The results imply that small scale mining organisations may experience a decline in organisational performance if they fail to train their employees. Training modifies the behaviours of employees through learning events, activities and programmes, which results in the participants achieving the levels of knowledge, skills, competencies and abilities to carry out their work effectively (Ogbu Edeh & Chibundu, 2017). This means that for any organisation, training must be tailored towards enhancing performance and productivity (Burgess et al., 2020). Training assists in developing knowledge, attitudes, abilities and skills through learning experiences, to attain effective performance (Garavan et al., 2021). Effective training programs are aimed at improving the employees' performance, which ultimately results in improved organisational performance (Wulandari & Indartono, 2021). The knowledge and skills possessed by an organisation's workforce are becoming more and more important to its performance competitiveness (Ogbu Edeh & Chibundu, 2017).

Study results show that employees from small scale mining organisations were performing well due to the training offered by their organisations. This is supported by Garavan et al. (2021), who postulate that to develop the desired knowledge, skills and abilities of the employees, to perform well on the job, requires effective training programs that may also affect employee motivation and commitment. Training impacts organizational competitiveness, revenue and performance (Ogbu Edeh & Chibundu, 2017). Training of employees increases the employees' motivational level (Garavan et al., 2021). All these contributions lead to achieving competitive advantage (Burgess et al., 2020) and to an enhancement in employee performance and organisational productivity (Hassan et al., 2019).

The findings confirm a study by Sal and Raja (2016), who examined the impact of training on organizational performance and found that training has a significant positive effect on organizational performance. Results agree with those findings from earlier studies by Quartey (2012), who examined the effect of employee training on the perceived organisational performance and found that there is a moderately strong relationship between employee training and organisational performance. The results also confirm a study by Ubeda-García et al. (2013), who established that training positively correlates with organisational performance. Likewise, results from this study confirm those by Ogbu Edeh and Chibundu (2017), who examined the association between employee training and organisational performance and found that employee training has a significant positive relationship with organisational performance. Moreover, findings from this study agree with Shaheen et al. (2013), who examined employees' training and organizational performance and established that training has a significant positive association with organizational performance.

Also, Gunu et al. (2013) examined training as a tool for organizational performance and concluded that training has a significant impact on organizational performance. Likewise, Garavan et al. (2021) studied training and organisational performance and established that training is positively and directly related to organizational performance. The study findings substantiate existing literature by various scholars who found that training has a positive influence on organisational performance (Burgess et al., 2020; Garavan et al., 2021; Hassan et al., 2019; Jain & Sullivan, 2019; Napitupulu et al., 2017; Nguyen, 2019; Ogbu Edeh & Chibundu, 2017; Thoms & Burton, 2016; Wulandari & Indartono, 2021).

4.7.3 The effect of career development on organisational performance

The study sought to determine if career development influences organisational performance. Therefore, it was hypothesised that,

H3: Career development has a positive effect on organisational performance

The study established a significant positive relationship between career development and organisational performance. Thus, improvement in career development results in improved organisational performance. Results also imply that if organisations raise their career development support to employees, employees become loyal and contribute positively to organisational performance. Febrianti et al. (2020) argue that career development involves aligning individual subjective and more objective career aspects of an organisation to find a match between individual and organisational needs, personal characteristics and career roles. Career development involves continual learning, seeking opportunities, taking risks, and finding ways to contribute to the organisation in a productive and motivated manner (Okurame, 2012). Career development in dealing with individuals’ development at different career stages not only fulfills an individual’s need but also that of the organisation (Dialoke

& Nkechi, 2017). Career development is often used to close the gap between current performance and expected future performance (Okurame, 2012). Across the globe, one of the major obstacles to the achievement of high productivity and organisational effectiveness is the level of career development (Chetana & Mohapatra, 2017).

The results support existing literature, such as Dialoke and Nkechi (2017), who confirm that career growth improves employee performance, which in turn improves organisational performance. Likewise, Dewi and Nurhayati (2021) established a positive impact of career development practices on employee retention and job satisfaction and business success. The study findings also validate findings by Febrianti et al. (2020), who established that there is a positive influence of career development and motivation on job satisfaction, as well as a positive influence of career development and motivation on employee performance, which ultimately improves organisational performance.

Napitupulu et al. (2017) established that career development has a positive direct influence on perceived organizational support, motivation and affective commitment, which in turn influence organisational performance. Nasution et al. (2018) established that career development and organizational culture had a positive and significant influence on employee performance, which in turn influence organisational performance. The result of the research done by Zihan et al. (2024) reveals that one of the factors that influences employee performance in a company is career development in the company, which in turn positively influences organisational performance. Dialoke and Nkechi (2017) in their research also point out that career development in a company will have a positive effect, such as the increase in employee performance and ultimately influence organisational performance. The result of the research by Dewi and Nurhayati (2021) supports the statement which states that career development has a positive and significant influence on organisational performance. Igudia (2022) points out that career development has a significant influence on employee performance, which in turn enhances organisational performance.

The study findings substantiate existing literature by various scholars who found that career development has a positive influence on organisational performance (Adeniji et al., 2019; Dialoke & Nkechi, 2017; Dewi & Nurhayati, 2021; Febrianti et al., 2020; Igudia et al., 2022; Napitupulu et al., 2017; Nasution et al., 2018; Rehman, 2017; Salleh et al., 2020).

4.7.4 The effect of employee job security on organisational performance

The objective of the study was to ascertain whether employee job security improves organisational performance. So, it was hypothesised that,

H4: Employee job security has a positive effect on organisational performance

The findings and interpretation imply that employee job security improves organisational performance. The current finding could mean that if employee job security is high and employees are happy with the level of job security, employees are likely to contribute to improved organisational performance. Moreover, employees confirm that their job security is crucial for organisational performance to improve. Thus, organisations put effort into enhancing their employees' job security and this results in improved organisational performance. Thus, job security can be defined as an employee's fear of losing their job and being unemployed (Febrianti et al., 2020). It is assumed that perceptions of job insecurity would reduce employee job engagement and result in low performance by employees and negatively impact organizational performance (Imran et al., 2015; Lu et al., 2021). Workers who are committed to their organizations can be as a result of job security (Febrianti et al., 2020). Security is a great motivator that enables an individual to move on in life, it brings a sense of satisfaction and fulfilment when an individual knows that he/she is secure or safe in whatever endeavour he/she is involved with (Abolade, 2018). When an individual is safe and secure, then he can move on to achieve other things he desires (Abolade, 2013). Once an individual is assured of security, especially of his job, and he/she sees it practically displayed, he/she may be motivated to be the best he/she could be since nothing poses as a threat to him/her (Abolade, 2018).

The most important thing an employee needs in an employment relationship is job security that guarantees peace of mind (Selenko et al., 2017). Job security for an employee is that his/her job is not threatened and that the individual will be on the job for as long as the individual wants with no feeling or reasons whether objective or subjective that he/she might lose the job (Vijayan, 2017). Thus, when organisation does not satisfy the needs of the employees in the different areas like poor career progression, promotions, rewards, poor working conditions, poor salaries, lack of health and safety facilities, poor or lack of welfare package, employees' job could be threatened and they are likely to leave such organisation when they get better places (Selenko et al., 2017).

Sverke et al. (2006) establish that job security contributes to improved productivity as employees work harder to stand out among their colleagues and increase their value to the organisation. Job security is also an important variable that directly affects employee organizational satisfaction and level of their commitment (Abolade, 2018). If an employee is sure that he/she will not be kicked out of the organization any time soon, then he/she will definitely work harder (Selenko et al., 2017). When an organisation provides job security and ensures organizational justice, then the employees automatically start to show a positive attitude and this positive attitude is very crucial to the organization (Ma et al., 2016).

The study findings confirm those by Abolade (2018), who established that job security positively affects organisational performance and induces employee turnover. A study by Imran, Majeed and Ayub (2015) established that job security increases organizational productivity. Many research outcomes have established that job security positively affects productivity (Abolade, 2018; Asfaw & Chang, 2019; Febrianti et al., 2020; Karatepe et al., 2020; Mauno et al., 2014; Niesen et al., 2018; Vijayan, 2017).

4.7.5 The effect of employee job satisfaction on organisational performance

The objective of the study was to examine whether employee job satisfaction influences organisational performance. Consequently, it was hypothesised that,

H5: Employee job satisfaction has a positive effect on organisational performance

The study findings show that employee job satisfaction has a positive relationship with organisational performance. This suggests that improved organisational performance is a result of improved employee job satisfaction. Employee satisfaction at work plays a role in producing high performance (Dhanraj & Parumasur, 2014). Likewise, the higher the level of individual satisfaction at work, the greater the individual's performance will be (Ma et al., 2016). Adeniji et al. (2018) established that job satisfaction is a predictor of performance because job satisfaction has a moderate correlation with performance. The study findings reveal that organisational performance in Zimbabwean small scale mining organisations is being influenced by employee job satisfaction. High job satisfaction improves employee performance towards the organization they work for (Al-dalahmeh et al., 2018). Furthermore, the satisfaction obtained by the employee is implemented in the form of employee participation in expressing opinions or ideas as a reflection of the optimal work results of employees in the organization (Wang et al., 2020). Similarly, workers who are satisfied with their jobs remain committed to that organization (Adeniji et al., 2018). This also concurs with

Al-dalahmeh et al. (2018) who established that employees can work properly only if they are committed, loyal and sincere towards the organization and this is only possible if they are satisfied with the organization, its decisions, their salary packages and other similar factors.

Also, employees can give their best to the organization only if he has a higher level of satisfaction (Adeniji et al., 2018). An employee's level of satisfaction tells us if he has positive or negative feelings for the organization (Ohunakin et al., 2018). Employee job satisfaction is the human force of any organization that determines its long term success in terms of profitability, income and similar factors (Wang et al., 2020). Employee job satisfaction among employees results in increased organizational productivity (Al-dalahmeh et al., 2018). Furthermore, employee job satisfaction, along with other factors like opportunities to grow, employee development programs and organizational commitment, have a strong impact on the productivity of the organization (Ohunakin et al., 2018).

Febrianti et al. (2020) established that there is a positive influence of job satisfaction on employee performance. In another study, Salleh et al. (2020) established that career planning and career satisfaction negatively impact employees' turnover intention and career satisfaction partially mediates the relationship between career planning and employees' turnover intention. Several studies empirically test this relationship and find a significant relationship between employee satisfaction regarding career advancement and performance (Karatepe, 2012; Okurame, 2012). Tanjung and Putri (2019) established that job satisfaction has a positive effect on employee organizational commitment, either partially or simultaneously. Findings from a study by Yandi and Havidz (2022) confirmed that job satisfaction has a positive influence on employee performance. Also, a study by Ariani and Fauzan (2023) concludes that job satisfaction has a positive influence on organisational performance. In addition, several studies conducted by Deswarta (2022), Kusumastuti et al. (2019), Silitonga and Widodo (2019) and Kusnilawati and Santoso (2022) also established that job satisfaction has a positive influence on organisational performance.

4.7.6 Developing a human resources management framework for enhancing the performance of small scale mining companies

The study sought to develop a human resources management framework for enhancing organisational performance. Consequently, it was hypothesised that,

H6: A human resources management framework enhances the performance of small scale mining companies

The study findings show that a human resource management framework enhances organisational performance. This suggests that improved organisational performance is a result of the presence and implementation of a human resource management framework. Geethanjali et al. (2024) assert that the overarching goal of any human resource framework interventions is to assist employees and organizations in attaining their goals. Wang, Xu, Zhang and Li (2020) posit that human resource professionals can help employees meet their personal goals by providing programs and interventions that promote individual development, for example, career development activities, mentoring and formal training and educational opportunities. Stone, Cox, Gavin and Carpini (2024) postulate that the ultimate objective of most, if not all, human resource programs is to improve organizational performance. Tohirovich (2024) assert that human resource efforts are certainly not the only contributors to organizational performance; however, they are increasingly recognized as a critical component of organizational success. Tohirovich (2024) added that a major focus of most human resource interventions is an effort to change employee behaviour. That is, the hope is that providing employees with the skills and behaviours they need to perform successfully should lead to the greatest accomplishment of both employee and organizational goals (Tohirovich, 2024).

Thus, the field of human resources management has always had a strong focus on employee behaviour (Selenko et al., 2017). However, Geethanjali et al. (2024) suggested that to change any behaviour, management must understand the factors that cause employees to behave the way they do. Armed with this knowledge, management may accurately diagnose performance problems, understand what makes effective performance possible and design human resource programs to foster the behaviour they want inclined to organisational culture (Geethanjali et al., 2024). Hence it is recommended that companies in the small scale mining should adopt and implement human resource management framework to enhance organisational performance.

4.7.7 The moderating role of age on the relationship between human resources management framework and organisational performance

The study sought to test the moderating role of age on the relationship between human resources management framework and organisational performance. Consequently, it was hypothesised that,

H7: Age moderates the relationship between human resources management framework and organisational performance.

The study findings show that age moderates the relationship between human resource management framework and organisational performance. This suggests that the age of employees may influence the success of a human resource framework in enhancing organisational performance. This is supported by scholars such as Tohirovich (2024) who posits that age positively influences the connection between a human resources management framework and organisational performance. Sun et al. (2024) confirm that age influences the effectiveness of some organizational interventions. Existing literature confirms distinguished variances in behaviour between adult and young employees (Stone et al., 2024). Younger employees are more expectant of employee involvement, training, career development, job satisfaction and job security than older employees (Kmecová & Androniceanu, 2024). The ability to be more conscious of organisational interventions decreases as employees grow older since they will be focusing more on retirement (Wang et al., 2020). Hence, the effect of a human resource management framework is stronger in younger employees than older employees.

4.8 Chapter summary

Results in chapter four covered the analysis of socio-demographic characteristics of the respondents, validity and reliability analysis, descriptive statistics, confirmatory factor analysis and hypotheses testing. The results confirm that employee involvement, employee training, career development, employee job security and employee job satisfaction has a positive effect on organisational performance. Also, the results confirm that a human resource management framework enhances the performance of small scale mining companies. In addition, the results confirm that age moderates the relationship between human resource management framework and organisational performance. The chapter also covers the discussion of research findings by comparing study results with related literature. The discussion was guided by major areas of the study that include research objectives, related research hypotheses, study variables that are employee involvement, employee training, career development, employee job security and employee job satisfaction. The next chapter gives the study summary, conclusions and implications.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND IMPLICATIONS

5.1 Introduction

Chapter four presented and discussed research results. Then this chapter is the final chapter of the thesis, which provides the conclusions of the study. The chapter gives the summary, conclusions and implications. Research conclusions are grounded on the research objectives and related hypotheses. The research conclusions are extracted from the findings and discussion as illustrated in chapter four. The implications of the study findings for policy and practice, the current body of knowledge and research methodology are also provided. The research limitations are presented to make relevant recommendations on the basis of the given conclusions. Lastly, suggestions are made on areas that need further research.

5.2 Summary of research findings

This study focuses on developing a human resources management framework for enhancing the performance of small scale mining companies in Mashonaland West, Zimbabwe. Results indicate that employee involvement ($p=0.642$), employee training ($p=0.654$), career development ($p=0.712$), employee job security ($p=0.597$) and employee job satisfaction ($p=0.705$) positively influence organisational performance. The results furthermore established that age ($p=0.921$) moderates the relationship between human resources management framework and organisational performance. The study also managed to produce a human resources framework that enhances organisational performance. The results contribute to the current body of knowledge by introducing a human resource framework as a package to enhance organisational performance. Small scale mining organisations are therefore recommended to focus on continuous improvement on employee involvement, employee training, career development, employee job security and employee job satisfaction to enhance organisational performance. Thus, small scale mining organisations should ensure that their employees are involved in making decisions in the organisations. Small scale mining organisations are also advised to consider training their employees and to assist them in career development programs. In addition, small scale mining organisations are recommended to ensure that there is employee job security as well as employee job satisfaction, as these variables, among others, are crucial for enhancing organisational performance. Also, small scale mining companies should consider the age of the employees when implementing some of the elements of the human resources management framework.

5.3 Conclusions

The following conclusions were drawn from the study findings:

5.3.1 The effect of employee involvement on organisational performance

The first objective sought to determine the effect of employee involvement on organisational performance. There is sufficient evidence from the findings and interpretation of the results to suggest that employee involvement positively influences organisational performance. The implication is that the improvement of employee involvement by small scale mining organisations results in enhanced organisational performance.

5.3.2 The effect of employee training on organisational performance

The study sought to establish the nature of the relationship between employee training and organisational performance. The study findings and interpretation reveal that employee training positively influences organisational performance. Results imply that if small scale mining organisations raise their level of employee training, organisational performance may improve.

5.3.3 The effect of career development on organisational performance

The study sought to determine the influence of career development on organisational performance. The findings of this study show that there exists a positive relationship between career development and organisational performance. This implies that organisational performance is influenced by the level of career development opportunities offered by small scale mining organisations. Thus, if small scale mining organisations improve their support for career development opportunities for employees, organisational performance may increase.

5.3.4 The effect of employee job security on organisational performance

The study sought to ascertain the effect of employee job security on organisational performance. The study results confirm that employee job security positively influences organisational performance. This suggests that employees' job security influences improved organisational performance. This means that if employees perceive that their jobs have job security, they work hard to enhance organisational performance.

5.3.5 The effect of employee job satisfaction on organisational performance

The study sought to examine the effect of employee job satisfaction on organisational performance. The study findings and interpretation suggest that employee job satisfaction positively influences organisational performance. This suggests that employees' job satisfaction influences improved organisational performance. The findings of the study imply that satisfied employees are willing to contribute to organisational performance.

5.3.6 Developing a human resource framework for enhancing the performance of small scale mining companies

The study sought to develop a human resource management framework for enhancing the performance of small scale mining companies. The study findings and interpretation suggest that a human resource management framework positively influences organisational performance. This suggests that the presence of a human resource framework influences improved organisational performance. The findings of the study imply that those small scale mining companies that adopt and implement a human resource management framework are likely to improve organisational performance.

5.3.7 The moderating role of age on the relationship between human resource management framework and organisational performance

The study sought to test the moderating role of age on the relationship between human resources management framework and organisational performance. The study findings and interpretation suggest that age moderates the relationship between human resource management framework and organisational performance. Particularly, the human resources management framework is more effective on younger employees than older employees. This implies that small scale mining companies should consider the age of the employees when implementing some of the elements of the human resources management framework.

5.4 Implications for human resource management theory and knowledge

Studies focusing on the development of a human resources framework for enhancing the performance of small scale mining companies are scarce. Thus, this study sought to contribute to the current human resources management body of knowledge by examining the effect of employee involvement, employee training, career development, employee job security and employee job satisfaction on organisational performance. Globally, there has been a dearth of human resources management studies that have specifically focused on the development of a human resources framework to enhance the performance of organisations. The current study is, therefore, a forerunner in human resources management in that it has focused on the human resources framework variables within the small scale mining sector.

From this study, it is therefore for the first time possible to construct a research model indicating a confirmed relationship among employee involvement, employee training, career development, employee job security, employee job satisfaction and organisational performance.

Figure 5.1 below shows the positive influence of employee involvement, employee training, career development, employee job security and employee job satisfaction on organisational performance. Human resources management literature should also pay attention to employee human resources framework issues highlighted in the background and literature review. These include: paying attention to the need to assist employees and organizations in attaining their goals, helping employees meet their personal goals by providing programs and interventions that promote individual development, for example, career development activities, mentoring and formal training and educational opportunities. In addition, focusing on human resource interventions to change employee behaviour. Also, providing employees with the skills and behaviours they need to perform successfully and result in the accomplishment of both employee and organizational goals. Also, they must consider age as a moderator of the relationship between human resources management framework and organisational performance. Therefore, the existing theory must be enhanced to embrace this finding.

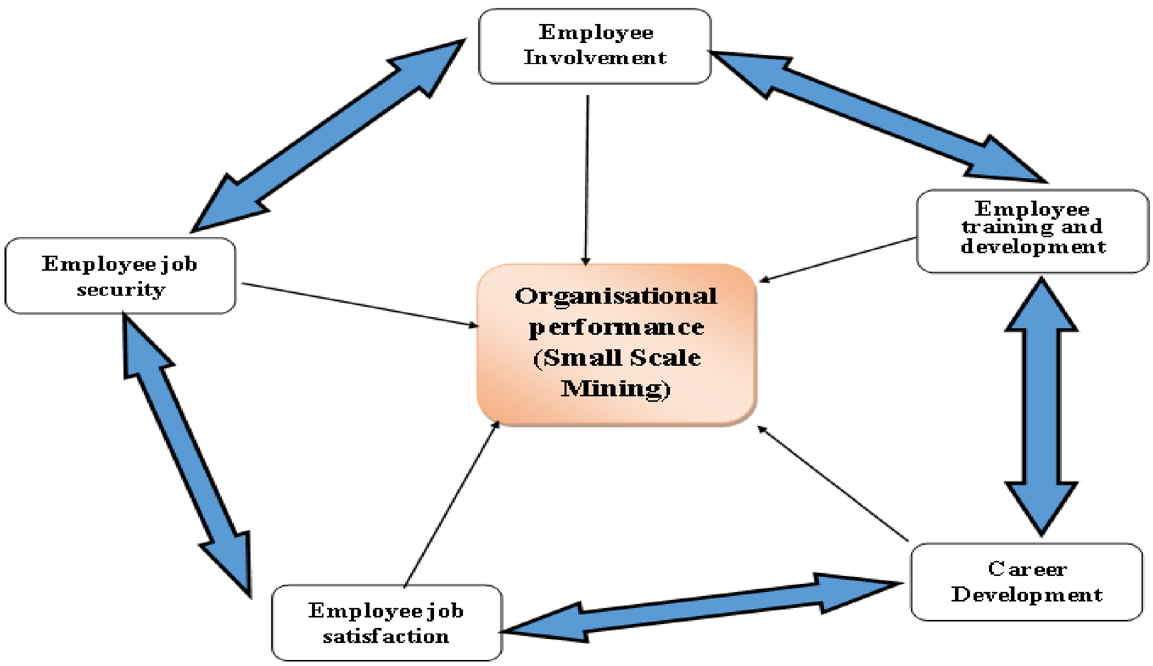


Figure 5.1: Human resource management framework

This study is pioneering since it focuses on developing a human resource framework for enhancing the performance of small scale mining companies within the small scale mining sector. Employee involvement, employee training, career development, employee job security and employee job satisfaction influence on organisational performance is vital in the small scale mining sector. The findings confirm prevailing literature, so there is a need to take into cognisance the recognized connections among employee involvement, employee training, career development, employee job security and employee job satisfaction influence on organisational performance. These are important constructs in human resource management and the small scale mining sector (Bonsu et al., 2017; Chipangura, 2019; Dube et al., 2016; Dzimunya et al., 2018; Hilson & McQuilken, 2014; Kaseke et al., 2015; Katou, 2015; Kuranchie-mensah & Amponsah-tawiah, 2016; Mabhena, 2012; Mapira, 2017; Mkodzongi & Spiegel, 2019; Munyoro et al., 2017).

This study established that employee involvement positively influences organisational performance. The study adds knowledge to the growing body of human resource management that there is a significant positive relationship between employee involvement and organisational performance (Ibrahim et al., 2021; Paryati et al., 2021; Pitaloka & Putri, 2021; Rani et al., 2021; Sajdah & Lukiyana, 2018). Also, the study established that employee training positively influences organisational performance and the literature agrees with the findings (Burgess et al., 2020; Garavan et al., 2021; Hassan et al., 2019; Jain & Sullivan, 2019; Napitupulu et al., 2017; Nguyen, 2019; Ogbu Edeh & Chibundu, 2017; Thoms & Burton, 2016; Wulandari & Indartono, 2021). Furthermore, in line with related literature, the study also established a positive relationship between career development and organisational performance. The study adds knowledge to the growing body of human resource management literature that there is a significant relationship between career development and organisational (Adeniji et al., 2019; Dialoke & Nkechi, 2017; Dewi & Nurhayati, 2021; Febrianti et al., 2020; Napitupulu et al., 2017; Nasution et al., 2018; Rehman, 2017; Salleh et al., 2020).

The study improved the knowledge in human resource management on the employee job security and organisational performance relationship. The findings complement the existing overall thought that employee job security positively influences organisational performance. This research confirms inferences by earlier research (Abolade, 2018; Asfaw & Chang, 2019; Febrianti et al., 2020; Karatepe et al., 2020; Mauno et al., 2014; Niesen et al., 2018; Vijayan, 2017). Also, it was established that employee job satisfaction positively influences organisational performance within the small scale mining sector. The finding confirms current knowledge that employee job satisfaction is positively related to organisational performance (Adeniji et al., 2018; Deswarta, 2022; Ariani & Fauzan, 2023; Kusumastuti et al., 2019; Silitonga and Widodo, 2019; Wang et al., 2020).

Also, the study established that age moderates the relationship between human resources management framework and organisational performance. Hence, it is a pioneer study in moderating that relationship on top of developing a human resources management framework. The prevailing theory must be extended to accommodate this new result. This finding adds knowledge to existing literature; therefore, this finding should be incorporated.

5.5 Implications on policy and practice

The study findings have several implications for the study. It was the objective of this study to establish the effect of employee involvement, employee training, career development, employee job security and employee job satisfaction on organisational performance. The findings confirm that employee involvement positively influences organisational performance. Thus, managers from small scale mining organisations should treat employees as partners in the management and leadership of the organisation whose interests are respected by top management. This is crucial since the aim of employee involvement is to create a climate in which a continuing dialogue between managers and the members of their teams takes place in order to define expectations and share information on the organization's mission, values and objectives (Armstrong, 2020; Wang et al., 2020).

Thus, employee involvement is considered a participatory process that uses the entire capacity of workers and is designed to increase commitment to the success of an organization (Selenko et al., 2017). Through employee involvement, employees identify with their work, actively participate in their work and perceive their performance at work as more important for their own good (Yandi & Havidz, 2022). Employee involvement ensures that employees are concerned with the work being done (Khalid & Nawab, 2018). Employee involvement is believed to be significant in steering performance (Chen, 2019; Pandita & Ray, 2018). Thus, management should involve employees to establish a common understanding of what is to be achieved (Khalid & Nawab, 2018). The results are supported by Berisha and Pula (2015) who pointed out that firms should focus on the use of formal work teams, employee involvement groups, job rotation, quality circles, product-related suggestions made and implemented by employees, the use of job rotation within and across teams and carrying out quality tasks as examples of employee involvement in the management of organisations. This increases employees' productivity, commitment and lowers employee turnover (Armstrong, 2020). When employees find coherence in their work and a sense of assurance from their employers, they tend to be more engaged at their workplace (Selenko et al., 2017).

Khalid and Nawab (2018) postulate that employee involvement is a good tool to help every organization strive to gain a competitive advantage over others, because human capital is a firm's most valuable asset. An engaged workforce ensures lower turnover and a greater ease in attracting talent, building a knowledge base and gaining a competitive advantage (Albrecht et al., 2015). Engaged employees tend to be more committed to the organization and its goals, and prompts improved employee performance, focused efforts and better outcomes (Saks, 2019). Also, employee involvement translates to innovation, enthusiasm at the workplace, productivity, citizenship behaviour and better outcomes in general (Pandita & Ray, 2018).

Tanjung and Putri (2019) provided evidence that extensive employee involvement resulted in better organisational performance. Employee involvement results in employee commitment, which in turn results in improved organisational performance. Therefore, managers should involve employees so that they are committed and innovate and contribute to the success and enhancement of the organisation's performance.

Also, the findings confirm that employee training positively influences organisational performance. Thus, managers from small scale mining organisations are recommended to train their employees to ensure organisational performance is optimised. Training modifies the behaviours of employees through learning events, activities and programmes, which result in the employees achieving the levels of knowledge, skills, competencies and abilities to carry out their work effectively (Ogbu Edeh & Chibundu, 2017). This means that for any organisation, training must be tailored towards enhancing performance and productivity (Burgess et al., 2020). Training assists in developing knowledge, attitudes, abilities and skills through learning experiences, to attain effective performance (Garavan et al., 2021). Thus, effective training programs are aimed at improving the employees' performance, which ultimately results in improved organisational performance (Wulandari & Indartono, 2021). The knowledge and skills possessed by an organisation's workforce are becoming more and more important to its performance competitiveness (Ogbu Edeh & Chibundu, 2017).

Garavan et al. (2021) postulate that to develop the desired knowledge, skills and abilities of the employees, to perform well on the job, requires effective training programs that may also affect employee motivation and commitment. Training impacts organizational competitiveness, revenue and performance (Ogbu Edeh & Chibundu, 2017). Training of employees increases the employees' motivational level (Garavan et al., 2021). All these contributions lead to achieving competitive advantage (Burgess et al., 2020) and to an enhancement in employee performance and organisational productivity (Hassan et al., 2019).

Also, to develop the desired knowledge, skills and abilities of the employees, to perform well on the job, requires effective training programs that may also affect employee motivation and commitment (Garavan et al., 2021). To prepare workers to do their job as desired, organizations should provide training to optimize their employees' potential (Jiang et al., 2024). Organisations should invest in building new skills among their workforce, which may enable them to cope with the uncertain conditions that they may face in the future, thus improving employee performance through a superior level of motivation and commitment (Wulandari & Indartono, 2021). When employees recognize their organization's interest in them through offering training programs, they, in turn, apply their best efforts to achieve organizational goals and show high performance on the job (Jiang et al., 2024).

Without proper training, employees, both new and current, do not receive the information and develop the skill sets necessary for accomplishing their tasks to their maximum potential (Wulandari & Indartono, 2021). Employees who undergo proper training tend to keep their jobs longer than those who do not (Garavan et al., 2021). Training is a necessity in the workplace (Ogbu Edeh & Chibundu, 2017). Without it, employees don't have a firm grasp on their responsibilities or duties. Thus, organisations are recommended to train their employees to gain a competitive advantage realized through improvement in the employees' performance (Burgess et al., 2020). Effective training programs help in constructing a more conducive learning environment for the workforce and train them to cope with the upcoming challenges more easily and in time (Nyathi & Kekwaletswe, 2024).

For the sake of capacity building, managers are involved in developing effective training programs for their employees to equip them with the desired knowledge, skills and abilities to achieve organizational goals (Wulandari & Indartono, 2021). Effective training programs help employees to get acquainted with the desired new technological advancement, also gaining full command of the competencies and skills required to perform a particular job and to avoid on-the-job errors and mistakes (Jiang et al., 2024). Overall, training impacts organizational competitiveness, revenue and performance (Ogbu Edeh & Chibundu, 2017). Organizations are advised to recognize the importance of training since training increases employees' productivity (Ogbu Edeh & Chibundu, 2017).

In addition, the findings confirm that career development positively influences organisational performance. Thus, managers from small scale mining organisations are recommended to assist employees in career development to ensure organisational performance is optimised. Career development deals with an individual's development at different career stages, not only fulfilling an individual's need but also that of the organisation (Dialoke & Nkechi, 2017). Career development is often used to close the gap between current performance and expected future performance (Okurame, 2012). Across the globe, one of the major obstacles to the achievement of high productivity and organisational effectiveness is the level of career development (Chetana & Mohapatra, 2017). Dialoke and Nkechi (2017) confirmed that career growth improves employee performance, which in turn improves organisational performance. Therefore, managers are recommended to assist employees in career development since career development helps not only employees but enhances organisational performance as well.

Thus, career development results in employee retention and job satisfaction and business success. Febrianti et al. (2020) postulate that career development results in motivated and satisfied employees, which results in enhanced employee performance, which ultimately improves organisational performance. Napitupulu et al. (2017) postulate that career development has a positive direct influence on perceived organizational support, motivation and affective commitment, which in turn influence organisational performance. Thus, employees' development is a very important part of an organisation's activities and is also related to their business strategies (Napitupulu et al., 2017). Organisations are advised to use many activities, techniques and programmes that map out their employees' career (Okurame, 2012), which plays an important role in maintaining the balance between an individual's need (job security, development and promotion) and the organization's need such as employee's loyalty, trust, commitment (Chetana & Mohapatra, 2017).

Career management activities and development programmes can give a supportive climate for organisational development (Nasution et al., 2018). Armstrong (2020) agrees and points out that today's dynamic environment requires continuous professional and managerial development. Today's employees are more career conscious than ever and are more demanding of their work in terms of fulfilment, personal growth and satisfaction (Dialoke & Nkechi, 2017). Hence, employees are expressing a strong desire to pursue more than just a job (Napitupulu et al., 2017). They are looking for employment opportunities that promise an extension of their interests, personality and abilities (Chetana & Mohapatra, 2017). They want a variety of things from their jobs, outside a pay cheque and a few fringe benefits and their loyalty to the organisation depends upon the degree to which their employer satisfies these wants (Bartlett & Domene, 2012). Hence, organisations must support employees' career development plans by providing resources and moral support.

The findings confirm that employee job security positively influences organisational performance. Thus, managers from small scale mining organisations should provide employee job security so that organisational performance may improve. Workers who are committed to their organizations can be as a result of job security (Febrianti et al., 2020). Security is a great motivator that enables an individual to move on in life, it brings a sense of satisfaction and fulfilment when an individual knows that he/she is secure or safe in whatever endeavour he/she is involved with (Abolade, 2018). When an individual is safe and secure, then he/she can move on to achieve other things he/she desires (Abolade, 2013). Once an individual is assured of security, especially of his/her job, and he/she sees it practically displayed, he/she may be motivated to be the best he/she could be since nothing poses as a threat to him/her (Abolade, 2018).

The most important thing an employee needs in an employment relationship is job security that guarantees peace of mind (Selenko et al., 2017). Job security to an employee is that his/her job is not threatened and that the individual will be on the job for as long as the individual wants with no feeling or reasons whether objective or subjective that he/she might lose the job (Vijayan, 2017). Thus, organisations should satisfy the needs of the employees in the different areas like career progression, promotions, rewards, good working conditions, reasonable salaries, provide health and safety facilities and offer a welfare package (Selenko et al., 2017). Managers are recommended to offer job security to employees to avoid labour turnover to prevent employees from leaving the organisation when they get better places.

Sverke et al. (2006) postulate that job security contributes to improved productivity as employees work harder to stand out among their colleagues and increase their value to the organisation. Job security is also an important variable that directly affects employee organizational satisfaction and level of their commitment (Abolade, 2018). If an employee is sure that he/she will not be kicked out of the organization any time soon, then he/she will work harder (Selenko et al., 2017). When an organisation provides job security and ensures organizational justice, then the employees automatically start to show a positive attitude and this positive attitude is very crucial to the organization (Ma et al., 2016). Thus, organisations are encouraged to ensure job security for employees to enhance organisational performance and reduce employee turnover. Companies that value their employees as assets will gauge their impending requirements by way of provision of pension, motivating them to grow in their career and also fostering a conducive environment for career growth (Febrianti et al., 2020).

Finally, findings confirm that employee job satisfaction positively influences organisational performance. Thus, managers from small scale mining organisations should ensure that their employees are satisfied so that organisational performance may be enhanced. Employee satisfaction at work plays a role in producing high performance (Dhanraj & Parumasur, 2014). Likewise, the higher the level of individual satisfaction at work, the greater the individual's performance will be (Ma et al., 2016). Adeniji et al. (2018) established that job satisfaction is a predictor of performance because job satisfaction has a moderate correlation with performance.

The study findings reveal that organisational performance in Zimbabwean small scale mining organisations is being influenced by employee job satisfaction. High job satisfaction improves employee performance towards the organization they work for (Al-dalahmeh et al., 2018). Furthermore, the satisfaction obtained by the employee is implemented in the form of employee participation in expressing opinions or ideas as a reflection of the optimal work results of employees in the organization (Wang et al., 2020). Similarly, workers who are satisfied with their jobs remain committed to that organization (Adeniji et al., 2018). This also concurs with Al-dalahmeh et al. (2018) who established that employees can work properly only if they are committed, loyal and sincere towards the organization and this is only possible if they are satisfied with the organization, its decisions, their salary packages and other similar factors. Thus, to ensure enhanced organisational performance, managers must ensure that employees are satisfied.

Also, employees can give their best to the organization only if he/she has a higher level of satisfaction (Adeniji et al., 2018). An employee's level of satisfaction tells us if he has positive or negative feelings for the organization (Ohunakin et al., 2018). Employee job satisfaction is the human force of any organization that determines its long term success in terms of profitability, income and similar factors (Wang et al., 2020). Employee job satisfaction among employees results in increased organizational productivity (Al-dalahmeh et al., 2018). Furthermore, employee job satisfaction along with other factors like opportunities to grow, employee development programs and organizational commitment have a strong impact on the productivity of the organization (Ohunakin et al., 2018). Furthermore, welfare policies assist managers to enhance employee satisfaction with the system of wages, allowances/compensation and incentives (Al-dalahmeh et al., 2018).

The organization needs to ensure employee job satisfaction as the cost of hiring a new employee is very high and no organization has enough resources and time to hire a new employee now and then (Al-dalahmeh et al., 2018). Lack of employee job satisfaction can cause serious trouble for the organization as it not only adds recruitment cost, but it also affects the growth of the organization in the long run (Adeniji et al., 2018). Job satisfaction comes from different factors, some of which include a pleasant work environment, friendly management, good salary package, job security, organizational justice and career opportunities (Ohunakin et al., 2018). Studies indicate that employees feel satisfied with their job only when their organization is providing them financial security which can be in the form of good salary packages or job security (Wang et al., 2020). Employees are a true asset for any organization and every organization wants to get maximum benefit from its resources (Al-dalahmeh et al., 2018). Employees can only perform well if they are satisfied with the organization and this happens if there is job security (Ohunakin et al., 2018).

Also, small scale mining companies should adopt and implement a human resources management framework in their human resources practices. They should also consider age when implementing a human resource management framework, since the human resources management framework is more effective on younger employees than older employees.

5.6. Implications for future research

The current study drew respondents from Mashonaland West Province only. This implies that the generalisation of the study findings is limited to one province in Zimbabwe, yet there are several cities and provinces within the country where small scale mining is taking place. Even though there are many small scale mining organisations in Mashonaland West Province, employees from small scale mining organisations in other provinces of Zimbabwe were not considered by this study as part of the sample. Future studies may be improved by extending similar studies across many provinces in Zimbabwe and other countries. Also, comparative studies are essential among other related sectors. The study adopted a quantitative strategy, so future studies may adopt qualitative or mixed methods. Lastly, it is recommended that similar studies be carried out using small scale mining managers and other mining stakeholders such as the government through the Ministry of Mines and Mining Development, Zimbabwe Chamber of Mines, as well as the Mining Federation, as part of the respondents. This may provide new contributions relevant to the study.

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APPENDIX I: QUESTIONNAIRE

CHINHOYI UNIVERSITY OF TECHNOLOGY

Questionnaire

My name is Georgina Shumba, a Doctor of Philosophy in Human Resources Management student at Chinhoyi University of Technology. I am conducting a research project entitled, "***Developing a human resources management framework for enhancing the performance of small scale mining companies in Mashonaland West province in Zimbabwe***". I am expected to gather data from knowledgeable respondents like you. It is through your participation that I hope to understand the effect of employee involvement, employee training, career development, employee job security and employee job satisfaction on organisational performance. Participation in this study is voluntary and no monetary gain is attached to this exercise. Information gathered shall be kept confidential. I am therefore, kindly requesting you to freely provide required information to the best of your knowledge. Questions or concerns regarding questionnaire completion or about taking part in this research may be directed to me. The survey is estimated to take 10 minutes of your time. Please note that the mining organisation in question is the one you are currently working for. My contact details are: +263 773 922 927 and email address: gshumba@cut.ac.zw

Section A

To what extent do you agree with the following suggestions in this section pertaining to employee involvement from the mining organisation you are currently working for?

(Key: 1 'Strongly Disagree' 2 'Disagree' 3 'Neither Agree nor Disagree' 4 'Agree' 5 'Strongly Agree)

Codes	**Employee involvement**	**1**	**2**	**3**	**4**	**5**
EMPI1	My supervisor is respectful to my views and ideas					
EMPI2	I discuss my concerns with my supervisor openly					
EMPI3	My supervisor empowers me to make certain decisions					
EMPI4	My supervisor encourages me through respectful treatment					
EMPI5	My supervisor had a collaborative approach in supervision					

Section B

To what extent do you agree with the following suggestions in this section pertaining to employee training by the mining organisation you are currently working for?

Codes	**Employee training**	**1**	**2**	**3**	**4**	**5**
EMPT1	My supervisor pays attention to my level of competence					
EMPT2	My organisation assists me in developing skills needed for future					
EMPT3	My organisation offers a reward to anyone who upgrades skills					
EMPT4	I am satisfied with the training I receive from my organisation					
EMPT5	My employer provides training opportunities for me to meet the changing demands					
EMPT6	Overall, the training I receive on the job meets my needs					

Section C

To what extent do you agree with the following suggestions in this section pertaining to career development by the mining organisation you are currently working for?

Codes	Career development	1	2	3	4	5
CDEV1	The career development policy in our organisation is fair					
CDEV2	My immediate superior care about my career development					
CDEV3	My superiors provide information about various promotion opportunities					
CDEV4	I show interest in being promoted					
CDEV5	I feel satisfaction with career					
CDEV6	There is really high chance for promotion on my job					

Section D

To what extent do you agree with the following suggestions in this section pertaining to employee job security to a mining organisation you are currently working for?

Codes	Employee job security	1	2	3	4	5
EMJS1	My company offers me open contracts					
EMJS2	The organisation offers regular advancement opportunities					
EMJS3	The organisation has policies to protect workers in case of disability					
EMJS4	My company has a good early retirement plan					
EMJS5	I am allowed to join any workers union					
EMJS6	Overall, I see that there is job security in our organisation					

Section E

To what extent do you agree with the following suggestions in this section pertaining to a mining organisation you are currently working for?

Codes	Employee job satisfaction	1	2	3	4	5
ESAT1	I feel I am being paid a decent wage for the work I do					
ESAT2	The organisation offers meaningful opportunities and rewards					
ESAT3	Operating rules and procedures are fair in our organisation					
ESAT4	The nature of work I perform is well defined					
ESAT5	The organisation offers realistic fringe benefits					
ESAT6	I always feel that my job is meaningful and exciting					

Section F

To what extent do you agree with the following suggestions in this section pertaining to a mining organisation you are currently working for?

Codes	Organisational performance	1	2	3	4	5
ORGP1	The organisation always achieve its targeted levels of production					
ORGP2	The organisation achieves monthly set sales targets					
ORGP3	The organisation makes good profits					
ORGP4	The company's financial statements shows positive cash flows					
ORGP5	The organisation shows signs of expansion every year					
ORGP6	The companies continues to acquire new assets on yearly basis					

SECTION G: Socio demographic data

1. Age: 18-19 ☐ 20-29 ☐ 30-39 ☐ 40-49 ☐ 50 and above ☐

2. Gender: Male ☐ Female ☐

3. Occupation: Underground miner ☐ Blaster ☐ Electrician ☐

Heavy equipment operator ☐ Site surveyor ☐ Other ☐

4. Highest level of Education: Below diploma ☐ Diploma level ☐

First degree ☐ Other ☐

5. Years of working at the mine: Less than 5 ☐ 5-10 ☐ More than 10 ☐

6. Average monthly income earned (USD): Less than $100 ☐ $100-250 ☐

$251-500 ☐ $501-750 ☐ Above $750 ☐

APPENDIX II: SIMILARITY INDEX REPORT

Shumba Georgina Thesis for Final 07.12.2024.doc

Chinhoyi University of Technology

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APPENDIX III: PERMISSION LETTER FROM UNIVERSITY

CHINHOYI UNIVERSITY OF TECHNOLOGY

RESEARCH PERMISSION LETTER

Student Name: GEORGINA SHUMBA

Student number: C21148129F

Programme: DOCTOR OF PHILOSOPHY IN HRM

Approved research topic

THE DEVELOPMENT OF HUMAN RESOURCES FRAMEWORK FOR ENHANCING THE PERFORMANCE OF SMALL SCALE MINING COMPANIES IN MASHONALAND WEST PROVINCE IN ZIMBABWE

TO WHOM IT MAY CONCERN

I hereby confirm that the above-mentioned student is registered at Chinhoyi University of Technology for the programme indicated. The proposed study met all the requirements as stipulated in the University policies and guidelines and has been approved by the relevant committees.

The proposal adheres to ethical principles as outlined by the Research Ethics Committee of the University. Permission is hereby granted to carry out the research as described in the approved proposal. May you please assist the student in any way possible.

The main objective of the study is to

Develop a human resources framework for enhancing the performance of small scale mining companies in Mashonaland west province in Zimbabwe.

Best Regards

Signature and Date Stamp

21 MAY 2023

Chairperson of School's/Institute's Higher Degrees Committee

Phone Number: 0774034657

E-mail: mtukuta@cut.ac.zw