**BINDURA UNIVERSITY OF SCIENCE EDUCATION**

**DEPARTMENT OF HUMAN RESOURCES MANAGEMENT**

**FACULTY OF COMMERCE**

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**TOPIC: THE ROLE OF GREEN HRM IN FOSTERING GOOD CORPORATE IMAGE . A CASE OF SHAMVAGOLD MINE.**

**BY**

**B200457A**

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The signature testify that the signatories have overseen B200457A, on the research titled” the role of green hrm in fostering good corporate image. A case of shamvagold mine**.** This dissertation is submitted in partial fulfilment of the Bindura University of Science Education’s requirements.

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## DECLARATION

I declare that the dissertation is a product of my own work with only exception of references or quotation which has been credited to their sources. I declare that this work has never been submitted before

**Student’s Name: ................................................................................................................**

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## DEDICATION

This research is dedicated to all my family members and my close friends for words of encouragement prayers,patience and understanding during the entire period of my studies and researchthat always kept me going. Above all the lord almighty for making thisproject a success.

## *ABSTRACT*

*The mining industry is a vital contributor to Zimbabwe's economic development, but environmental concerns have become a crucial consideration for businesses operating in the country. To ensure long-term sustainability, companies must integrate environmental and social responsibility into their operations. One effective approach is to adopt Green Human Resource Management (GHRM), which combines traditional Human Resources Management (HRM) and Environment Management (EM) practices to foster a workforce that prioritizes environmental stewardship and social accountability.This study investigates the role of Green Human Resource Management (GHRM) in fostering good corporate image the of organizations, using Shamva Gold Mine as a case study. Given the scarcity of research on GHRM and organizational performance, particularly in the context of environmental change and climate change, this study aims to contribute to the existing body of knowledge. A quantitative research approach was employed at Shamva Gold Mine, and the findings reveal that some mining organizations lack a comprehensive understanding of GHRM, despite informally practicing some of its elements. Moreover, the results indicate that adopting GHRM can positively impact the performance of mining organizations. Specifically, the study finds that GHRM has a positive impact on the organizational performance of Shamva Gold Mine. This highlights the need for further research in this area to shed more light on effective environmental management practices and to explore the potential benefits of GHRM in the mining industry.*

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## CHAPTER 1:

## INTRODUCTION BACKGROUND OF THE STUDY

## 1.0 Introduction

The basis for this chapter is a detailed examination of the impact of Green Human Resources Management (GHRM) on organizational performance, a case study of Shamva Gold Mine in Mashonaland Central, Zimbabwe. Green HRM is the amalgamation of organizational environmental management into human resource management. Fundamental policies in the areas of recruitment, performance management and evaluation, training and development, talent management, and reward management according to some researchers, are extremely important tools for coordinating employees with an organization's environmental strategic plan.This chapter is aimed at providing the background of the study , as well as statement of the problem ,research objectives and research questions, as well as the study's delimitations, hypotheses, and limitations of the study.

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## 1.1Background to the study

The concept of Green Human Resource Management (GHRM) emerged in response to the growing debate on sustainable development and corporate sustainability. It emphasizes the crucial role of environmental considerations in human resource management (Matthews et al., 2018). The idea gained traction in the early 2000s as companies began to prioritize the environmental impact of their operations. In his book "The Triple Bottom Line," Savitz argues that companies must look beyond financial performance and consider their environmental and social impact. This sparked a discussion on the role of human resources in creating a sustainable future. Since then, the field has continued to evolve and grow. However, a key challenge in Green Human Capital Management is aligning human resource practices with a company's sustainability goals. Many companies have yet to fully embrace sustainability, making this alignment a significant hurdle to overcome.

Canada has demonstrated a strong commitment to green HR, with the federal government releasing a strategy for greening its organizational operations in 2016 (Elizabeth et al., 2016). Suncor Energy, a Canadian company, has embraced green HR by focusing on reducing its carbon footprint and promoting sustainable practices among its employees. One example of Suncor's green HRM practices is its "Go Green" initiative. Canada has also implemented various initiatives to support sustainability and green skills, such as the Toronto-Dominion Bank's (TD Bank) comprehensive strategy to reduce greenhouse gas emissions by 30%, promote clean energy, and support innovation in green technologies (Bank of Montreal, 2021). These efforts demonstrate Canada's dedication to environmentally responsible practices in human resource management.

The United Kingdom has been at the forefront of embracing Green Human Resource Management (GHRM) practices. According to Unilever (2021), pioneering companies like Unilever and British Gas have introduced innovative green initiatives as part of their HR strategies. For instance, Unilever's "Green Champions" program encourages employees to take proactive steps to minimize their environmental footprint. Additionally, Unilever has implemented carbon literacy training to educate employees on climate change and sustainability. Another exemplary case is BT Group (2020), which has integrated sustainable HR practices into its operations, prioritizing employee wellbeing, reducing carbon emissions, and aiming to become carbon-neutral by 2024. These initiatives demonstrate the UK's leadership in adopting GHRM practices, setting a precedent for other countries to follow.

Germany has also been at the forefront of adopting green HR practices. According to Max et al. (2014), the German government directed companies like Volkswagen to follow the "Umweltmusterbetrieb" (Environmental Model Farm) initiative, which recognizes companies that excel in sustainability and green human resources. Additionally, Germany's Agency for International Cooperation is working to promote green skills in the country. Dr. Siegel (2016) from the University of Munich noted that the German government has taken significant steps to support green human resources by developing systems like the Green Building Based Certification System. This system is a powerful tool for promoting green skills, as it requires the involvement of skilled workers in the certification process for buildings in Germany.

According to Lebedeva (2015), Russia is also making efforts to promote green HR, although these efforts are still in their early stages. The Russian government has launched a green energy program, as businesses are under pressure to reduce their environmental impact and meet the demands of a growing number of environmentally conscious consumers and investors. Additionally, Russia has introduced an ecological education and training program aimed at educating the population and promoting green human resources. This program includes a variety of initiatives focused on sustainable development, demonstrating Russia's commitment to environmentally responsible practices.

At the regional level, Botswana has made significant strides in promoting green HR. The country launched the Skills Development and Enhancement Project, which aims to provide training and skills development opportunities for unemployed youth (Erhard et al., 2012). This program specializes in fields such as sustainable agriculture, promoting green human resources. The initiative provides training and resources for farmers to adopt more sustainable methods of farming, improving food security, protecting the environment, and creating employment opportunities for rural communities. This effort demonstrates Botswana's commitment to environmentally responsible practices and sustainable development.

According to Mung'ala (2016), Zambia has been actively promoting green HRM, introducing the Zambia Integrated Agricultural Productivity and Market Enhancement (ZIAPME) program. As agriculture is the backbone of the Zambian economy, and technology is increasingly influencing work practices, the country has incorporated e-agriculture into its green HRM program. This initiative, as noted by Mukanga et al. (2018), provides farmers with information on sustainable farming practices, a platform to share experiences and knowledge, and connects them with buyers, thereby enhancing their competitiveness and profitability.

Kenya is a rapidly emerging participant in green human resources management, despite the fact that many organizations in the country, both public and private, have yet to adopt green HRM practices, contrary to the global call for implementation of sustainable development goals. To address this, the government has launched several initiatives, including the Green Jobs Policy and the National Green Jobs Strategy, which were developed in 2016 (Lutta, 2019). These policies aim to improve the quality of green jobs and create over 3 million green jobs by 2030. One of the most successful schemes in Kenya's green HR initiative is the Sustainable Energy and Environmental Entrepreneurship Scheme (SEED), which has made significant strides in promoting sustainable development and environmental conservation.

In South Africa, Mtembu (2020) conducted interviews with participants, revealing that the HR division's priorities do not align with green initiatives. One participant noted, "HR prioritizes recruiting and retaining employees to achieve organizational goals, not greening" (Mtembu, 2020, p. 12). The majority of participants shared this sentiment, citing the HR department's heavy workload and lack of expertise in environmental sustainability as primary reasons. Mtembu's (2020) research aimed to explore and develop a framework for the relationship between organizational performance and green human resources management, highlighting the need for HR professionals to prioritize sustainability in their practices.

From a Zimbabwean perspective, there is a significant lack of awareness about green human resources, and its practice is not yet widespread in the country (National Environmental Management of Zimbabwe, 2015). However, some companies, such as the Zimbabwe Electricity Supply Authority, have begun to prioritize sustainability by introducing initiatives like electrical solar systems to reduce carbon footprints and increase renewable energy (ZESA, 2020). This shift towards sustainability may lead to an increased demand for workers with green skills, such as solar panel installers, aimed at reducing environmental impact. Nevertheless, the progress of green HRM in Zimbabwe is hindered by the underfunding of the Zimbabwe Manpower Development Fund, which limits its capacity to provide training and development opportunities for workers in the country (ZMDF, 2018).

It has come to the attention that a mining company that started from 1900 owned by Metallon Corporation faced criticism for its environmental practices. The Shamva gold mine faced criticism from environmental groups for it practices, particularly its use of mercury which is a highly toxic substance that is used in the mining production and can cause serious health problems for workers and surrounding communities. Therefore the environmental issues around shamva gold mine have caused negative impact on the company’s corporate image and from the past the company has been accused of pollution causing health problems for nearby communities.

## 1.2 Statement of the problem

According to field surveillance, many organizations in Zimbabwe, including large-scale mining companies like Shamva Gold Mine, lack a predominant human resources management strategy aligned with environmental sustainability. This is a significant concern, as effective human resource management is crucial for business success. Statistics indicate that, 70% of organizations in Zimbabwe's mining industry lack a formal HR system (Zimbabwe Chamber of Mines, 2020).80% of HR practitioners in the mining sector have no expertise in green efficiency issues (Zimbabwe Human Resources Association, 2019). Only 20% of mining companies in Zimbabwe have implemented green HRM policies and strategies (Environmental Management Agency, 2018). Shamva Gold Mine, in particular, does not practice green human resource management, which hinders its ability to align its HR practices with environmental sustainability. This highlights the need for HR practitioners in the mining industry to develop expertise in green efficiency issues and for organizations to implement green HRM policies and strategies to ensure sustainable business practices

## 1.3 Research Objectives

## 1.3.1 Primary research objective

The research is premised on one main objectives which are determining the factors influencing the Green Human Resources and to assess the activities of Green Human Resource Management available at an organization. The sub objectives are highlighted below.

## 1.3.2 Secondary

1 To determine the factors influencing the adaption of Green Human Resources Management.

2 To determine the influence of GHRM on organisational performance.

3 To establish GHRM strategies at Shamva Gold mine.

## 1.4 Research Questions

**1.4.1 Primary research question**

What is the impact of Green Human Resources Management on good corporate image?

**1.4.2 Secondary research question**

1 What are the factors influencing the Green Human Resources Management at shamva Gold ine ?

2. How does Green Human Resources Management influence performance at Shamva Gold mine?

3. What are the activities of Green Human Resource Management available at Shamva Gold mine?

## 1.5 Hypothesis

H0 there is no relationship between Green Human Resource Management and organizational performance.

H1 there is a relationship between Green Human Resource Management and organizational performance.

## 1.6 Assumptions of the study

This study is grounded in the assumption that Green Human Resource Management (GHRM) has a positive impact on organizational performance at Shamva Gold Mine. Furthermore, it is assumed that all respondents have a clear understanding of the questions posed and will provide truthful and honest answers, thereby ensuring credible and reflective findings.

## 1.7 Significance of the Study

This study is significant for several reasons. Firstly, it pioneers research on GHRM in the Zimbabwean mining industry, contributing new knowledge to the field. Secondly, it provides valuable insights for mining companies seeking to implement GHRM practices. Additionally, the study's findings will inform the National Employment Council for Mining Industries and workers' councils in negotiating improved working conditions for employees. Ultimately, this research aims to shed light on the importance of GHRM in enhancing organizational performance and promoting sustainability in the mining sector.

## 1.8.1 To the Researcher

This study will enhance the researcher's expertise and provide an in-depth understanding of Green Human Resources Management, a modern approach to HRM that considers environmental sustainability. It will also offer insights into how mining companies worldwide can adopt GHRM practices.

## 1.8.2 To Mining Companies in Zimbabwe

This study is significant for mining companies in Zimbabwe as it provides innovative strategies for conducting business without harming the environment. It will also offer insights into adopting GHRM practices, even for small-scale miners without formal structures.

## 1.8.3 To the National Employment Council for Mining Industries

This study's findings will inform the council on how to assist mining companies in maintaining environmental sustainability. The Environmental Management Agency (EMA) can indoctrinate mines to adopt GHRM practices, mitigating environmental drawbacks.

## 1.8.4 To the Academic Community

This study serves as a foundation for future research in related fields. It can also aid students in their academic pursuits and provide a basis for further research.

## 1.9 Delimitation of the Study

The research was carried out in Shamva, a district in the heart of Mashonaland Central, Zimbabwe. The study focused on the impact of Green Human Resource Management (GHRM) in fostering good corporate image Shamva Gold Mine. The research was conducted over a period of one year, from 2023 to 2024. As Shamva Gold did not have a GHRM policy in place, survey research was employed to collect data from a targeted audience.The study was delimited to shamva Gold mine,a single organization in the mining industry which may not be representative of all organizations or industries.The sample size was also limited to a specific number of employees stakeholders and customers which may not be representative of the entire population. The data collection methods rely on self-reported data and surveys which was subject to biases and inaccuracies. The study only covers a specific time period which may not capture the long term effects of GHRM on corporate image. Additionally, the researcher faced challenges in accessing sensitive information and data from the organization which may have limited the scope of the study.

## 1.10 Limitations of the Study

The researcher encountered delays, setbacks, and limitations, including denied access into the mine, Restriction of confidential information that needed the manager’s approval signature, Most of the stuff was busy doing their duties and work, Some of the targeted audience did not cooperate due to their preoccupation with daily tasks., the limited adoption of HRM in mining companies made it challenging to conduct research on those without established HRM structures.

## 1.11 Definition of terms

## 1.11.1 Green Human Resources Management

Green Human Resource Management refers to the dependable and long living human resource management practices that have ecological impact on the organization. Researchers such as Babakus et al. (2003) and Van Vaerenbergh and Orsingher (2016) reported that GHRM practices might influence the commitment of the employees towards service recovery performance. Taking the research of Luu (2018) and Umrani et al. (2020), this study opted to analyse organizational performance as an outcome from HRM practices mediated by the role of environmental commitment of employees through moderation of transformational leadership.

## 1.11.2 Organizational Performance

Didier (2002) believes that the performance consists in achieving the goals that were given to you in convergence of enterprise orientations. In his opinion, performance is not a mere finding of an outcome, but rather it is a comparison between the outcome and the objective. Organizational performance may depend on the congruency between innovations.

In the research of performance in business, the definition of performance has led Folan (2007) to highlight three priorities or objectives of governanceperformance.

Firstly, performance should be analyzed by each entity within the limits of the environment in which they decide to operate

Secondly, performance is always linked to one or several objectives set by the entity whose performance is analyzed, Therefore, a company measures its performance against objectives and targets established and accepted internally rather than on those not relevant to its operations.

## 1.12 Chapter summary

The chapter provides context for the study as well as the problem statement. It illustrated the strength of GHRM on the organizational performance of Shamva Gold Mine. It also demonstrated the right path to take in order to ensure that mines implement the Green Human Resource Management. As a result, this chapter discusses the significance of the study, as well as its limitations, assumptions, and definitions of terms. The following chapter will focus at a literature review.

## CHAPTER TWO

## LITERATURE REVIEW

## 

## 2.1 Introduction

The previous chapter provided the study's background, research objectives and questions, problem statement, and outline. This chapter delves deeper into empirical studies, summary and gaps, study's conceptual framework and theoretical framework

## 2.2 TheoreticalUnderpinning

Since there is no specific theories related to organizational performance in the mining industry, this study will draw on theories related to Green Human Resource Management (GHRM) and link them to the organizational performance of mines. Specifically, the Environmental Accountability Theory will be explored, which emphasizes the importance of organizations being transparent and accountable for their environmental impact. This theory will be connected to the concept of Green HRM, which is defined as the integration of environmental sustainability into human resource management practices. This includes green training and development programs that foster environmental awareness and skills, effective communication strategies that promote environmental values, and recruitment and selection processes that prioritize environmental consciousness. Furthermore, the influence of GHRM on an organization's corporate image will be examined, as well as the role of green performance management and reward and compensation systems in encouraging environmentally friendly behavior. By exploring these theories and concepts, this study aims to shed light on how GHRM can contribute to improved organizational performance in the mining industry.

## 2.2.1 Environmental accountability theory

The Systems Theory, introduced by Bertalanffy in 1950, emphasizes that organizations are interconnected with their environment and must be accountable for their actions, as they have a profound impact on the surrounding ecosystem. The triple bottom line approach, which encompasses social, financial, and environmental aspects, provides a comprehensive evaluation of an organization's performance, moving beyond mere profit maximization (Sakwa, 2018). By embracing sustainability and developing environmentally friendly practices, businesses can unlock opportunities for growth and achieve significant operational savings through reduced carbon emissions. Moreover, organizations that prioritize environmental responsibility tend to experience increased financial returns and reduced employee turnover, as a strong environmental commitment fosters a positive and purpose-driven work environment.

## 2.2.3 Green Reward Management theory

Green reward management theory is defined as a firm should praise and appreciate the efforts of employees in gaining sustainable advantage and give those incentives and rewards (Begum, 2012). This theory is supported by scholars such as Dr. M. Kavitha and Dr. Yogesh Kumar Jain (2013), who argue that recognizing employees' contributions to sustainability can increase productivity and job satisfaction. Similarly, Ahmad (2015) and Shoaib (2008) suggest that green rewards can be monetary, non-monetary, or psychological, and that intrinsic rewards are non-physical and intangible, while extrinsic rewards are physical and tangible. Other scholars, such as Jerónimo (2011), Ahuja (2012), Vij (2013), Jamal (2014), and Tanveer (2015), have also contributed to the development of green reward management theory, highlighting its importance in promoting sustainability and motivating employee.This theory is significant

## 2.3Conceptual Framework

A conceptual framework is a crafted description that helps to explain the main things to be studied, major aspects, principles, or factors, and the assumed relationship between them, either visually or narratively (Vaughan 2009). To make conceptual distinctions and organize facts, the conceptual framework is used. The conceptual framework guides the researcher about how numerous elements interact to facilitate research and a thorough understanding of results.

**Fig 2.1**

Dependent variables

Moderating variable

Independent variables

* CORPORATE SOCIAL RESPONSIBILITY
* EMPLOYEE DEMOGRAPHICS
* EMPLOYEE TRUST AND COMMITMENT
* Corporate image
* Reputation brand equity
* Financial performance
* Employee engagement
* Green HRM Training and development
* Green HRM communication
* Green HRM implementation
* GreenHRM Recruitment and selection
* GREEN HRM EMPLOYEE INVOLVEMENT

**Source: (**Renwick et al.,2013)

## 2.3 Objective based review of literature

The diagram above shows that the presence of Green Human Resource Management (GHRM) in an organization significantly influences its image and performance . GHRM activities, such as Green recruitment and selection attracting and hiring environmentally conscious employees, Green training and development enhancing employees' environmental knowledge and skills, Green reward management recognizing and incentivizing environmentally friendly behavior, Green employee involvement encouraging employee participation in sustainability initiatives can either boost productivity or hinder it, depending on how effectively they are implemented. performance by fostering a culture of sustainability, reducing environmental impact, and improving employee engagement and fostering a good corporate image.

## 2.3.1 The role of green hrm in fostering good corporate image

Good corporate image is significant as it encompasses various practices that contributes to a positive, social responsibility, ethical leadership, employee engagement and diversity and inclusion. By implementing these practices, organizations can enhance their reputation build trust attract talent improve brand loyalty and demonstrate ethical leadership ultimately to a enhanced corporate image.

## 2.3.2 Factors influencing the adaption of green human resources management

Human resource management and development are crucial elements in establishing an environmental culture in any organization. The following are the factors influencing GHRM:

## A. Training and development

To promote a positive corporate image, organizations must prioritize environmental and social responsibility at all stages, starting with workers' training and development systems. According to Zoogah (2011), green training and development programs enhance employees' skills, knowledge, and behaviors, preventing the degradation of environmental management (EM) expertise. These programs educate employees on the importance of EM, energy-saving, and waste reduction, raise environmental awareness, and encourage employee participation in environmental problem-solving. By investing in green training and development, organizations can foster a culture of sustainability, improve employees' understanding of environmental management, and equip them with effective conservation methods, such as waste management. Moreover, these programs enhance employees' ability to address various environmental issues, contributing to a positive corporate image.

Ramus (2002) found that environmental training and education, along with a favorable environmental culture, are crucial HRM processes for achieving environmental goals. To reinforce this, a green onboarding program can be integrated into the induction process for new staff, acquainting them with the company's sustainability policies and activities. According to Mehta and Chugan (2015), this type of learning program informs employees about the company's sustainability initiatives, such as reducing carbon emissions, promoting a positive corporate image.To further develop the expertise of existing human resources in mines, various training opportunities are available, focusing on core business and environmental awareness. As a result of environmental training, employees' behavior and attitudes evolve, contributing to a positive corporate image. Prior to conducting training, management assesses employees' training needs, and both formal and informal training can occur, including digital platforms like social media, Facebook, WhatsApp, and Twitter, to foster a culture of sustainability and promote a positive corporate image

## B. Government policy

Government policy provides guidelines on the effective implementation of green HRM practices such as developing an effective plan on how to change could be implemented, raise necessary financial resources for offsetting and maintaining long term change and how organizational processes are integrated (Cherian and Jacob, 2012). The government policy helps in ensuring that the right employees are hired to implement the green practices. It is the government which gazettes the minimum requirements for employee to partake green HRM practices. The government policy has to be abided by as a way of acknowledge the presence of the state in the operations of the organization.

## C. Communication

This is a factor which ensures that the information on the implementation progress of green HRM practices is properly distributed. The employees can only accept the introduction of HRM practices when it has been communicated to them through the right channels. Resistance comes when a practice has been introduced without communication. According to Massoud et al, (2008) Communication helps to sensitize the stakeholders on the green HRM projects and their roles; communication is the fabric that connects the organization and its stakeholders. It is crucial that organizations create awareness among its employees. This should be about continuously communicating their objectives and goals with respect to any likely changes or progress on the implementation of the green HRM practices.

## 2.3.3 The influence of GHRM on organizational performance

Ecologically responsible HRM policies and practices are involved in GHRM. On the other side, it safeguards the eco system against the negative consequences of organizational policies and actions. On the one side, environmental imaging assists organizations in meeting their financial goals (Mwita, 2020). GHRM is an essential part of the firm’s growth. To establish GHRM, organizations must develop several aspects, including electronic-based HRM management, environmental-centered employee engagement, and the involvement of HRM. GHRM could be used as an organizational resolution to motivate corporate environmental activities and raise employee awareness about the environment and sustainable activities by utilizing each employee's intersection (Yusoff et al, 2018). As a result, organizations will need to make efforts in the long run to incorporate competitive human resource management practices. Environmental performance improves as a result of green innovation strategies. This means that if Shamva Gold Mine adopts GHRM, their performance may improve. To measure the performance the researcher analyzed three factors;

**a) Cost**

Most organizations measure performance even if it is only financial results (Barr, 2015). Cost is contained when the company inputs funds in GHRM so as to gain he profits in return. Huge profits are attained through effective management of the GHRM policy. Through this policy, the company will now be having few to lesser expenses due to the effective management of the working environment. Company costs will be stabilized, thereby increasing the company’s income. The cost to implement GHRM at Shamva Gold Mine can be high but if the GHRM policy is put in place the cost of resources, production will decrease.

## b) Productivity

As defined by IZA World of labor, (2016) Productivity is the ration between a measure of output and a measure of input. It can be believed that high productivity is determined by the inputs the workers put forward to have the desired goals. Productivity is increased for example when the company decides to save paper by using devices to note down. This is a faster means of operation at an organization and will ensure delivery of tasks on time. If Shamva Gold Mine adopts GHRM they will have high productivity due to energy efficient technologies which saves also time and faster.

## c) Quality and Quantity

Quality can be the tasks performed and how fast it can be done while quantity is the measured outcome. The environment plays a role on the quality of products being produced by a firm. It is due to an unstable working environment that products of poor quality are made from. In manufacturing, mines should have to check the quality of minerals produced and also measure the quantity produced for better productivity.

## 2.3.4 Activities of GHRM available at an organization

The availability of GHRM activities at an organization makes it an inevitable desire to attain the climax of organizational performance. Below listed are the GHRM activities available at an organization.

## A. Green Recruitment and Selection

Rushya and Dissanayake (2020) purport that green recruitment and selection refer to a process of luring and employing applicants who have insight, abilities, perceptions, and behaviors that are congruent with an organization's environmental management systems. Ability to attract a pool of creative, top talented and imaginative employees, increasing recruitment potential, and hiring elevated workforce are all significant challenges. As a result, companies must learn and plan eco-friendly strategies of recruiting and selecting qualified labor in order to ensure environmental protection at the workplace. According to Wehrmeyer (1996), guaranteeing that newcomers are acquainted with an organization's environmental cultural context and can maintain its environmental responsibility can aid in sustainable environmental practices. Shamva Gold Mine handles both internal and external human resource recruitment. Simplistic categories are implemented to categorize recruitment methodologies and strategies. To entice applicants interested in environmental issues, recruiters must be aware of their organization's sustainability objectives and be able to communicate how those goals differentiate the organization from the others (UNEP, 2011). When a company can place its realistic strategies, it attracts the best applicants, ensuring a sustainable company culture. To address the difficulties of obtaining quality human resources, Shamva Gold Mine typically hires part-time workers.

## B. Green Performance Management

Performance management (PM) is the process of motivating employees to enhance their knowledge, abilities, and skills in order to assist the organization in a more efficient way achieving its goals and objectives. The green movement is also affecting PM in a constructive light. Green performance management is concerned with the identified company's environmental problems and developed policies. It also states the significance of taking on environmental responsibilities. In their study Epstein and Roy (1997) concluded that when HR managers incorporate environmental performance into PM systems, they improve the environment. Evaluation of performance is the most important aspect of project management. According to Jackson et al. (2011), in addition to meeting the criteria of reliability, validity, and fairness, effective performance appraisals provide useful feedback to employees and support continuous improvements in the firm's environmental outcomes. Environmental performance accountability refers to the requirement for managers to be held accountable for EM performance in addition to overall performance goals (Renwick et al., 2013). Future research on green performance appraisal should focus on environmental incidents, environmental responsibilities, environmental policy communication, and green information systems and audits (Ahmad, 2015). The job description should sync to the green tasks and dreams that must be accomplished. The HR department should revise the performance appraisal policy rating system to take into account dimensions for rating people on the behavioral and technical know-how. They can now make an inclusion of innovative thinking, team spirit, distinctiveness, environmental responsibility, and cooperation.

## C. Green Training and Development

Environmental and social hinders should be addressed at all stages by workers' training and development systems. According to Zoogah (2011), training and development are practices that promote the development of workers' skills, understanding, and behaviors, as well as the prevention of degradation of EM-related knowledge, skills, and behaviors. Green Training and Development activities enhance workers' knowledge of the various aspects of environmental management and the significance of environmental management. It facilitates them to put in place effective conservation methods within a company, such as waste management. It also helps improve an employee's ability to interact with a variety of environmental issues. Ramus (2002) discovered that environmental training and education, as well as instituting a favorable environmental culture for employees in which they feel they are a part of environmental effects, were the most important HRM processes that lead to the accomplishment of environmental goals in a survey of managers on best management practices. A green onboarding program will be included in the induction preparation for new staff to assist the employee in acknowledging the company's sustainability policies and activities as well as complying with the company's eco-friendly objectives. This type of learning program will inform employees about the company's sustainability initiatives, such as reducing carbon emissions (Mehta and Chugan, 2015). There are several training opportunities to further the expertise of already existing human resources in mines. These trainings are related to the core business and increasing environmental awareness. As a function of environmental training, employees' behavior and attitudes are bound to evolve. Management usually evaluates and recognizes the employee's training needs prior to conducting training, thus training needs assessment. Formal and informal training can both actually occur as most HR training in mines is done sloppily in today's digital age. Learning through social media platforms, for instance, and sharing through digital media such as Facebook, WhatsApp, and Twitter

## D. Green Reward and Compensation

Employees are recognized for their contributions to the organization through the major HRM processes of reward management and compensation. These HR activities are by far the most reliable means of balancing an individual's interests to the interests of the organization. According to Daily and Huang (2001), sustainability habits are bolstered when they are linked to well-designed reward systems which are based on measurable results. Employee participation in environmental management programs was enhanced when they were offered compensation to take on responsibilities related to environmental responsibility (Forman and Jorgensen, 2001). Apart from the fact that compensation and rewards promote sustainability policies in organizations, there will always be some errors. According to Fernández, Ordiz, and Junquera (2003), developing the right economic rewards can indeed be challenging due to the difficulty of fairly and objectively evaluating environmental behaviors and performance. As a result, mines must construct resource processes and products, as well as devise reward systems, according to Gupta (2008). It is encouraged that if eco-friendly rewards and compensation systems are allied with the HRM process, organizations can nurture a greener environment.

## 2.6.5 Green Human Resources Maintenance

Organizations must have the right strategy developed to keep their existing human resources. One critical aspect is the provision of competitive and strategic reward management. Management typically rewards employees for making significant contributions and participating in activities related to environmental programs to encourage employees in the mining environmental management initiatives. In addition to providing compensation, Shamva Gold Mine strives to create a pleasant work environment in order to reduce turnover talent.

## 2.7 Empirical review

The role of GHRM in fostering good corporate image is significant as it encompasses various practices that contribute to positive corporate image,including environmental sustainability,social responsibility ethical leadership.by implementing these practices organizations can enhance their reputation build trust attract talent improve brand loyalty and demonstrate ethical leadership ultimately leading to an enhanced corporate image.This in turn can lead to improved business outcomes such as increased customer loyalty enhanced brand recognition and better financial performance. Research has shown that GHRM is essential for organizations to demonstrate their commitment to sustainability and social responsibility and scholars such as Huffman et al.(2020) and weysmann et al.(2021) highlighted the importance of GHRM in fostering good corporate image.

## CHAPTER 3

## RESEARCH AND METHODOLOGY

## 3.1 Introduction

This chapter explains how the research was by the conducted by the researcher. The research approach, whether quantitative, qualitative, or mixed-methods, is also explained. The chapter delves into the details of the chosen research design, including the population and sampling techniques, such as the target population, sampling method, and sample size. The data collection methods, including surveys, interviews, and observations, are also described, along with the research instruments used, such as the questionnaires, interview protocols, and observation checklists. Finally, the chapter addresses the measures taken to ensure the validity and reliability of the data, ensuring accurate and consistent findings.

## 3.1.1Research Paradigms

Research paradigms are fundamental frameworks that shape how researchers approach and interpret data, influencing how we collect, analyze, and make sense of information. They represent the underlying beliefs and values that guide our research journey, providing the know-how and deep insights necessary for knowledge development. In simple terms, research paradigms determine how we gather and analyze information about a research topic. There are four main paradigms: positivism, interpretive, critical theory, and post-positivism. Given the quantitative nature of this study, a positivist approach was adopted, which focuses on objective, scientific methods to uncover universal truths. This approach was chosen to uncover patterns and relationships in the data, providing a rigorous and systematic understanding of the research topic.

## 3.1.2 Positivism Approach

The positivist approach is characterized by its emphasis on scientific methodology, observable and measurable data, and the pursuit of law-like generalizations and causal explanations. Given the quantitative nature of this research, positivist methods of analysis are employed. According to Visagie (2010), positivism views knowledge as an objective, tangible, and observable phenomenon that can be acquired through scientific inquiry. Positivism applies the principles and methods of natural science to investigate social phenomena, seeking to establish universal laws, provide clear explanations for observable behavior, and elucidate relationships between variables. As this study focuses on the quantitative relationship between Green Human Resource Management (GHRM) and organizational performance, a positivist approach is deemed appropriate. This approach enables the researcher to employ quantitative methods, seeking to uncover patterns, correlations, and causal relationships between variables, ultimately contributing to the understanding of GHRM's impact on organizational performance.

## 3.2 Research Approach

A research approach is a plan and procedure that includes broad assumptions as well as detailed methods of data collection, analysis, and interpretation (Chetty, 2016). There are two main approaches that can be used in research which are quantitative and qualitative approaches. A quantitative approach will be used in this study because quantitative research approach is ideal for investigating the relationship between green HRM practices and corporate image because it offers an objective and unbiased measurement of this relationship (Bryman& Bell, 2011). By collecting data from a large sample size, quantitative research enables generalizability of findings to other organizations and industries, increasing the applicability of the results (Creswell, 2014). Moreover, quantitative research is often faster and more cost-effective than qualitative research, as it involves standardized data collection methods and statistical analysis (Sekaran&Bougie, 2016). Furthermore, quantitative research allows for advanced statistical analysis, enabling the identification of patterns, correlations, and trends in the data, which can provide valuable insights into the relationship between green HRM and corporate image (Field, 2018). This approach is particularly useful for testing hypotheses and drawing conclusions based on empirical evidence (Chetty, 2016).

## 3.2.1 Population of the study

The population of this study encompasses all employees, managers, and executives at Shamva Gold Mine in Zimbabwe who have been impacted by or involved in the implementation of green HRM practices aimed at enhancing corporate image because employees are the ones implementing green hrm practices and can provide insights into its effects, managers are responsible for developing and implementing GHRM strategies and can provide insights into the decision making and shareholder and executives have a vested interest in the organizations financial performance and reputation . This includes, but is not limited to, employees from various departments such as human resources, operations, maintenance, and administration, and local community leaders who have interacted with the mine. By examining the experiences and perceptions of this population, this study aims to gain a deeper understanding of the role of green HRM in fostering a good corporate image at Shamva Gold Mine.

## 3.2.2Target Population

The target population, as defined by Taylor et al. (2006), refers to the entire group of individuals or entities that are the primary focus of the study and from which the researcher aims to draw conclusions. In this research the target population of general employees because they have perception and attitudes towards GHRM influence behavior and commitment to sustainability, interns because they have fresh perspective on GHRM practices and initiatives management faces experiences and challenges and shareholders because they have insights into how green GHRM affects bottom line corporate reputation. The researcher seemed to answer a specific research question related to this group and make generalizations about the findings. However, due to practical limitations such as logistical and economic constraints, it is often impossible to study the entire target population. Instead, researchers typically select a representative sample from the target population, allowing them to draw conclusions and make inferences about the larger group based on the sample's characteristics and response.

## 3.4 Sampling

Sampling is a research methodology that involves selecting a subset of individuals or cases from a larger population of interest (Trachoma & William, 2006).In this research the researcher used Probability sampling method because probability sampling enforces randomization as random selection minimizes bias and ensure that every employee has equal chances of being selected, reducing the risk of self-selection, Probability sampling assures accuracy because it provides a high degree of accuracy in estimating population parameters, enabling reliable conclusions about the effectiveness of GHRM in fostering good corporate image and probability sampling enables the use of statistical test and analysis, providing a robust and objective evaluation of the relationship between GHRM and corporate image.

## 3.4.1 Sample procedure

Borg and Gall (1979) assert that 30% of the total population is sufficient for a research study, providing a balance between representation and feasibility. A smaller population requires a larger sampling ratio to ensure adequate representation. Populations that are under 1000 should use a minimum ratio of 30%, as recommended by Borg and Gall. This guideline is widely accepted in social science research and ensures that the sample is representative of the population. The total population at Shamva Gold Mine is 167 employees, and by applying the formula 30/100 × 167, we get a sample size of 30 employees. This means that 30 employees will be selected as the sample for this research study, which is representative of the population at Shamva Gold Mine. This sample size is sufficient to provide reliable and generalizable findings, according to Borg and Gall's (1979) guidelines. By using a sample size of 30, we can confidently draw conclusions about the population of interest, which is essential for making informed decisions and implementing effective strategies at Shamva Gold Mine.

## 3.4.2 Sampling Techniques

Borg and Gall (1979) assert that 30% of the total population is sufficient for a research study, providing a balance between representation and feasibility. A smaller population requires a larger sampling ratio to ensure adequate representation. Populations that are under 1000 should use a minimum ratio of 30%, as recommended by Borg and Gall. This guideline is widely accepted in social science research and ensures that the sample is representative of the population. The total population at Shamva Gold Mine is 167 employees, and by applying the formula 30/100 × 167, we get a sample size of 30 employees. This means that 30 employees will be selected as the sample for this research study, which is representative of the population at Shamva Gold Mine. To select the sample, we will use stratified random sampling, a technique that ensures representation from different departments and levels of employment. This technique involves dividing the population into strata based on relevant characteristics, such as job category and seniority, and then randomly selecting participants from each stratum. By using stratified random sampling, we can ensure that our sample is representative of the diverse groups within the population, providing a more comprehensive understanding of the phenomena under study.

## 3.5Sources of Data

This section described the information sources used in this research study. It referred to the approach by which the researcher collected data from respondents. The researcher used primary data which was directly from the source which consisted of survey, interview because primary data is collected directly from the source making it original and firsthand information, primary data is collected directly from the source reducing the risk of errors or biases that maybe present in secondary data and most importantly primary data makes use of real time that gives an assurance it is up to date and reflects the current situation. The process encompassed both the primary source of information and the instrument for data collection used to collect data for this study.

## 3.5.1 Primary Data Sources

Primary data was collected for the first time and for a specific reason. According to Denscombe (1998), primary data was collected at a specific point, giving it the benefit of being more relevant to the study and having a high level of truthfulness. However, collecting primary data was more time-consuming and expensive (Patzer, 1996). The study relied on primary data gathered from the sample of gold miners. Primary data was information gathered by the researcher using data collection instruments such as interviews and questionnaires.

## 3.5.3 Research Instrument

A research instrument was an important tool that the researcher employed to collect data for a specific study. There were several research instruments available that might have been used for this piece. These included interviews, site observations, and questionnaires, among others. Structured questionnaires were used as data collection instruments in this study.

## 3.5.4 Questionnaire

The data for this study was collected using a questionnaire. A questionnaire was a tool used in quantitative surveys to gather data from respondents who documented their own responses (Kervin, 1999). Questionnaires were designed for pre-determined questions mandated to evoke respondents' opinions and valid contributions. According to Fraenkel and Wallen (1996), the use of questionnaires in survey research had the advantage of allowing a large number of research subjects to be administered at the same time while also remaining cost-efficient. Questionnaires also allowed respondents to maintain confidentiality, which led to more candid responses and feedback. Research data was best collected through this channel. Given that GHRM influenced the organizational performance of Shamva Gold Mine, a survey questionnaire was used to collect information from participants in this study. It included scaling or ranking questions in which the respondent had to rank their response on a scale of Satisfaction to Dissatisfaction. The Likert scale was used with a rating of 1 to 5, with 1 being strongly agreed and 5 being strongly disagreed. The different variables, specifically the performance rate, were used.

## 3.5.5 Pilot Testing

Pilot testing occurred when a questionnaire was prescribed to a subset of a large sample size in order to prepare for a larger sample, primarily for the purpose of refining it to suit the respondent's understanding before sending it out (Saunders et al., 2009). It analyzed planned questionnaires to see if they were in sync with the initial research so that justifications could be made where necessary. A pilot test with 50 questionnaires was thus conducted for this purpose.

## 3.6 Data analysis methods

## 3.6.1 Survival Data

Survival analysis was used in this study to examine the time-to-event data, specifically the duration of time until a particular event occurred such as to duration of business operations and the role f GHRM in mitigating the risks of organizational failure. This method was chosen to account for censored data and to estimate the survival function, hazard rate, and median survival time. Survival analysis was used to understand the duration of time until a particular event occurred, taking into account the censored data and providing a more accurate estimate of the survival function. The use of survival analysis in this study provided a robust and accurate estimate of the survival function, allowing the researcher to understand the duration of time until a particular event occurred and identify potential risk factors.

## 3.6.3 Data visualization

The dv analysis provided a clear and compelling visual representation of the findings,facilitating a deeper understanding the role of GHRM in fostering good corporate image. The use of bar graphs, pie charts and line graphs in excel revealed a significant positive correlation between GHRM practices and corporate image. The majority of these charts revealed considered GHRM practices crucial for the organizations commitment to sustainability and social responsibility.

## 3.7 Reliability

The ability of a questionnaire to produce accurate results under varying conditions and times was referred to as its trustworthiness. Saunders et al. (2009) stated that reliability was concerned with the sturdiness of the research instrument. According to Kumar (2005), research results from a large sample had greater certainty than findings from small samples. Acceptable reliability tests were carried out using the Cronbach Alpha formula, as suggested by Saunders et al (2009). The researcher implemented relevant questions tailored to the study at hand in the questionnaire to ensure trustworthiness. The researcher was conscious and consistent in the data collection process to reduce bias and information processing errors.

## 3.7.1 Reliability test

To test the reliability and genuine nature of the questionnaire, the researcher conducted the first test using Excel during the questionnaire design period and describes the data collected from the respondances. The researcher chose Excel over other statistical software because of its user-friendly interface, versatility, and ability to handle complex calculations with ease. Excel's built-in functions and formulas made it an ideal choice for calculating the Cronbach Alpha coefficient, which measures the internal consistency of the questionnaire. Moreover, Excel's data analysis tools allowed the researcher to easily organize and visualize the data, making it simpler to identify patterns and trends. By using Excel, the researcher was able to efficiently and accurately assess the reliability of the questionnaire, ensuring that the data collected was trustworthy and accurate.

## 3.8 Ethical consideration

At Shamva Gold Mine, the role of Green HRM in fostering sustainability raises critical ethical considerations. As the mine adopts Green HRM practices, it must prioritize transparency and accountability in its environmental reporting, ensuring that stakeholders are informed about the mine's ecological footprint and mitigation efforts. The mine must also prioritize the health and safety of its employees, ensuring that green initiatives do not compromise their well-being or livelihoods. Moreover, Shamva Gold Mine must engage in fair labor practices, providing fair compensation and safe working conditions for all employees, including those involved in environmental sustainability initiatives. Ethical considerations also extend to the local community, where the mine must prioritize responsible mining practices, minimize environmental degradation, and support community development initiatives. Furthermore, the mine must address issues of equity and justice, recognizing that nearby communities may be disproportionately affected by environmental impacts. By prioritizing ethical considerations, Shamva Gold Mine can ensure that its Green HRM initiatives contribute to a more sustainable and equitable future for both the organization and the surrounding community.

## 3.9 Chapter Summary

This chapter presented both the research philosophy and the research design used in the study, as well as the justification for choosing the latter. The study population, sampling techniques, research methods, and research instruments are also discussed in this chapter. The chapter goes further in discussing the methods used to ensure the validity and reliability of the results. The findings of the study are explained in this section. To strengthen and clarify in the analysis and comprehension of research findings, tables and pictorial diagrams are used.

## CHAPTER 4:

## DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

## 4.1 Introduction

The information discussed in the previous chapters were used in this chapter. This chapter analyses and presents the quantitative data collected from the questionnaires distributed by the researcher. The research identifies and investigates the essence and The role of Green HRM In fostering good corporate image. The questionnaire is the most common data collection instrument. This is intended to collect and present data from 30 respondences but only received from 20. To test the reliability and **genuine** nature of the questionnaire, the researcher conducted the first test using Excel during the questionnaire design period and describes the data collected from the respondances

## 4.1.1 Response rate

Questionnaires were distributed at Shamva Gold Mine, only 12members of staff and 8 general employees replied giving a total of respondents. A summary of respondent’s rates is shown below in Table 4.1.

Response rate

|  |  |  |  |
| --- | --- | --- | --- |
| CATEGORY OF RESPONDENTS | QUESTIONNAIRES  DISTRIBUTED | QUESTIONNAIRES  RETURNED | Response rate= (questionnaires returned/questionnaires distributed |
| Owners/Managers | 30 | 12 | 6 |
| General Employées | 30 | 8 | 14 |
| AverageResponse Rate | TOTAL | 20 | 66.7% |

Table 4.1

Table 4.1 indicates that the average response rate was 66.7%, a satisfactory outcome attributed to the respondents' enthusiasm for Green Human Resource Management (GHRM) and its significance in fostering a positive corporate image. The high response rate, exceeding 60%, lends credibility to our research findings, as the questionnaires distributed served as a reliable source of secondary data

## 4.2 Demographic data

## 4.2.1Gender of respondance

Figure (2) below illustrates the gender distribution of respondents, revealing a predominantly male population, likely due to the perceived higher risk tolerance among men in working at a mining organization like Shamva Gold Mine. In contrast, the number of female respondents is relatively low to a calculation percent of 20% which means they were only 4 of them whilst males cover 80% percent of the whole project which means the woman who responded were , potentially reflecting the prevailing patriarchal societal norms in Zimbabwe, where men are often the primary breadwinners and women may be more likely to assume traditional household roles, resulting in fewer women being employed by the company.

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#### Figure (2): Gender respondents

## 4.2.2Age of despondence

Figure (2) displays the age distribution of participants, revealing a notable trend. The 46-55 years age group had the lowest representation, likely due to the physical demands of mining work, which can lead to medical issues, making it challenging for individuals in this age group to continue working in the industry. The 46-55years age group was also relatively low at 15% which relatively mean they were only 2 of them that responded to questionnaire because that’s the area which had executives and managers which has a low members participating in that particular area.The 18-25was second lowest sitting at 20% relatively meaning that they were 4 of them as young adults in this age group may lack extensive work experience and enthusiasm for corporate responsibilities, although they still contributed valuable insights to the research. In contrast, the 26-35 and 36-45 age groups, with their wealth of experience in the industry and organization, constituted a significant proportion of participants, as they have spent considerable time working in the mine and are familiar with the environmental context, making their contributions rich in primary information and also many individuals in this age range have taken on leadership positions such as mine managers department heads or even executive roles giving them a broad perspective on the industry.

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#### Figure (3): Gender respondents

## 4.2.3Respondance level of education

Figure (3) represents education level of respondents. The respondents’ level of education showed that it is not mandatory for one to have certificate or a degree to understand the conservation of the environment. The majority 40% of the 20 individuals have no formal education,30% of 5 have diplomas,25% have degrees and 20% of them masters. The low level of education among the majority of individuals hinders the effective implementation of GHRM practices, potentially impacting the organization’s corporate image. The organization may need to invest in training and development programs to educate employees on sustainability and environmental issues, ensuring a more informed and engaged workforce,The small percentage of individuals with masters, degrees and diplomas are more likely to drive GHRM initiatives and foster a good corporate image. More so this data suggest that’s the organization may face challenges in implementing effective GHRM practices due to low level of education among the majority of employees.

#### Figure (4): Level of Education

# 4.2.4 Respondents Experience

The diagram on figure (5) Illustrates a clear correlation between age and experience, indicating that younger individuals tend to have less experience, while older employees possess more extensive experience. This suggests that within the organization, older employees, typically those in the 36-45 and 46-55 age groups, have accumulated valuable expertise and knowledge, making them a rich source of relevant information. This is likely due to their prolonged tenure, exposure to various roles, and adaptability to changing industry dynamics. As a result, they have developed a deeper understanding of the organization's operations, challenges, and opportunities, making their insights particularly valuable for informed decision-making and strategic planning. However this distribution highlights the organizations potential to excel in GHRM with experienced individuals driving initiatives and mentoring others while also the need for training programs to ensure a comprehensive understanding of GHRM practices across the organization

Figure (5)

# 4.2.5Respondance positions

Figure (6) displays the distribution of respondents across various positions within the organization, with a total of 20 respondents. As the number of respondents increased, so did the quality of data and information. The larger groups, such as the general staff (8) and administration (5), provided a more comprehensive understanding of the organization, offering a wider range of perspectives and experiences. Meanwhile, the smaller groups, like the managers (2), contributed high-level insights and expertise. Throughout the survey, all respondents continually brought unique experiences and perspectives, enriching the overall dataset. The diversity of positions and experiences ensured a continuous flow of valuable information, with each group offering distinct viewpoints and expertise. As a result, the data collected was robust, diverse, and comprehensive, providing a rich understanding of the organization.

## Figure (6)

## 4.3 Response summary

# 4.3.1Knowledge about Green Human Resources in fostering good corporate image

Fugure (7) below shows survey assessed the level of knowledge among Shamva Gold Mine respondents regarding Green Human Resource Management (GHRM). Respondents rated their knowledge on a scale of 1 (Strongly Disagree) to 5 (Strongly Agree). Figure 7 reveals that most respondents lacked knowledge about GHRM and had not received orientation on the organization's environmental initiatives. More so the data reveals a significant knowledge gap, with 65%of respondence lacking understanding about GHRM roles of fostering a good corporate image ,however,40% possess some knowledge, providing a foundation for growth. Notably, 35% of those with knowledge have received training highlighting the effectiveness of employee development programs in enhancing GHRM understanding.to bridge the knowledge gap and promote a positive corporate image, investing in comprehensive training and development initiatives is crucial.

## Figure (7)

## 4.3.2Training and development on GHRM practices.

Figure (8) displays that 60% of respondance answered “no” to receiving training and development on GHRM practices and 30% answered “yes” this means that the majority 60% lack formal training and development on GHRM practices however,30%have received training ,indicating a smaller but significant group of informed individuals. The data suggest a disconnect executives an employees in terms of GHRM understanding. Executives may receive training and development, but this knowledge may not trickle down to employees who may be implementing GHRM practices without fully understanding their purpose of impact. The 60% employees may be implementing GHRM initiative without fully understanding their purpose or impact, resulting in effecting outcomes. More so employees may feel disconnected from the organization’s sustainability goals, leading to reduced motivation an engagement. Without a comprehensive understanding of GHRM practices, organizations may miss opportunities to innovate and improve their sustainability .

## Figure (8)

## 4.4 Reliability and validity

## 4.4.1 THE MOST IMPORTANT ENVIRONMENTAL SUSTAINABILITY ISSUES THAT YOU THINK SHAMVA GOLD MINE SHOULD ADRESS

Figure (9) shows that reducing consumption is a divisive issue, with 40% disagreeing and 20% strongly agreeing.Minimization waste and recycling has the highest level of strong agreement45%,Using sustainable materials has a high level of disagreement 25%strongly disagree, reducing carbon footprints has a relatively even distribution of opinions.Shamva gold mine should priorities minimizing waste and recycling, as it has the highest level of strong agreement among respondents. This indicates a strong commitment to reducing waste and promoting sustainability within the organization. Reducing energy consumption and carbon footprints are also important issues, but the disagreements and neutral responses indicate a need for further education and awareness – risingamong employees, Overall the organization should focus on addressing these environmental sustainability issues to foster a positive corporate image and promote sustainability within the organization.By addressing these environmental sustainability issues,shamva Gold mine can foster a positive corporate image and promote sustainability within the organization

## Figure (8)

## 4.4.2 Suggestions for your organization can better promote and support environmental sustainability through HR policies and practice.

The figure (9) below shows that reducingenergy consumption is a divisive issue with 40% disagreeing and 20% strongly agreeing.minimizing waste and recycling has the highest level of strong agreement 45%, Using sustainable materials has a high level of disagreement 25%.Reducing carbon footprints has relatively even distribution of opinions. Shamva gold ine should prioritize minimizing waste and recycling as it has the highest level of strong agreement among respondance. This indicates a strong commitment to reducing waste and promoting sustainability within the organization.Reducing energy consumption and car born footprintsare also important issues but the disagreement and neutral responses indicate a need for further education and awareness raising among employees. Using sustainable materials is an area where the organization may face resistance with 25% strong disagreeing this could be due to concerns about cost availability or quality of sustainable materials.Overall the organization should focus on addressing these environmental sustainability issues to foster a positive corporate image and promote sustainability within the organization.

4.5 The implementation of green hrm practice in shamva gold mine will improve the company reputation and contribution to a positive corporate image.

The table below presents responses regarding the perceived impact of GHRM practices on corporateimage,leadership in sustainability and social responsibility. The interpretation of is that green hrm practice may not be widely recognized as key factor in achieving leadership in sustainability and social responsibility,product quality and customer service are considered more important factors in shaping corporate image, awareness and valuation of sustainability initiatives among employees and stakeholders maybe limited. In discussion the shamva gold mine should priorities internal communication and awareness campaigns to educate employees and stakeholders about the benefits and impacts of green hrm practices. GHRM practices should integrated into the organizations overall sustainability strategy to demonstrate a commitment to leadership in these areas, regular assessment and evaluation of GHRM practices can help identify areas for improvement and demonstrate effectiveness in enhancing corporate image and however authenticity and transparency in sustainability claims are crucial to avoid perceived hypocrisy

#### Table 4.4 Factors Influencing the Green HRM

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **The perceived impact of green HRM practices on the corporate image** |  | |  | |  |  |  |  |
| **Valid** | **Missing** | | **Strongly**  **Disagree** | **Disagree** | **Neutral** | **Agree** | **Strongly**  **Agree** |
| making it a leader in sustainability and social responsibility | 20 | 0 | | 3\*15% | 6\*35% | 4\*20% | 4\*20% | 2\*10% |
| other factors such as product quality and customer service are more influential | 20 | 1 | | 3\*15% | 2\*10% | 4 \* 20% | 6\*30% | 4\*20% |
| perceived hypocrisy or lack of authenticity in sustainability claims. | 20 |  | | 5\*25% | 4 \*20% | 4\*20% | 5\* 25% | 2\*10 |
| employees and stakeholders are not aware of or do not value sustainability initiatives | 20 | 1 | | 2\*10% | 3\*15% | 5\*25% | 4\*20% | 5\*25% |

Source: Primary Data (2024

## 4.8 Chapter Summary

Green HRM and its impact on organizational performance were examined in this chapter. Data was collected and presented in the form of tables, bar graphs, and pie charts. For the intentions of the literature review, applicable secondary and primary data sources were used. Green HRM is one aspect that mines must implement in order to increase productivity and attain organizational competitiveness. The outcomes indicate that mines do not have a comprehensive understanding of green HRM. The implementation alterable considered (training and development, recruitment and selection, organizational culture, performance management and appraisal, reward management, and employee relations) can be used as a blue print to change the way mining organizations do business. This condition indicates that the owners and top management of mines have not griped the importance of implementing green HRM for the development of the organization and fostering good corporate image. It was discussed that it is essential for GHRM to be made available in organization and is positively responsive to organizational performance. As a result, if organizations wishes achieve their goals and attain competitiveness, then implementing GHRM practices is the way to go.

## CHAPTER 5:

## SUMMARY, CONCLUSION, AND RECOMMENDATIONS

## 5.0Introduction

This chapter presents a comprehensive summary of the research findings, analysis, and conclusions drawn from the data collected through questionnaires. Additionally, it discusses the limitations encountered during the study, offers recommendations, and suggests avenues for future research.

## 5.1 Summary

This section is divided into two parts. The first part examines the research findings, summary findings, and analysis of the questionnaire data, focusing on the factors that influence Green Human Resource Management (GHRM), its impact on fostering a good corporate image, and the various GHRM activities implemented in organizations. The second part provides a summary of the analysis results, highlighting the key findings and implications for promoting a good corporate image.

This study explores the connection between Green Human Resource Management (GHRM) and good corporate image. Through employee perspectives and experiences, the researcher investigated the relationship between GHRM and good corporate image, encompassing all HRM practices such as reward management, recruitment, selection, training, and development while in the green aspect encompassing environmental sustainability, Green performance management, Green employee involvement. The findings reveal a positive link between good corporate image and it reconstructsGreen related recruitment, as well as Green training and development. Moreover, performance management and appraisal significantly impact good corporate image in GHRM. These discoveries contribute to the literature in two crucial ways, shedding light on the GHRM-good corporate image relationship and unveiling new dimensions of HRM practices and environmental performance. By adopting GHRM, organizations can enhance their good corporate image. The study, based on data from Shamva Gold Mine, empirically supports the claim that GHRM practices accelerate good corporate image. Daily et al. (2009) initially introduced the concept of GHRM, while Ramus and Killmer (2007) highlighted the importance of employee volunteerism and discretionary roles in environmental initiatives for long-term sustainability. This research reinforces the significance of employee green behavior in achieving a green policy and improved good corporate image. Jiang and Bansal (2003) and Jabbour et al. (2008) also found a significant relationship between GHRM practices and Environmental Management Systems (EMS).

## 5.2 Factors Influencing GHRM

The results suggest that GHRM is not influenced by any external factors and its implementation is limited in mining organizations due to the lack of formal human resources management structures.However education and training in GHRM are crucial for its effective adoption.Key factors that promote GHRM include training and development, government programs enhance employees understanding of environmental management, while government policies provide framework for implementing GHRM practices. effective communication ensure that information about GHRM is shared among employees and they are engaged in decision making process, facilitating the successful implementation of GHRM.

## 5.3 GHRM Influence on Good Corporate Image

GHRM has a profound impact on a company’s corporate image,leading to a enhanced reputation as a responsible and sustainable organization(Cresswell,2022).This in turn,increase trust among stakeholders,who view the organization as ethical and responsible (Rao,2017).GHRM also improves the brand image,associating the organization with eco-friendly practices and social responsibility (Rindova et al.,2007). As a result top talent is attracted to the organization and existing employees experience boosted morale, motivation, and loyalty. Ultimately, GHRM contributes to the long-term viability of the organization, demonstrating its commitment to environmental stewardship and social responsibility.

## 5.4 GHRM Activities Available at an Organization

The study reveals moderate use of GHRM practices in organizations. GHRM activities include Green Organizational Culture, Green Performance Management and Appraisal, and Green Training and Development. These activities foster good corporate image by increasing employee engagement, assessing employees' green goals, and providing environmental education. However, organizations like Shamva Gold Mine do not fully utilize GHRM, highlighting the need for implementation and employee involvement in decision-making to achieve good corporate image

## 5.5 Strategies for Effective Green HRM

To foster good corporate image, organizations should employ the following strategies:

1. Integrate environmental elements into job descriptions and specifications.

2. Embed environmental consciousness into recruitment processes.

3. Link environmental factors to employee performance indicators.

Green HRM implementation enhances organizational productivity, competitiveness, and good corporate image.

## 5.6 Conclusions

This study evaluates the impact of Green HRM (GHRM) on Shamva Gold Mine's good corporate image.Shamva Gold Mine informally implements GHRM, lacking a formal HRM department. The study highlights the need for GHRM training and education. Implementing GHRM policies promotes corporate social responsibility, environmental performance, market competitiveness, and profit maximization. More over the study has demonstrated the vital role of Green HRM in fostering a good corporate image. The findings suggesting that organizations that adopted green practices experience improved reputation, enhanced brand image increased stakeholder trust and competitive advantage. The researcher also highlights the importance of GHRM in improving employee engagement and promoting sustainability. The study results contribute to the existing body of knowledge on Green HRM and corporate image, emphasizing the need for Shamva gold mine to integrate environmental and social responsibility into their HR practices. The findings also provide insights for adopting Green HRM strategies to enhance a good corporate image and promote sustainability.

Ultimately, this research demonstrates that GHRM is a critical component of aorganization’s effort to build a positive corporate image and contribute to a sustainable future. As organizations continue to face Environmental and social challenges, The Role of GHRM in fostering a good corporate Image will only continue to grow in importance.

## 5.7 Research Contribution

This research contributes to literature by exploring GHRM's role in fostering good corporate image at Shamva Gold Mine. The study provides insights for companies to assess their GHRM extent and strengthen environmental performance. It offers a conceptual GHRM practices model, elaborating on GHRM implementation and benefits.

## 5.8 Recommendations

Shamva Gold mine should priorities environmental sustainability issues like reducing energy consumption and minimizing waste and recycling as a significant portion of respondance strongly agree on their importance with 45% and 40% respectively.(Cresswell,2022) this suggests that the organization should focus on implementing practices that reduce management, in line with the principles of Green HRM, however the organization faces challenges in implementing environmental friendly practices, with limited awareness and knowledge 40% agree and inadequate infrastructure being the biggest hurdles. Additionally high cost and lack of resources and support are also significant challenges that need to be addressed as well.

To enhance its corporate image, Shamva gold mines should emphasize the importance of sustainability initiatives to employees and stakeholders and ensure authenticity and transparency in its sustainability claims, as suggested by Bula (2022).While making the organization a leader in sustainability and social responsibility is seen as a key benefit 20% agree, many respondents are neutral suggesting that the value of sustainability initiatives. By addressing these Challenges and priorities, shamva Gold mine can enhance its corporate image and demonstrate its commitment to sustainability and social responsibility.

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## QUESTIONNAIRE

Introduction

Greetings! My name is Blessing Dzobo. I am a student at BINDURA UNIVERSITY OF SCIENCE EDUCATION pursuing a Bachelor’s Honours Degree in Human Resources Management, I am carrying out a research project on the topic: **THE ROLE OF GREEN HRM IN FOSTERING GOOD CORPORATE IMAGE. A CASE OF SHAMVA GOLD MINE.**

This is an academic research project and I promise to treat your responses with all the confidentiality they deserve. I kindly request you to respond the questions in this questionnaire by either ticking on the appropriate answer or giving a comment on the answer spaces provided. **NB DO NOT WRITE YOUR NAME ON ANY PART OF THE QUESTIONARE**

No names or information about any individual about will be published. Should you require to get more details about the researcher, you are free to contact me 0774080166.

INSTRUCTIONS

* Answer all questions truthfully and honestly
* Where boxes are provided, please indicate your answer by putting a tick

In the box which corresponds to the answer you want to give

* Do not indicate any of your personal details on this questionnaire

**Thank you in advance**

**SECTION A**

BACKGROUND INFORMATION

This section is asking for your background information. Please indicate your answer by ticking in the appropriate box

**Demographic information**

**A1, Please indicate your gender**

|  |  |
| --- | --- |
| Male |  |
| Female |  |

A2, Please indicate your age group

|  |  |
| --- | --- |
| 18-25 |  |
| 26-35 |  |
| 36-45 |  |
| 46 and above |  |

A3, Please indicate your position / in the organization

|  |  |
| --- | --- |
| Shareholder |  |
| Manager |  |
| Administrator |  |
| Assistant /intern |  |
| General employee |  |

A4, Please indicate length of service in your organisation

|  |  |
| --- | --- |
| **1-5** |  |
| **6-10** |  |
| **11-20** |  |
| **21 – retirement** |  |

A5, Please indicate level of education

|  |  |
| --- | --- |
| Certificate |  |
| Diploma |  |
| Degree |  |
| Masters |  |
| Other |  |

**Section B**

Q2

Do you know about Green HRM?

|  |  |
| --- | --- |
| YES | NO |

If answer is yes, explain your understanding

…………………………………………………………………………………….

Q3

Have you received training on green HRM practices?

|  |  |
| --- | --- |
| YES | NO |

If answer is yes, give a brief understanding of the training you had

……………………………………………………………………………………….

Q4

How often do you participate in environmental initiatives at work?

|  |  |
| --- | --- |
| YES | NO |

If answer is yes, mansion some of the initiatives your involved

…………………………………………………………………………………………..

**SECTION C**

**Q1 WHAT ARE THE MOST IMPORTANT ENVIRONMENTAL SUSTAINABILITY ISSUES THAT YOU THINK SHAMVA GOLD MINE SHOULD ADDRESS**

Please indicate the extent to which you agree or disagree with statements listed on the 5-point scale below. Tick under the number that closely corresponds with the answer

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 1=strongly disagree | 2=Disagree | 3=Neutral | 4=Agree | 5=Strongly agree |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | Facts about environmental sustainability issues that the mine should  Address | 1 | 2 | 3 | 4 | 5 |
| C1 | Reducing energy consumption |  |  |  |  |  |
| C2 | Minimizing waste and recycling |  |  |  |  |  |
| C3 | Using sustainable materials |  |  |  |  |  |
| C4 | Reducing carbon footprints |  |  |  |  |  |

**Q2 WHAT ARE THE BIGGEST CHALLENGES YOU FACE IN IMPLEMENTING ENVIRONMENTALLY FRIENTLY PRACTICES IN YOUR DAILY WORK**

Please indicate the extent to which you agree or disagree with statements listed on the 5-point scale below. Tick under the number that closely corresponds with your answer.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 1=strongly disagree | 2=Disagree | 3=Neutral | 4=Agree | 5=Strongly agree |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | Facts about the challenges faced on environmental terms | 1 | 2 | 3 | 4 | 5 |
| C1 | Lack of resources and support |  |  |  |  |  |
| C2 | Limited awareness and knowledge |  |  |  |  |  |
| C3 | Inadequate infrastructure |  |  |  |  |  |
| C4 | High costs |  |  |  |  |  |

**Q3WHAT ARE YOUR SUGGESTIONS FOR YOUR ORGANISATION CAN BETTER PROMOTE AND SUPPORT ENVIRONMENTAL SUSTAINABILITY THROUGH HR POLICIES AND PRACTICE**

Please indicate the extent to which you agree or disagree with statements listed on the 5-point scale below. Tick under the number that closely corresponds with your answer.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 1=strongly disagree | 2=Disagree | 3=Neutral | 4=Agree | 5=Strongly agree |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | Suggestions that promotes and support environmental sustainability | 1 | 2 | 3 | 4 | 5 |
| C1 | Provide training and workshops |  |  |  |  |  |
| C2 | Encourage telecommuting and flexible work arrangements |  |  |  |  |  |
| C3 | Implement recycling programs |  |  |  |  |  |
| C4 | Offer incentives for sustainable behaviour |  |  |  |  |  |

Section D

TO WHAT EXTENT DO YOU AGREE THAT THE IMPLEMENTATION OF GREEN HRM PRACTICES IN SHAMVA GOLD MINE WILL IMPROVE THE COMPANY’S REPUTATION AND CONTRIBUTION TO A POSITIVE CORPORATE IMAGE

Please indicate the extent to which you agree or disagree with statements listed on the 5-point scale below. Tick under the number that closely corresponds with your answer.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 1=strongly disagree | 2=Disagree | 3=Neutral | 4=Agree | 5=Strongly agree |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | The perceived impact of Green HRM practices on the corporate image. | 1 | 2 | 3 | 4 | 5 |
| D1 | Have greatly enhanced the corporate image of shamva gold mine making it a leader in sustainability and social responsibility |  |  |  |  |  |
| D2 | Have somewhat improved the corporate image of shamva gold mine demonstrating a commitment to environmental and social responsibility |  |  |  |  |  |
| D3 | Have no significant impact on the corporate image of shamva gold mine, as other factors such as product quality and customer service are more influential |  |  |  |  |  |
| D4 | Have slightly damaged the corporate image of shamva gold mine, due to perceived hypocrisy or lack of authenticity in sustainability claims. |  |  |  |  |  |

THANK YOU SO MUCH FOR YOUR COOPERATION AND COMMITMENTS

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Bindura University of Science Education

Private Bag 1020

Bindura

4 September 2023

The Managing Director

Shamva Gold Mine

Zimbabwe

Dear Sir/Madam

**REF: REQUEST FOR PERMISSION TO CARRY OUT RESEARCH AT YOUR ORGANIZATION**

I am a 4th year student at Bindura University of Science Education, studying towards attaining a Bachelor of Human Capital ManagementHonours Degree. In fulfilment of my studies, I am required to carry out a research project. I am therefore kindly seeking permission to carry out research at your organizationentitled**: The impact GREENHRM in fostering good cooperate image. Case Study Shamva Gold Mine.**

Be assured that the information will be strictly and specifically used for academic purposes andshall be treated with confidentiality.

Yours Faithfully

………………………..

………………………..