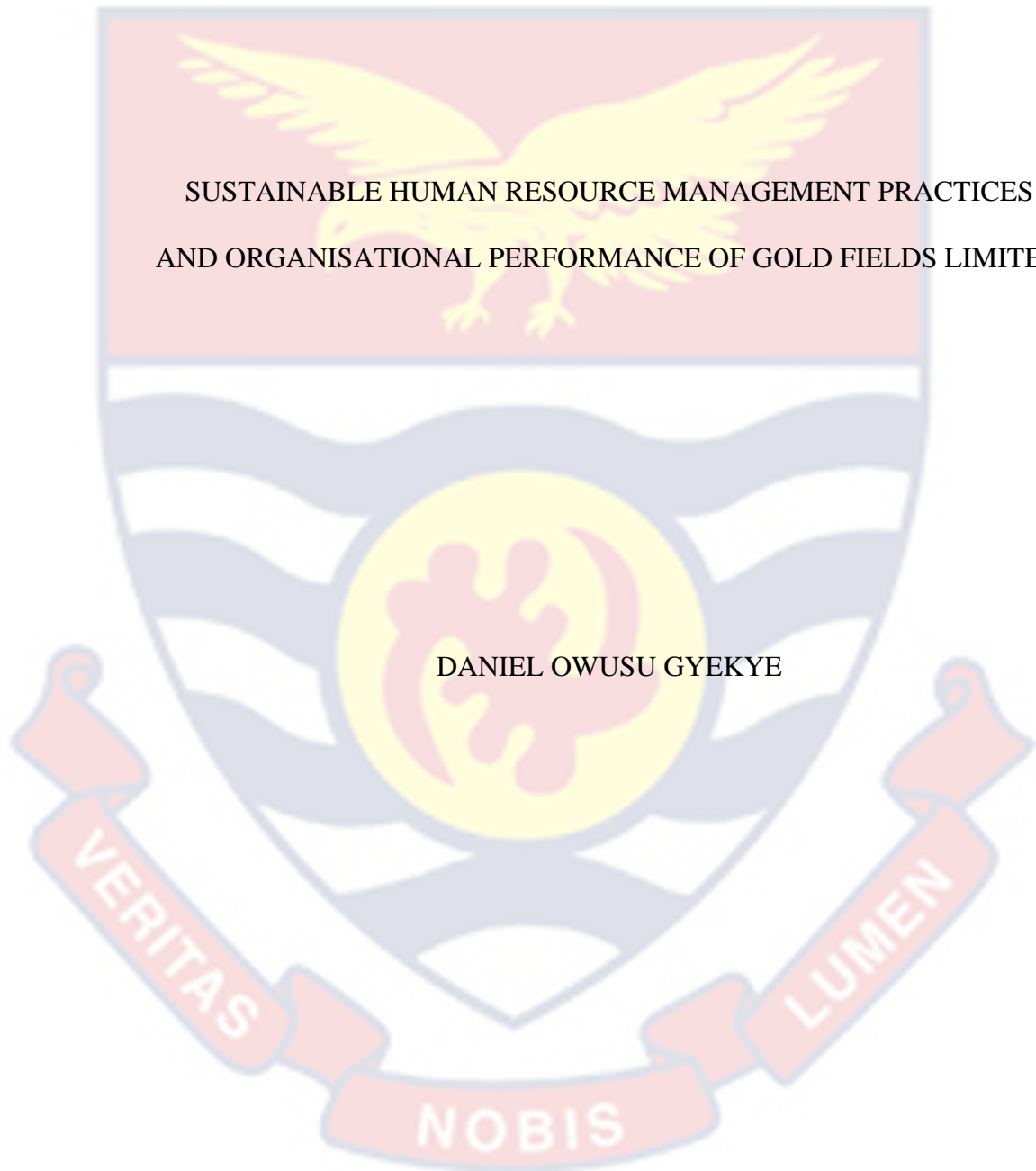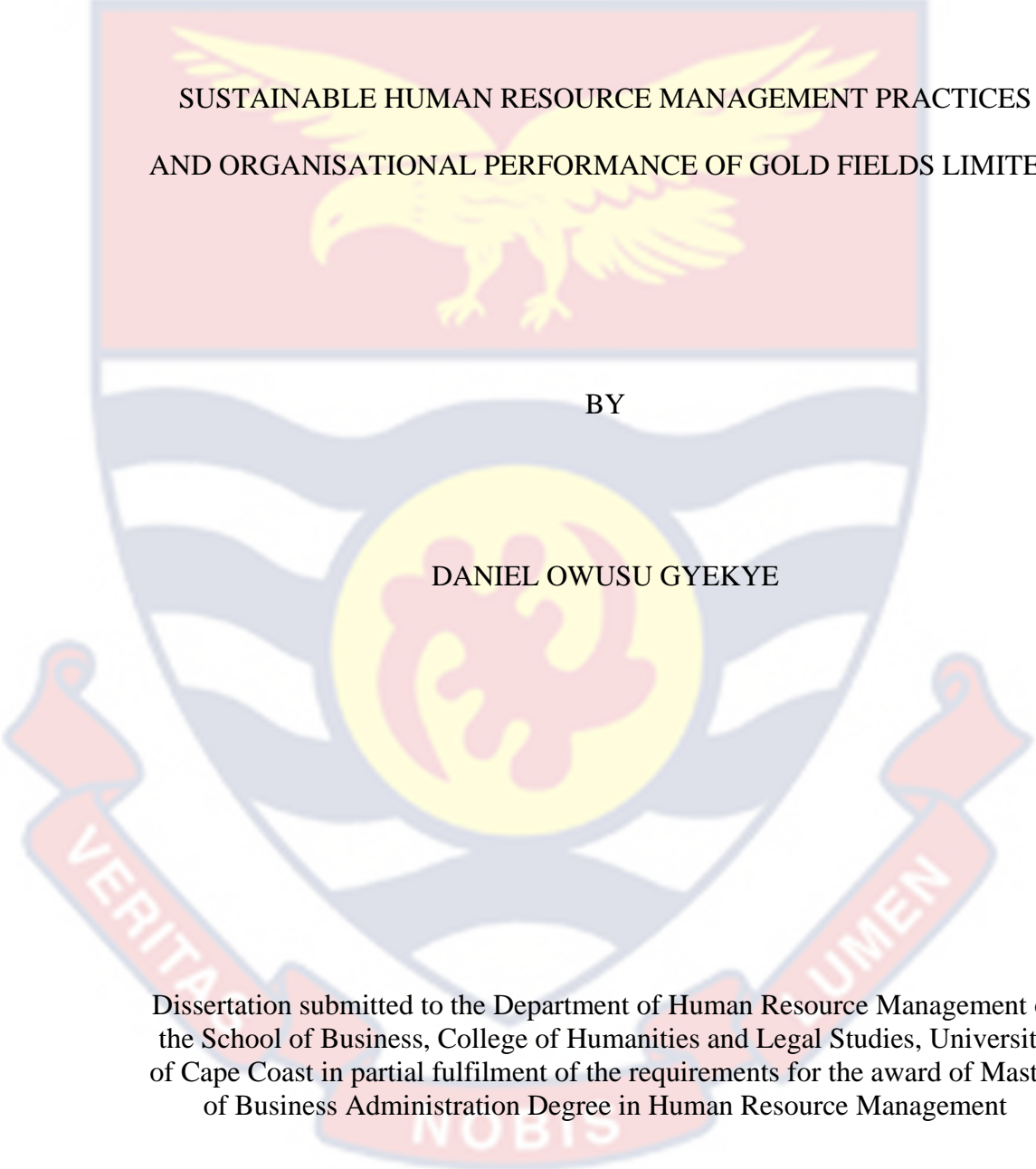UNIVERSITY OF CAPE COAST

SUSTAINABLE HUMAN RESOURCE MANAGEMENT PRACTICES

AND ORGANISATIONAL PERFORMANCE OF GOLD FIELDS LIMITED

DANIEL OWUSU GYEKYE

2024

i

UNIVERSITY OF CAPE COAST

SUSTAINABLE HUMAN RESOURCE MANAGEMENT PRACTICES

AND ORGANISATIONAL PERFORMANCE OF GOLD FIELDS LIMITED

BY

DANIEL OWUSU GYEKYE

Dissertation submitted to the Department of Human Resource Management of the School of Business, College of Humanities and Legal Studies, University of Cape Coast in partial fulfilment of the requirements for the award of Master of Business Administration Degree in Human Resource Management

JUNE 2024

i

## DECLARATION

**Candidate's Declaration**

I hereby declare that this dissertation is the result of my own original research work and that no part of it has been presented for another degree in this university or elsewhere.
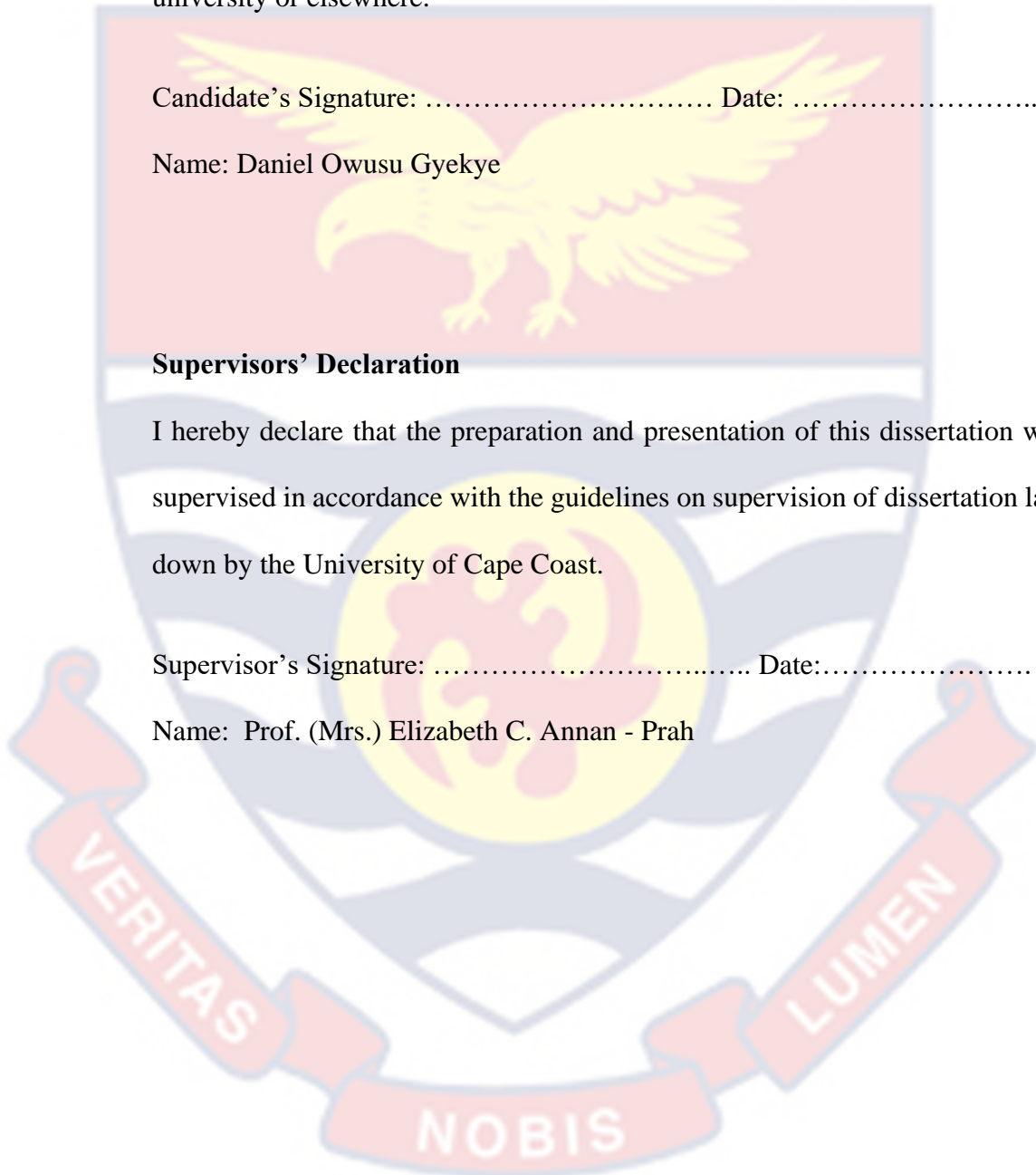
Candidate's Signature: ……………………… Date: ……………………..

Name: Daniel Owusu Gyekye

**Supervisors' Declaration**

I hereby declare that the preparation and presentation of this dissertation was supervised in accordance with the guidelines on supervision of dissertation laid down by the University of Cape Coast.

Supervisor's Signature: …………………..….. Date:………………….

Name:  Prof. (Mrs.) Elizabeth C. Annan - Prah

ii

# ABSTRACT

The   purpose of this study was to investigate the effect of sustainable human management practices and organisational performance. In order to accomplish the primary goal of the research project, the study devised a set of five objectives. Since the purpose of the study was to investigate the connections between a number of different factors, the research methodology used was an explanatory one. The data gathering tools were questionnaire. The quantitative research methodology was used in the investigation. The study's sample size was 305 which was selected by using the simple random sampling approach. In order to conduct an analysis of the aims of the research, a structural equation model was used. The study found that there was a positive and significant relationship between sustainable recruitment and selection on organisational performance. Also, sustainable training and development also had a positive and significant effect on organisational performance of Goldfields Limited. Sustainable compensation and rewards had a positive and significant effect on organisational performance. Sustainable performance appraisal had a positive and significant effect on organisational performance of Goldfields Limited. Finally, employee empowerment had a positive and significant effect on organsiational performance at Goldfields Limited. The study recommended that there must establish a clear and comprehensive sustainability strategy that aligns with the organisation's mission values and long-term goals.

# KEYWORDS

Goldfields Limited

Organisational performance

Structural Equation Model

Sustainable compensation and rewards

Sustainable Employee Empowerment

Sustainable human resource management practices

Sustainable performance appraisal

Sustainable recruitment and selection

Sustainable training and development

iv

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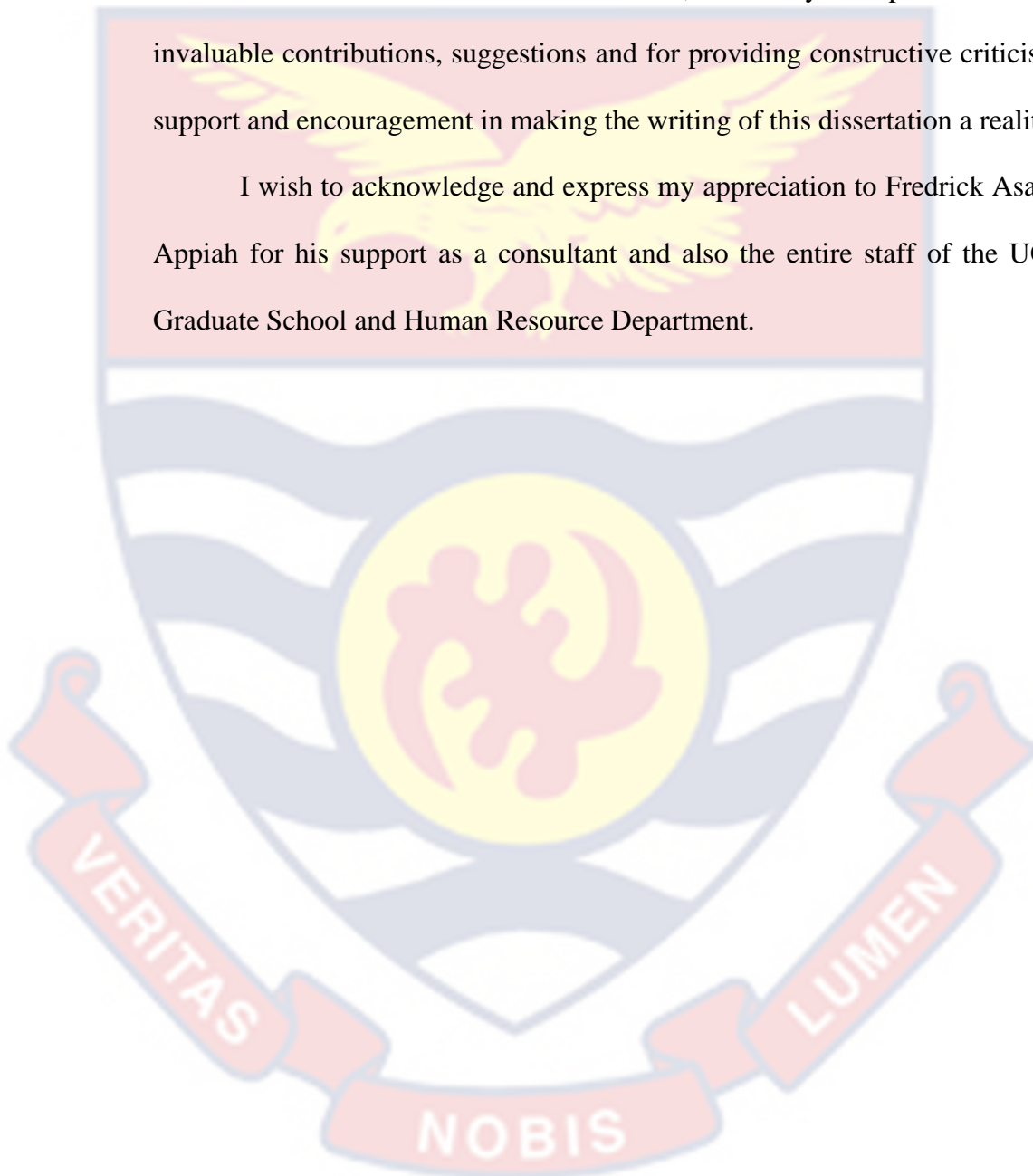
# DEDICATION

To my daughter, Lordina Owusu Gyekye and my mother, Julianna Larteabea.

# TABLE OF CONTENTS

# LIST OF TABLES

## LIST OF FIGURES

# CHAPTER ONE

# INTRODUCTION

## Background to the Study

The last decade has brought about a lot of changes in the business world. Many factors like globalization and proliferation of technology have changed the way in which businesses operate. The concept of sustainability has become widespread and many companies have included sustainability as one of the key drivers of their business model. Sustainability can be defined as a process in which a business manages its process and activities in such a way that the people, economy and the environment is benefitted. Implementing such a business model ensures that an organisation able to contribute positively to the environment, society and economy.

Sustainable development has been a relevant topic due to the rapid depletion of natural resources, the concern about wealth disparities in the community, and the importance of corporate social responsibility (Macke & Genari, 2019). As a result, sustainable development has stood out in the business context (Tooranloo, Azadi, & Sayyahpoor, 2017), particularly regarding policies, management strategies, and practices for their implementation (Dyllick & Muff, 2015). In this sense, there is a growing interest in analyzing how human resource management (HRM) can contribute to sustainable business development, focusing on a perspective to improve social well-being and concern for the stakeholders (Ehnert, Parsa, Roper, Wagner, & Muller-Camen, 2016; Kramar, 2014).

The described scenario gives rise to a new paradigm: sustainable human resource management (SHRM). In this perspective, the managers of

1

organisations, especially those managing human resources, must emphasize that organisational effectiveness is not based only on the financial performance of the business; there is a need to encompass factors linked to sustainable development (Macke & Genari, 2019; Kramar, 2014; Tooranloo et al., 2017). Previously, traditional human resource manage follows functional approach where human resource activities are performed as routine administrative tasks. The primary focus is on day-to-day operations and ensuring compliance with employment laws and regulations. Strategic human resource management takes a proactive and long-term approach to align human resource practices with the strategic goals of the organisation. It emphasizes the integration of human resource strategies with overall business strategies to achieve a competitive advantage (Davidescu et al., 2020).

Traditional human resource management focused mainly on transactional activities such as recruitment, hiring, training, performance management, compensation and employee relations (Chams & Garcia-Blandon, 2019). The primary concern is maintaining human resource processes efficiently. The sustainable human resource management focuses on developing human resource strategies that support organisational objectives. It involves analysing the workforce, identifying critical skills, talent management, succession planning, and creating a positive work environment to attract, retain and develop top talent (Amrutha & Geetha, 2020).

SHRM can be understood in two strands. The first strand highlights the role that human resource management plays in supporting business sustainability by adopting practices that can influence individuals and groups to develop attitudes and behaviors consistent with the sustainable perspective

(Azizi et al., 2021). The second strand argues that the principles of sustainability can be incorporated into human resource management practices, providing long-term physical, social, and economic well-being for professionals (Stefano, Bagdadli, & Camuffo, 2018; Taylor, Osland, & Egri, 2012).

On the other hand, the two perspectives can be integrated, considering that human resource management benefits from the premises of sustainability and, concomitantly, assists in implementing its precepts (Guerci & Pedrini, 2014; Macke & Genari, 2019). This view is corroborated by identifying that organisational sustainability depends on employees' understanding of the company's new purpose and mission. Also, human resource management practices are an important indicator for professionals to believe in the organisation's effective performance to sustainability (Mousa & Othman, 2020).

Strategic human resource management practices that prioritize employee well-being, work-life balance, and development opportunities contribute to higher employee engagement and job satisfaction. Engaged employees are more committed to their work, perform better, and are more likely to contribute to organisational success (Yong et al., 2020). Organisations that prioritize sustainability and demonstrate a commitment to social and environmental responsibility often attract and retain top talent. Employees are increasingly seeking employers who align with their personal values and offer a purpose-driven work environment (Malik et al., 2020). Sustainable human resource management practices that promote sustainability can enhance employer branding and help in attracting and retaining high-performing employees (Stahl et al., 2020).

3

Sustainable human resource management practices that encourage employee involvement, collaboration, and idea-sharing can foster a culture of innovation and creativity within the organisation (Hamadamin & Atan, 2019). Sustainable practices often require new approaches and problem-solving techniques, which can lead to the development of innovative products, processes, and services, giving the organisation a competitive edge. Implementing sustainable practices, such as energy conservation, waste reduction, and responsible supply chain management, can lead to cost savings and improved operational efficiency. SHRM practices that focus on resource optimization and reducing environmental impact can contribute to financial performance by reducing expenses and increasing profitability (Roscoe et al., 2019).

High-performance work system theory suggests that organisations can achieve higher performance by implementing a set of HR practices that are aligned with the organisation's strategic goals and create a positive work environment for employees (Pasool et al., 2019) Sustainable HRM involves managing human resources in a way that promotes social, environmental, and economic sustainability. It focuses on balancing the needs of employees, the organisation, and the wider society (Pham, Hoang & Phan, 2021). Sustainable HRM practices may include employee training and development, employee involvement in decision-making, work-life balance initiatives, diversity and inclusion programs, and environmental sustainability efforts (Ansari et al., 2021).

The HPWS theory argues that when organisations adopt sustainable HRM practices, it leads to improved employee outcomes, such as higher job

4

satisfaction, motivation, and commitment. These positive employee outcomes, in turn, contribute to enhanced organisational performance (Anwar & Abdullah, 2021). Sustainable HRM practices can enhance employees' skills and capabilities, promote their well-being, and create a supportive work environment, all of which can positively impact organisational performance indicators such as productivity, profitability, innovation, and customer satisfaction.

Gold Fields Limited is a mining company that prioritize the health and safety of their employees through robust safety training, proper equipment, and adherence to regulations. They invest in safety measures to prevent accidents, injuries, and occupational health hazards. In view of that, sustainability is a key issue at the workplace. It is therefore against this background that the study seeks to analyse the effect of sustainable human resource management practices on organisational performance at Gold Fields Limited.

**Statement of the Problem**

The mining industry faces the challenge of integrating sustainable human resource management (HRM) practices while maintaining and improving organisational performance (Anwar & Abdullah, 2021). This problem arises due to the inherent environmental and social impacts associated with mining operations, along with the need to attract and retain a skilled workforce, ensure employee well-being, and meet stakeholder expectations (Chaudhary, 2020).

Mining companies often struggle to strike a balance between sustainable HRM practices and organisational performance indicators such as productivity,

profitability, and operational efficiency (Yusliza et al., 2019). The industry's traditionally demanding and hazardous work environment, coupled with the need for cost-effective operations, creates tensions between sustainability goals and short-term financial objectives (Al-Ghazali & Afsar, 2021).

Furthermore, mining operations frequently face reputational risks related to environmental degradation, health and safety concerns, and community resistance. Failure to address these issues adequately can lead to project delays, regulatory challenges, and negative public perception, which ultimately affect organisational performance (Saeed et al., 2019). Another critical issue is the limited availability of skilled talent in the mining sector. The industry requires a specialized workforce with technical expertise, and the competition for attracting and retaining skilled employees is intense (Bratton et al., 2021). Implementing sustainable HRM practices becomes crucial in creating an attractive work environment, fostering employee engagement, and developing talent within the organisation.

Therefore, the problem at hand is finding effective strategies and approaches to integrate sustainable HRM practices in the mining industry without compromising organisational performance. This necessitates developing and implementing policies, programs, and initiatives that promote employee well-being, health and safety, diversity and inclusion, community engagement, and environmental sustainability while ensuring productivity, profitability, and operational efficiency.

Addressing this problem requires careful planning, stakeholder engagement, and a comprehensive understanding of the specific challenges

faced by the mining company. By successfully integrating sustainable HRM practices, mining companies can improve organisational performance, enhance their reputation, mitigate risks, and contribute to the long-term sustainability of the industry.

SHRM is considered a contemporary approach in management and business studies (Prins, Stuer, & Gielens, 2020). Therefore, because it is an emerging perspective, several authors highlight it as an opportunity to develop new conceptual and practical studies to reduce existing research gaps (Ehnert et al., 2016; Macke & Genari, 2019; Tooranloo et al., 2017). Researchers who discuss the topic also note the urgency of a more holistic approach concerning assessing the sustainability of human resource management practices (Mak, Cheung, Mak & Leung, 2014; Tabatabaei, Omran, Hashemi & Sedaghat. 2017) and a lack of empirical studies (Lange, 2016; Prins et al.,2020). There are research opportunities in the context of developing countries, particularly Brazil, since studies that demonstrate the importance of the human resource management process and its practices as promoters of organisational sustainability are incipient regarding theoretical and empirical evidence (Freitas, Jabbour, Mangili, Filho & Oliveira, 2012; Mariappanadar, 2020; Vriend, Said, Janssen, & Jordan, 2020). In Ghana, limited studies have been done on sustainable human resource management practices and organisational performance. Those studies were done outside the mining industry. This study therefore seeks to analyse the effect of sustainable human resource management practices on organisational performance at Gold Fields Limited.

**Purpose of the Study**

The main purpose of the study is to analyse the impact sustainable human resource practices on organisational performance in Goldfields Limited.

**Research Objectives**

Specifically, the study seeks to achieve the following objectives;

1. To analyse the effect of sustainable recruitment and selection on organisational performance of Goldfields Limited.

2. To analyse the effect of sustainable training and development on organisational performance of Goldfields Limited.

3. To analyse the effect of sustainable compensation and rewards on organisational performance of Goldfields Limited.

4. To analyse the effect of sustainable performance appraisal on organisational performance of Goldfields Limited.

5. To analyse the effect of employee empowerment on organisational performance of Goldfields Limited.

**Research Hypothesis**

$H_1$: Sustainable recruitment and selection are positively related to organisational performance.

$H_2$: Sustainable training and development are positively related to organisational performance.

$H_3$: Sustainable compensation and rewards are positively related to organisational performance.

$H_4$: Sustainable performance appraisal is positively related to organisational performance.

8

H₅: Sustainable Employee Empowerment is positively related to Job

performance.

**Significance of the study**

Sustainability is defined as the way in which organisations should achieve profits in such a way that it is beneficial to all the stakeholders, the economy and without damaging the environment. There have been many examples where companies have misrepresented financial information, followed a business model that was harmful to the environment and have not taken care of their employees.

Up until recent times, many organisations have failed to link sustainability to human resource management practices. There are very limited literature and frameworks that explains the implementation of sustainable practices in human resource management. It is in this context that this study becomes significant. This study aims to understand the various sustainable human resource practices and its impact on organisational performance. This study aims to shed more light on how organisations can implement sustainable practices in human resource management that will eventually drive the entire sustainable motives of the company in other fields. This is very significant as most companies overlook the importance of implementing sustainability in human resources which can prove to be a fatal mistake. People are the most valuable asset of any company and sustainability has to start from them.

It is also hoped that, the outcomes of the study would add to literature, and form basis for further research. It is also envisaged that; the study will help policy makers and managers in their decision regarding sustainable Human Resource Practices.

9

**Delimitation**

This study will focus on the sustainable practices in various dimensions of Human resource management like employee recruitment and retention, employee motivation, employee engagement. It will also determine the various sustainable HR practices that an organisation adopts with regard to the environment.

Finally, the study will also focus on the impact of sustainable human resource management on organisational performance.

**Organisation of the Study**

The study was organized into five chapters. Chapter one consists of the background of the study, the statement of the problem, objectives of the study, significance of the study and limitation of the study. Chapter two was on a review of related literature. This chapter provides the fundamentals of the study and therefore help to shape the nature and direction of the study. Chapter three was on the research methods of the study. It covers the research design, the population and sampling procedures, data and data collection procedure, research instruments, as well as method of data processing and analysis. Chapter four was on results and discussion of the study whiles Chapter five was on the summary of the findings, conclusions and recommendations for the study.

## CHAPTER TWO

## LITERATURE REVIEW

### Introduction

This chapter presents a review of related studies on the topic "sustainable human resource management and organisational performance". The chapter is organized in various sections. First section presents a review of the theoretical background of the study. Another section also discusses the conceptual review, conceptual framework as well as the empirical review.

### Theoretical Review

This section analyse the theories underpinning the study. The study was centered on stakeholder theory and the resource-based theory.

### Stakeholder Theory

This study will build upon and mainly contributes to the stakeholder theory firstly published by Freeman in 1984 and reprinted in 2010 (Freeman, 2010), which comprises morals and values reflected in business ethics and organisational management impacting various entities. The proper focus helps to create value for sustainability (Freudenreich et al. 2020). This theory explains the company's activities in meeting the needs of two key stakeholder groups: primary (owners, investors, employees, customers, suppliers, local authorities and the general public) and secondary (government, competitors, civic and trade associations, activists, etc.). Furthermore, the normative theory of stakeholder identification defines the specific stakeholders, while the descriptive theory of stakeholder salience looks at the particular conditions under which these parties are treated as stakeholders (Phillips 2003).

11

**Resource-Based View (RBV)**

Another theory called resource-based view (RBV)/resource-advantage helps to define the strategic resources that a company has at its disposal and through which it can achieve a sustainable competitive advantage. Human capital is intended as the key and strategic resource helping to maintain the company's competitiveness (Wernerfelt 1984; Barney 1991). Maintaining the human resources must be the organisation's key role and tasks. This is because, human resource is very significant in achieving organisational goals.

Bansal (2005) stated that implementing a sustainable business model is different from having sustainable corporate socially responsible activities. According to this resource theory, organisations by nature are dependent on the resources. The resource may be in the form of nature, human and other factors. Hence, it is the responsibility of an organisation to give back to the society and the people. This can be accomplished only by maintaining a sustainable business model. Bansal (2005) also drew up a co-evolution theory which explained that the survival of the organisation is based on exchanging and reproducing the resources that is available to them.

**Conceptual Review**

This section examines and explains the concepts underpinning the study. The concept of sustainability and sustainable human resource practices were also examined and explained.

**Sustainability Definition**

The first introduction of the concept of sustainability was in the Brundtland Commission which is also known as the World Commission of

12

Environment and Development (WCED). This was drawn to discuss on the detrimental effects that development had on the deteriorating condition of the environment, society and the harsh consequences on the economy due to mismanagement and misrepresentation of finances. In order to promote a conducive development, Brundtland Commission went on to give one of the first definition for sustainable development and it stated that sustainable development means managing the needs and wants of the present generation without compromising the future (Our Common Future (1987).

A study conducted by Mazur (2013), explained a model put forward by De Prins regarding sustainable business model. This model explains sustainability on the basis on 4 key dimensions. The first dimension is the sociological aspect which talks about the relationship between the employers and the various stakeholders. The second aspect is the psychological aspect which explains the various factors that motivates and drives employees. The third factor is the green aspect which explains about the various policies taken by the organisations regarding the environment

**Sustainable Human Resource Management**

Ehnert (2006) put forward a paper that studied the incorporation of sustainability in human resource management. This paper stated that sustainability in HR is a cross functional task and it involves various concepts. According to Thom & Zaugg (2004), a sustainable HR policy focuses on implementing proper, transparent procedures for recruitment and retention, training and development, performance management and motivation and employee engagement.

13

Based on a study conducted by the University of Bern, Switzerland, a theoretical concept of sustainable human resource management was put forward after an empirical study conducted in Swiss companies. They defined sustainable HRM as a conceptual approach and activity that is long-term oriented in developing socially viable and responsible policies for recruitment and retention, employee engagement, deployment and motivation.

Another solid reason for implementing sustainability in human resource management is given by Hahn & Figge (2011). According to their study, organisations play a key role in sustainably developing societies and organisations need to implement a sustainable business model. In such a model, organisational success is not defined only by financially. It is also measured by social and environmental factors.

This was again studied by Taylor, Osland and Egri, (2012) who stated that all the procedures and practices in the organisations should be focused on achieving sustainability. One of the key studies that was done to gauge the importance of sustainable human resource management was done by Wirtenberg, Harmon, Russell and Fairfield (2007). They conducted an extensive interview with the top management of nine public conglomerates. These multinational companies where well known on their policies on handling environmental issues, work polices, employee management and retention. From the interviews, it was noted that implementing sustainable human resource policies helped in creating more productive and motivated workforce. This eventually led to organisational success.

Some researchers have also studied on the characteristics of a sustainable organisational. According to Ehnert (2009b). Some of the features

of a sustainable HR model is that it anticipates on the short term and long-term effects of implementing a policy and measures organisational success in social and environmental dimensions and not just by the financial aspect. It also utilizes the power of human resource management to develop and empower employees by building a conducive work environment. Cohen et al. (2012) also put forward three aspects of a sustainable organisation which is holistic employee development, wellbeing of the employees, organisational culture and leadership.

According to Pfeffer (2010), organisations should act in a sustainable way as it will benefit the companies in the long run to have sustainable business models. This is because in today's world, most of the resources are scarce. So, if the companies act recklessly, they could harm their own business in the long run.

**Sustainable Human Resource Management Practices**

The term sustainability means durable and longer. An increasing number of organisation place sustainability on the management agenda (Kiron, Kruschwitz, Haanaes & Velken, 2012). The success of the organisations is not just characterized by financial stabilities but also in terms of social justice and environmental credibility (Cohen, Taylor & Muller, 2012). Researchers have studied various aspects of sustainable HRM. Several researchers, research on factors affecting HRM sustainability of in organisations (Tooranloo, Azadi & Sayyahpoor, 2017).

Some studies focus on social, economic benefits, change in environmental health and employee behavior that sustainable HRM could propose (Ehnert, 2009; Kim, Kim, Choi & Phetvaroon, 2019). Thus, Ehnert

15

(2009) connected sustainability with human resource management elements. He used the paradox theory to explore sustainability and association with HRM through diverse scopes. In general, sustainable HRM highlights the achievement of long-term reproduction of human resources while at same time realization of social, economic and ecological objectives (Kramar, 2014).

Sustainable HRM can be explained as "the adaptation of HRM practices and strategies that enable them to achieve the financial, ecological and social goals of the organisation over a long-term horizon, while controlling for negative feedback and unintended side effects" (Kramar, & Beyond, 2014). The Paradox theory creates links between sustainability and HRM by Enhert and Herry (2021). They recall this theory as "sustainability", as it is defined as reproduced resources and balance consumed, bringing about paradoxical choice situations and pressure for performance in sustainable HRM that need to be keenly dealt with and that can be a source for transformation and innovation". HR practices and job performance have been the subject matter of several research scholars. They have conducted research studies that have been preserved in their precious books and collections.

Development and formulation of HR practices that can ensure a high level of organisational performance result in increased attainment and achievement. High-quality management practices are a key driver of job performance (Rafiei & Davari, 2015). The Action theory approach of performance provides various features that help to describe the directive method of learning and behavior. This approach not only includes the repertoire of training techniques but helps to illuminate the high order cognitive functioning that helps individuals regulate their learning and performance (Frese &

Sonnentag, 2000). Paille, Chen, Boiral, and Jin (2014) argued that sustainable HRM contributes to improving green performance through staff members and organisational support, and has direct and indirect effects on the organisation and the labor force.

Wikhamn (2019) explored the impact of sustainable HRM practices on customer satisfaction in Swedish hotels. The findings of his study indicated customer satisfaction is dependent on sustainable HR practices in the organisation. He concluded in his study that sustainable HR practices impact customer satisfaction positively and these practices have a significant role in enhancing organisational performance. Sustainable HRM highlights the importance of HR practices for organisational outcomes that go beyond financial performance (Ehnert, Persa, Roper, Wagner, & Muller-Camen, 2016).

Developing more sustainable practices is important to ensure a clean Earth in the future, healthy and happy employees, and many others emotive issues that some business leaders brush off. However, sustainability is good business. When employees of the organisation truly care about mitigating waste and improving the efficiency of the business, it can pay off in dollars. Sustainability is something that every forward-thinking company should be at least considering when it comes to developing strategies for improvement and growth.

According to the Ehnert (2008), maintains sustainable HRM entails not only attracting and retaining motivated and talented employees but also providing them with a healthy work environment and opportunities to develop. It is important to define the characteristics of both sustainable HRM practices and sustainable HRM because they have different meanings. Sustainable HRM

17

is highly concerned with context, for instance, the potential harm of HRM practices on employees. Researchers examined sustainable HRM based on the synthesis and simultaneous effects of high-performance work systems on organisational performance and employee harm and they have found that flexible high-performance work arrangements, such as tele-working and compressed working week, could have a negative effect on organisational performance. It is important to indicate particular HRM policies considered as part of a high-performance work arrangement and analyze their impacts on organisational profitability and employee wellbeing (Mariappanadar, & Kramar, 2014).

Another interesting study discusses the strategic potential of sustainability as a concept for HRM and examines the key paradoxes of sustainable HRM. The results of this study show that realizing efficient and effective, as well as sustainable, HRM systems may create paradoxical choice situations and tensions that need to be actively coped with (Enhertm 2008). De Prins, De Vos, Van and Segers, 2015) defined the "ingredients of sustainable HRM" in terms of "Respect", "Openness", and "Continuity" (ROC), and they broaden the scope from a single career-perspective to a more integrated HRM and Corporate Social Responsibility (CSR) perspective. Based on these researches, we can say that sustainable human resource management is a promising domain for theory-building in HRM, focusing on both research and practice (De Prins et al., 2015).

Literature supporting the role of HR in promoting, driving, or enabling sustainability in organisations abound. The central role of the HR function enables it to play a key role in promoting sustainability practices through broad,

18

deep, internal and external relationships. Researchers tend to focus on strategic issues and sustainability. This study addresses that gap by presenting a framework of suggested sustainable HRM practices. The current study is paying special concentration and interest to three HR practices that manipulate job performance. They are selection, participation and employee empowerment. Also, training is used as a moderator. The views of the numerous research scholars about job performance are enumerated in the following sections.

**Empirical Review and Hypothesis development**

This section reviews and analyse other researcher's work. The analysis is been done on the basis of the prescribed literature.

**Sustainable Recruitment and Selection and Organisational performance**

The HR function's central role allows it to play a vital role in supporting sustainable practices through profound, wide, external and internal relationships (Malik et al., 2020). Jepsen and Grob (2015) proposed a framework for sustainable recruitment and selection practices that HR professionals may include in regular process of hiring and selection. Recruitment and selection is one of most critical activities of HRM which is essential for the success of any organisation as it affects the efficient performance of the employees and also affects the performance of the organisations (Mustapha, Ilesanmi & Aremu, 2013). Thus, recruitment and selection process allow an organisation to build a skilled and competent workforce to improve the employees' performance. The study results explored that sustainable HR practices like selection, employee participation and empowerment have positive impact on organisational performance. So, it is poised that:

19

$H_1$: *Sustainable recruitment and selection are positively related to organisational performance.*

**Sustainable Training and Development and Performance**

The research study of Ibrahim and Rahman (2017) exposed that sustainable HRM practices such as training & development and promotion are very crucial to ensure the retention of employees in public sector. The literature on managing people also highlighted the fact that organisation- specific human resource management practices are key toward success (Saha & Gregar, 2018). Thus, according to Grossman and Salas (2011), training and development (T&D) add values to the skills of the employees and increase their satisfaction from the job and results in the strong commitment and better performance. To ensure the sustainability of organisation training and development and learning opportunities should be increased. Empirical evidence of the impact of training on organisational productivity and mutual benefit for both employee and employer were identified by previously (Kusumawati & Wahyuni, 2019). Therefore, it is hypothesized that:

$H_2$: *Sustainable training and development are positively related to organisational performance.*

**Sustainable Compensation and Rewards and Organisational performance**

The maintenance and implementation of the effective compensation system is dynamic for the organisation. Therefore, connection between performance of employees and effective system of compensation leads to sustainable performance of an entire organisation. Nwude and Uduji (2013) identified compensation and reward system as the critical HR practices which

20

efficiently contribute to individual and organisational results. Therefore, to encourage the employees to perform more effectively, thus, employees should be offered competitive fringe benefits and effective rewards system by the organisation. Thus, Karami, Dolatabadi and Rajeepour (2013) reported the reward management system has a positive impact on organisational performance (EP). Also, the findings of Kadir, Alhosani and Ismail (2019) and Nwude and Uduji (2013) indicated that fair compensation has a significant impact on employee job performance. Hence, it is poised that:

*H3: Sustainable compensation and rewards are positively related to organisational performance.*

**Sustainable Performance Appraisal & Employees Performance**

The performance evaluation is formalized process in which the management of an organisation observes employees' output and efficiency and takes measures to boost employee productivity and efficiency (Jouda et al., 2016). Performance appraisal ought to be conducted periodically to assess an individual's performance. The organisations must evaluate performance of employees in order to improve their output and effectiveness. Thus, the goal of performance appraisal is to get maximum use of abilities, attitudes and skills of each employee (Idowu, 2017).

Performance appraisal system could also be used in setting standards and goals and to find the strength and weaknesses of employees. Findings of research study conducted by Khan (2017) showed that performance appraisal and HR practices were associated with performance. So, it hypothesized that:

*H4: Sustainable performance appraisal is positively related to organisational performance.*

21

**Employee Empowerment and job performance**

Empowerment means encouraging and motivating the employees to make decisions with higher level management of the organisation. Employee empowerment is defined as providing the power and authority to employees to make decisions for the organisation. There are some observed facts to maintain the use of employee involvement. Spreitzer and Mishra (1995) stated a study of forty-three firms in the U.S. automotive industry. The Big Three (Ford, Chrysler, and General Motors) proved a positive association between employee involvement and productivity of labor. Empowerment is also an arrangement of power-granting, in which all the employees of the organisation can make decisions themselves with independence, information, and responsibility (Rowley, Quang, & Warner, 2007).

Geralis and Terziovski (2003) showed that practice of empowerment has a positive effect on output, service quality, and performance in Australian banks. Likewise, more empowered teams were found to be more proactive and productive and had job satisfaction; customer service level was higher, as was team commitment and organisational commitment, than those with lower levels of empowerment (Kirkman, & Rosen, 1999).

Chebat and Kollias (2000) showed that empowerment affects the behavior of employees and their attitudinal nature (i.e., self-efficacy, role conflict, adaptability, organisational commitment, and job satisfaction). The outcomes of empowerment are well known, which enhance its perception. Personnel and other organisational aspects should be considered to achieve more insight into employees' perception of empowerment (Amenumey & Lockwood, 2008).

22

Bakri (2008) demonstrated that employee empowerment has a significant influence on job performance. It has been found by many scholars around the world that job satisfaction of employees has a positive association with organisational performance. They also expressed in the study that there is a significant relationship among empowerment and job satisfaction and job performance.

Essentially, employee empowerment provides sustainable opportunities for employees in accordance with their aspirations and talents to acquire knowledge and skills and to apply them in a favorable work environment in order to achieve individual and organisational performance. Therefore, we posit that:

$H_5$: *Sustainable Employee Empowerment is positively related to Job performance.*

**Sustainable Human Resource Management and Organisation Performance**

The sustainable development of the organisation is taking a more far approach, in its attempt for achieving a long term goals and objectives which the organisation aimed to achieve within a specific period , the long term input directed on the organisation to produces an output in relation to the organisational goal and objectives, is a clear interplay of the sustainable human resource management and the organisational performance , the construct of sustainable human resource management represents the inputs that is directed to the organisation with view for an expected results and the construct of organisational performance represents the outputs of the construct, expected by

23

the first construct sustainable human resource management (Anand and Sen, 2000).

Those long-term oriented conceptual approaches and activities aimed at a socially responsible, ethical and economically appropriate recruitment and selection, development, deployment, and release of employees, to produces a sustainable HRM outcomes like Employee satisfaction, Employee motivation, Employee retention, employee presence, social climate' between workers and management Employee involvement and loyalty. The above mentioned sustainable human resource management outcomes will produces organisational performance through the following; Profit Market value, Market share, increase in sales, Productivity, Product/service quality, Customer Satisfaction, Development of, products/services and Future investments Thus the review, has proven that sustainable human resource management has a significant impact on organisational performance. This finding concurs with that of David *et al.* (1999) who attest that sustainable HRM can influence organisational; employee morale and goodwill; productivity and efficiency; the quality of work; innovation and creativity and the attitude of employees at the workplace.

Similarly, Denison (1990) research indicates that HRM, influences organisational performance directly. An organisation whose sustainable HRM is propagated extensively and profoundly, and practiced in management decision, enjoys much better repayments in terms of investment and sale than organisations that do not popularize. Therefore, studies prove that cultural factors can lead to the realization of a lot of the organisation's value

24

achievements, and it may be the extreme crucial factor for the success of organisations (Denison, 1990).

Later research on organisational growth has gradually developed culture into a more macroscopic organisational aspect (David *et al.*, 1999). In short, research has shown a close connection between sustainable HRM and organisational performance at least (David *et al.*, 1999).

**Conceptual Framework**

The present study focused on exploring the association among sustainable HRM Practices and job performance of Goldfield Limited. The conceptual model (Figure 1) of the study has been constructed on the basis of a literature review.

Figure 1 showed that in the study, five sustainable HRM practices, namely, sustainable recruitment and selection, sustainable training and development, sustainable compensation and rewards, sustainable performance appraisal and sustainable employee empowerment. A sustainable recruitment and selection process can have a long-term impact on an organisation's profitability, productivity, and employee happiness. Sustainable training and development of employees means enhancing employee's skills and knowledge by considering the green environment. This would motivate and enhance the process of training and development, and eventually influence organisational performance. Furthermore, compensation and reward which is done in a social, ethical and economic manner has the possibility of influence employee's performance. employee empowerment means giving employees a certain degree of autonomy and responsibility for decision-making regarding their specific organisational tasks. Employee empowerment should be sustainable;

25

this practice positively affects the organisation's output. These practices can make the biggest impact on the individual and organisational performance.

The term sustainable HRM practices provides a dual relationship between sustainability and HRM practices. In other words, HRM practices improve sustainability, and as a result, sustainability contributes better to the longer-term performance of the firm. In the present research, sustainable HRM practices reflect those practices that contribute to enhancing sustainability, which results in improving long term performance of the firm.
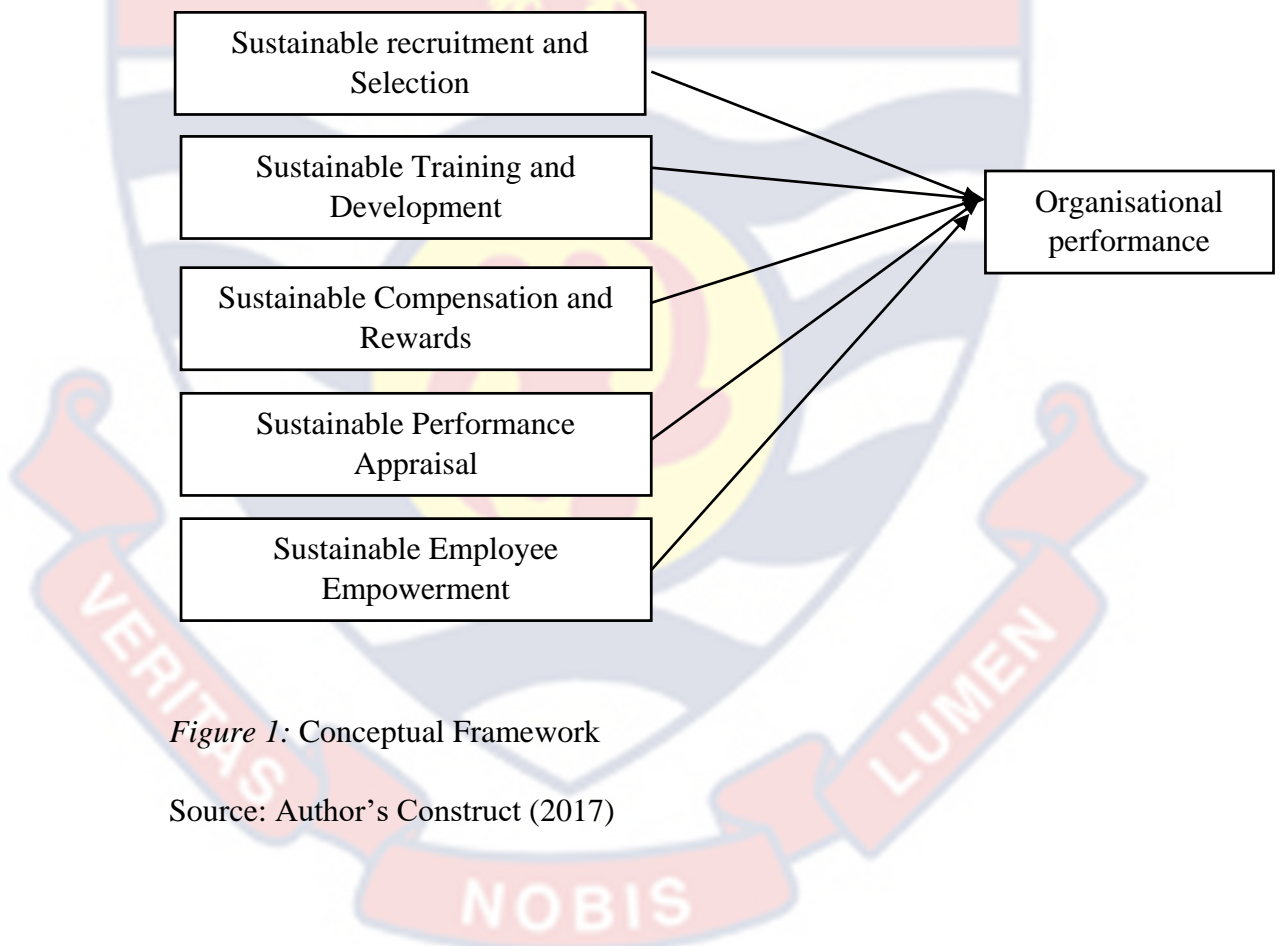


*Figure 1:* Conceptual Framework

Source: Author's Construct (2017)

**Chapter Summary**

This Chapter analysed the theoretical framework, underpinning this research. The concept within the study was explained from other researchers' perspective. The empirical review of other researchers was also analysed in order to identify the results from other research on the subject matter.

27

# CHAPTER THREE

# RESEARCH METHODS

## Introduction

The chapter discusses the methods employed for this research. The methodology consists of the design of the research, approach of the research, study population, research sample size, sampling technique, instrument for the survey, procedure for collecting data, and the statistical analysis employed for the research.

## Research Paradigm

In this study,  the positivist method was applied. Positivism, according to Saunders et al. (2016), is a philosophical system that deals with issues that can be experimentally proven while simultaneously providing a platform for generalization. This means that human interpretation has no bearing on the production of facts. Hypotheses were generated based on existing theory in this paradigm. These hypotheses are verified and confirmed, in whole or in part, or refuted, resulting in the development of a theory that can then be examined further through research (Creswell, 2009; Saunders et al, 2016). Because the study's hypotheses and links are evaluated using resource-based theory and stakeholder's theory, this  paradigm is suited for fulfilling the study's aims.

## Research Design

The explanatory  design was used in this study. Because an explanatory design aims to establish cause and effects linkages between variables, this is the case (Saunders et al. 2015). In practice, the study looked into the effect of

sustainable human resource management and organisational performance. There are benefits and drawbacks to using an explanatory research approach (Creswell, 2014; Creswell & Creswell, 2017). Increased understanding of a subject, flexibility in accessing sources, improved conclusions, and generalization of findings are all possible benefits of this strategy. The study's objectives provide a basic comprehension of the topic matter while also allowing the researcher to collect data about them via a well-designed questionnaire. The researcher could also make assumptions about the results of the analysis using quantitative analyses."

Despite these benefits,  this method has a flaw in that it is prone to receiving biased information from respondents. Other uncontrollable factors, such as time and the lack of corporative responders, could also influence the results."

**Research Approach**

The study used a quantitative research approach.  This is because the study's aims necessitated the use of quantitative approaches such as descriptive and inferential statistics (Creswell, 2014). This method is useful for assessing relationships, their strength and size, as well as the influence or impact of one variable on another. Furthermore, because the viewpoints are objective rather than subjective, the approach ensures that the study's findings can be generalized (Creswell & Creswell, 2017). As a result, quantitative analysis was used by the researcher.

**Population of the study**

Population is the focus group in   which the investigator is involved in collecting data and drawing conclusions (Leedy & Ormrod, 2010). The study population is the subject of the initiative of a researcher (Ozili, 2018). The target demographic for this research consists of employees of Goldfields limited. According to Goldfields Annual report (2019), there are total of 472 employees in the organisation.

**Sample Size and Sampling techniques**

The idea of sampling is based on the   selection of some elements in a population usually due to the fact that population is too substantial for one particular researcher to attempt to study all the individuals (Cooper & Schindler, 2014). Simple sampling technique were adopted for this study. Simple Sampling technique is one of the probability sampling techniques that gives respondents equal chance to be selected. This sampling technique was appropriate since the study's population   couldn't be put in groups.

The research adopted the finite population   sample size formula suggested by Krejcie and Morgan (1970). Based on the table propounded by Krejcie and Morgan (1970), the appropriate sample size for a population of 472 is 305. The study therefore used a total respondent of 305 employees.

**Data Collection**

Primary data constitute the major   source of data used in this study. The primary data was collected through a survey instrument administered to employees of Goldfields Limited, Ghana.  Questionnaires were utilized to

30

collect information for this investigation. The questionnaire, which was the major data collection strategy, consisted of both closed and open-ended items and was delivered to the targeted group. To avoid usual method bias or variance, questions were interspersed with unrelated items to determine how thoroughly respondents answered the questions. A research questionnaire was used to collect the main data. There were seven sections to the questionnaires. The first portion of the survey was used to collect demographic data, which  was categorically measured. The purpose of the first portion, Section A was for the demographic characteristics. Section B was on Sustainable Recruitment and Selection All of the questions in this section were graded on a ten-point scale, with one being the lowest and ten being the highest. The items for Sustainable Recruitment and Selection were adopted Demo, Neiva, Nunes, Oliveira (2012). Section C was on Sustainable training and development, which was similarly graded on the same scale. These questions were adopted from Demo et. al (2012). Section D, consisted of Sustainable Compensation and rewards questions. This was also adopted from Demo et. al (2012). Section E was on Sustainable Performance Appraisal which was also adopted from Demo et. al (2012). Section F was on Sustainable Employee Empowerment which was also adopted from Manzoor, Wei, Banyai, Nurunnabi and Subhan (2019). Finally, the the section G was on Organisational performance. These questions were adopted from Manzoor et. al (2019).

To make  collecting the questionnaire simpler, the researcher offered the employees of Goldfields Limited a letter of reference from the department of Human Resource, University of Cape Coast. During the exercise, the researcher used a primary data source: structured questionnaires. The

31

questionnaires were distributed to the respondents after they gave their approval. The collection activity was conducted over a four-week period to achieve a high and timely response rate. The activity was primarily completed during the respondents' designated times. The respondents chose this time frame because it was the most convenient for them.

Some of them, however, were given the option of filling out the surveys on their own. The exercise was carried out with the assistance of some highly trained and motivated National Service members. These assistants had complete control over each question item, allowing them to assist respondents whenever they encountered problems. Unfavorable time periods for respondents due to hectic job activities, and fear of information leakages despite guarantees were some of the challenges encountered during the exercise. Also, some of them were unwilling to fully participate in the exercise since they saw it as time consuming and unprofitable."

**Data Analysis**

After collecting  enough data from respondents, the data was thoroughly reviewed to ensure that any errors resulting from incomplete or incorrectly filled questionnaires were eradicated or severely reduced. The data was then meticulously coded and updated to eliminate any missing values. The data was entered and processed using Smart PLS and SPSS software after it was coded. Tables were created to present the results. Statistical approaches such as descriptive and inferential tools were also used to examine the data. Frequencies, percentages, averages, and standard deviations were used as

descriptive statistical tools, while   linear regression was used as an inferential statistical tool.

Structural equation modeling was used to assess the second and third objectives, which intended to study a cause-and-effect link between sustainable human resource practices and organisational performance.

**Structural Equation Modelling**

SEM is a   second-generation statistical approach for quantifying variables via the use of indicator variables. It facilitates the quantification of observable variable error (Chin, 1998). The nexuses of the route in a model are estimated using partial least squares-structural equation modelling in order to decrease the dependent variable's residual variance. The structural equation (through route analysis) and the measurement equation are the two fundamental components of structural equation modelling (via confirmatory factor analysis). Confirmatory factor analysis is used to validate scales and constructs, while route analysis is used to establish the link between variables or constructs in research.

When  route model nexuses are calculated using Structural Equation Modeling, the dependent variable's $R^2$ values are minimised using Partial Least Squares (Hair, Hult, Ringle & Sarstedt, 2014). Additionally, it is useful when sophisticated models and limited sample numbers are involved (Hair et al., 2014; Rezaei & Ghodsi, 2014; Rezaei, 2015; Shahijan, Rezaei, Preece & Ismail, 2014). Additionally, Ravand and Baghaei (2016) and Rönkkö and Evermann (2013) assert that it is suitable when a hypothesis is not completely established. Hair et al. assert that structural equation modelling employs two distinct

33

measuring scales: formative and reflective. The formative measurement scale is used to produce the construct for the research, while the reflecting measurement scale is used to develop the indicator for the study. The reflecting measurement scale was utilised in this investigation since the indicators were created by the idea."

1. The use of structural equation modeling in this work was prompted by the following benefits: The use of latent variables, which permits various indicators to accurately and dependably capture constructs (Jeon, 2015)

2. When compared to regression, the ability to make the causal equation model between latent variables clearer.

3. One or more independent variables can be regressed on one or more dependent variables in this model.

4. Because numerous independent and dependent variables can be estimated at the same time, a researcher can show the direct, indirect, and total influence.

Equation of Structure Modeling is particularly   robust against faults such as indicator skewness, multicollinearity, and model misspecification (Cassel et al., 1999). SEM allows for simultaneous confirmation factor analysis, correlation analysis, and regression analysis in a model.

**Validity and Reliability of the Model**

A two-step procedure was used to test validity and reliability in this study:

1. Models of Measurement Evaluation: In reflective measurement models, composite reliability is used to assess internal consistency and individual indicator reliability, while average variance extracted (AVE) is utilized to assess convergent validity. To test discriminant validity, cross loadings and the Fornell-Larcker criterion are also used (Hair et al, 2013).

2. Evaluation of the structural model Multicollinearity and VIF was tested to assess whether there was correlation among the variables regressed against the dependent variable.

**Internal Consistency Reliability**

This test is used to   determine if the results of several items on the same test are consistent, or whether the items measuring the same idea have comparable scores (if the correlations are high) (Drolet & Morrison, 2001). In this investigation, composite reliability was employed. This is because the composite reliability test, rather than Cronbach's alpha, is more effective in determining internal consistency (Rossiter, 2002). Values between 0.60 and 0.70 are suitable for exploratory research, whereas values between 0.70 and 0.90 are acceptable for more advanced phases of study   (Nunally & Bernstein, 1994).

35

**Convergent Validity**

Convergent validity exists, according to  Anderson and Gerbing (1988), when all factor loadings for items measuring the same variable are statistically significant. This may be accomplished via the use of loading factors and the calculation of the average variance (Hair et al., 2016). According to Hair, Ringle, and Sarstedt (2011), convergent validity requires factor loadings of 0.70 or above. On average, an AVE of 0.50 or above explains more than half of the variation in its indicators. On the other side, an AVE value less than 0.50 implies that the items include more  inaccuracy than the concept's variation.

**Discriminant Validity**

Discriminant Validity was utilised to  guarantee that construct measurements were actually dissimilar from those of other constructs. This shows that the constructs utilised are distinct from the model's other constructs and capture phenomena that the model's other constructs do not (MacKinnon, 2008). The Heterotrait - Monotrait Ratio (HTMT) is a technique for assessing a PLS-SEM model's discriminant validity. According to Henseler, Ringle, and Sarstedt (2015), when the HTMT ratio is smaller than 0.850, the latent concept lacks discriminant validity. The Fornell-Larcker criteria is another way for establishing discriminant validity. Correlations between latent variables are calculated using the square roots of the predicted average variable (Fornell & Larcker, 1981). Additionally, several tests were employed in the study.

**Assessment of the Structural Model**

The coefficient of multiple   determinations (R2) for each endogenous component is the primary and most relevant parameter for assessing the PLS-SEM. The R-square (R2) formula is used to compare a latent variable's explained variance to its total variance. Hair et al. (2014) define structural models with coefficients of determination (R2) of 0.25, 0.5, or 0.75 as being weak, moderate, or substantial. The structural model is next evaluated by examining the regression coefficients between the verified latent variables. A regression coefficient's magnitude shows the strength of the relationship between two latent variables. To be deemed significant, the regression coefficients must be significant at the 0.05 level (Bradley & Tibshirani, 1993).

Finally, evaluate the prediction   capabilities of the structural model. The Stone-Geisser $Q^2$ statistic is used to evaluate the predictive performance of the structural model (Stone, 1974). In the structural model for a reflecting endogenous latent variable, $Q^2$ values larger than zero suggest the route model's predictive relevance for this construct. As a relative indicator of predictive significance, values of 0.02, 0.15, and 0.35 suggest that an external construct is somewhat, moderately, or highly predictive of an endogenous construct, respectively (Hair et al, 2016). Each endogenous component must also be evaluated in respect to the exogenous variable. The effect size (f2) is utilised to do this. Cohen (1988) said that the exogenous latent variable had modest, moderate, and significant impacts, respectively, based on $f^2$ values  of 0.02, 0.15, and 0.35.

**Ethical Issues**

Informed consent, anonymity,  and plagiarism policies are among the ethical considerations that would be followed. The data gathered from respondents would be stored in a secure box. To prevent leakages, softcopies of responses will be saved on Google Drive. To prevent easy identification of responders, the questionnaires would not include names of firms and their owners, as well as emails.

**Chapter Summary**

This chapter discusses the research methods utilised to achieve the study's objective. As a result, the chapter investigated the study's approach, design, demographics, sampling strategy, and data gathering equipment. Due to the quantitative nature of the enquiry, an explanatory research design was used. To fulfil the study's research goals, descriptive and inferential statistical techniques such as percentages, frequencies, means, standard deviations, and correlation were used to analyse the data from questionnaires.

## CHAPTER FOUR

## RESULTS AND DISCUSSION

**Introduction**

The study sought to assess the impact of sustainable human resource management practices and organisational performance at Goldfields Limited. This chapter analysed the study objectives. The first part of the chapter analysed the demographic characteristics of the respondents. This was followed by the analysis of the data. The chapter ended with the discussion and analysis of the study's objectives.

**Demographic Characteristics**

This section analysed the characteristics of study respondents of the study. This covered respondents' gender, age, marital status, level of education and working experience and employment type. The result is presented on Table 1.

**Table 1: Demographic Characteristics of Respondents**

| Variable | Frequency | Percent |
|---|---|---|
| **Gender** | | |
| Male | 187 | 61.31 |
| Female | 118 | 38.69 |
| **Age** | | |
| 20-30 | 69 | 22.62 |
| 31-40 | 107 | 35.08 |
| 41-50 | 58 | 19.02 |
| 51-60 | 44 | 14.43 |
| 60+ | 27 | 8.85 |
| **Marital Status** | | |

| | | |
|---|---|---|
| Single | 211 | 69.18 |
| Married | 75 | 24.59 |
| Divorced | 19 | 6.23 |
| **Highest Level of Education** | | |
| PhD | 2 | 0.66 |
| Masters' Degree | 88 | 28.85 |
| First Degree | 138 | 45.25 |
| HND | 72 | 23.61 |
| SSCE/WASSCE | 5 | 1.64 |
| **Years spent at work** | | |
| <5 | 31 | 10.16 |
| 5 to 10 | 128 | 41.97 |
| 11 to 20 | 61 | 20.00 |
| 20 to 30 | 56 | 18.36 |
| >30 | 29 | 9.51 |
| **Hours per day** | | |
| <4 | 67 | 21.97 |
| 4 to 8 | 182 | 59.67 |
| >8 | 56 | 18.36 |
| **Employment Type** | | |
| Full time | 263 | 86.23 |
| Part Time | 42 | 13.77 |
| **Total** | **305** | **100.00** |

Source: Field Survey (2023)

From Table 1, out of 305 respondents, 187 were males which represented 61.31 percent of the respondents. Females were 113 which also represented 38.69 percent of the respondents.

With respect to age, respondents between the age of 20 to 30 years were 69. This represented 22.62 percent of the respondents. Respondents between the

40

ages of 31-40 years were 107. This also represented 35.08 percent. Respondents between the ages of 41-50 years were 58. This also represented 19.02 percent of the respondents. Respondents between the ages of 51-60 years were 44. This also represented 14.43 percent of the respondents. Twenty-seven (27) of the respondents were more than 60 years. This also represented 8.85 percent of the respondents.

Two hundred and eleven (211) of the respondents were married. This also represented 69.18 percent of the respondents. Seventy-five (75) of the respondents were married which also represented 24.59 percent of the respondents. Nineteen (19) of the respondents were divorced which also represented 6.23 percent of the respondents.

With respect to the Level of Education, 138 of the respondents were holding first degree. This represented 45.25 percent of the respondents. Eighty-eight of the respondents were holding Master's Degree. This also represented 28.85 percent of the respondents. Seventy-two (72) of the respondents were holding HND which also represented 23.61 percent of the respondents. Five (5) of the respondents were holding SSCE/WASSCE whereas 2 of the respondents were holding PhD. These represented 1.64 percent and 0.66 percent respectively.

One hundred and twenty-eight (128) of the respondents had worked for 5 to 10 years. This represented 41.97 percent of the respondents. Sixty-one (61) of the respondents were had 11 to 20 years working experience. This also represented 20 percent of the respondents. Respondents with 20 to 30 years working experience were 56. This also represented 18.36 percent of the

respondents. Thirty-one (31) of the respondents had less than 5 years working experience. This also represented 10.16 percent of the respondents. Respondents with more than 30 years working experience were 29. This also represented 9.51 percent of the respondents.

Sixty-seven (67) were working for less than 4 hours every day. This represented 21.97 percent of the respondents. One hundred and eighty-two (182) of the respondents were working between 4 to 8 hours per day. This also represented 59.67 percent of the respondents. Fifty-six (56) of the respondents were working more than 8 hours daily. This also represented 18.36 percent of the respondents.

Full time employees were 263 which represented 86.23 percent of the respondents. Forty-two (42) of the respondents were part time employees. This represented 13.77 percent of the respondents.

**Assessment of Measurement Models for the Study**

This section focusses on the measurement models for the study. The section begins with the assessment of the indicator loadings. The measurement model assessments include indicator loadings, internal consistency reliability (composite reliability), Convergent validity (AVE-Average variance extracted) and Discriminant validity (Fornell-Lacker and HTMT). A consistent Partial Least Square algorithm was run to generate indicators for the assessment of the measurement model. The results are presented in the subsequent tables.

**Assessing indicator loadings**

Table 2 shows that some of the indicators were dropped in comparison to indicators in Figure 2. All indicators that loaded below the threshold of 0.7 as recommended by Hair et al. (2016) were dropped to improve the reliability of the overall model. Out of a total of 39 indicators measuring the various latent variables, 8 indicators were dropped for failure to meet the indicator reliability criteria.

Interestingly all the scales of sustainable recruitment and selection, sustainable compensation and rewards, organisational performance and sustainable performance appraisal were retained since they loaded more than 0.7. Five (5) out of six (6) indicators used to measure sustainable training and development were also retained. Only five (7) out of twelve (12) indicators used to measure sustainable employee empowerment were maintained. The indicator loadings of the retained items are shown in Table 2.

**Table 2: Indicator Loadings**

|      | OP        | SCR     | SEE    | SPA     | SRS     | STD     |
|------|-----------|---------|--------|---------|---------|---------|
| OP1  | **0.92**  | -0.227  | 0.891  | -0.287  | -0.236  | -0.27   |
| OP2  | **0.857** | -0.223  | 0.859  | -0.304  | -0.27   | -0.297  |
| OP3  | **0.924** | -0.239  | 0.775  | -0.283  | -0.256  | -0.297  |
| OP4  | **0.936** | -0.21   | 0.78   | -0.298  | -0.261  | -0.299  |
| OP5  | **0.897** | -0.231  | 0.727  | -0.309  | -0.276  | -0.343  |
| SCR1 | -0.194    | **0.77**  | -0.197 | 0.681   | 0.564   | 0.836   |
| SCR2 | -0.245    | **0.889** | -0.209 | 0.706   | 0.616   | 0.715   |

| | | | | | |
|---|---|---|---|---|---|
| SCR3 | -0.232 | **0.9** | -0.204 | 0.761 | 0.602 | 0.689 |
| SCR4 | -0.186 | **0.887** | -0.172 | 0.717 | 0.514 | 0.671 |
| SCR5 | -0.217 | **0.9** | -0.186 | 0.739 | 0.6 | 0.701 |
| SEE10 | 0.89 | -0.223 | **0.935** | -0.289 | -0.27 | -0.354 |
| SEE11 | 0.805 | -0.201 | **0.934** | -0.27 | -0.228 | -0.254 |
| SEE12 | 0.845 | -0.21 | **0.913** | -0.287 | -0.21 | -0.254 |
| SEE8 | 0.756 | -0.19 | **0.9** | -0.214 | -0.193 | -0.25 |
| SEE9 | 0.797 | -0.198 | **0.904** | -0.247 | -0.199 | -0.26 |
| SPA1 | -0.192 | 0.825 | -0.153 | **0.818** | 0.601 | 0.756 |
| SPA2 | -0.215 | 0.84 | -0.202 | **0.857** | 0.623 | 0.763 |
| SPA3 | -0.366 | 0.641 | -0.297 | **0.898** | 0.496 | 0.633 |
| SPA4 | -0.269 | 0.683 | -0.258 | **0.868** | 0.542 | 0.697 |
| SPA5 | -0.308 | 0.708 | -0.28 | **0.891** | 0.523 | 0.662 |
| SRS1 | -0.302 | 0.611 | -0.25 | 0.603 | **0.85** | 0.586 |
| SRS2 | -0.187 | 0.603 | -0.166 | 0.506 | **0.844** | 0.551 |
| SRS3 | -0.231 | 0.531 | -0.194 | 0.551 | **0.899** | 0.503 |
| SRS4 | -0.286 | 0.572 | -0.231 | 0.568 | **0.88** | 0.518 |
| SRS5 | -0.234 | 0.537 | -0.194 | 0.511 | **0.86** | 0.587 |
| SRS6 | -0.209 | 0.624 | -0.193 | 0.483 | **0.869** | 0.554 |
| STD2 | -0.326 | 0.725 | -0.284 | 0.695 | 0.556 | **0.879** |
| STD3 | -0.318 | 0.713 | -0.299 | 0.733 | 0.523 | **0.869** |
| STD4 | -0.274 | 0.729 | -0.235 | 0.695 | 0.612 | **0.885** |
| STD5 | -0.21 | 0.697 | -0.22 | 0.644 | 0.501 | **0.87** |
| STD6 | -0.289 | 0.748 | -0.259 | 0.679 | 0.574 | **0.871** |

Source: Field Survey (2023)

From Table 2, five of the indicators of organisational performance were maintained. The indicators loading ranged between 0.857 being minimum and 0.936 being the maximum. Five of the indicators for sustainable compensation and rewards. The indicator loadings ranked between 0.77 being minimum and 0.9 being the highest. Five (5) indicators were maintained to measure sustainable employee empowerment. The highest indicator was 0.935 with the minimum bring 0.90. Five indicators of sustainable performance appraisal were maintained. The highest indicator was 0.891 with a minimum of 0.818. Five (5) of the indicators were used to measure sustainable recruitment and selection. The highest indicator loading was 0.899 with a minimum of 0.844. Five (5) of the indicators for sustainable training and development were maintained. The highest was 0.885 with the minimum being 0.869

**Assessing Internal Consistency Reliability**

In this study, the internal consistency reliability of the constructs was measured using the composite reliability. The composite reliability is a more appropriate measure of internal consistency than the Cronbach's alpha (Rossiter, 2002). The results in Table 3 indicates that all latent variables in this study are reliable, as they all loaded about the 0.7 threshold by (Bagozzi & Yi, 1988). Sustainable employee empowerment had the highest score of composite reliability (0.955). This was followed by organisational performance (0.949). The third variable with highest composite reliability (rho_a) was sustainable recruitment and selection (0.948). Sustainable training and development was the construct with the next higher composite reliability (0.934). Sustainable compensation and rewards had the next highest composite reliability. Finally,

sustainable performance appraisal had the least composite reliability. The results indicate that the model has internal consistency reliability. Table 3 also includes results on convergence validity.

**Table 3: Validity and Reliability**

|  | Cronbach's alpha | Composite reliability (rho_a) | Composite reliability (rho_c) | Average variance extracted (AVE) |
|---|---|---|---|---|
| OP | 0.946 | 0.949 | 0.959 | 0.823 |
| SCR | 0.919 | 0.927 | 0.94 | 0.758 |
| SEE | 0.953 | 0.955 | 0.964 | 0.842 |
| SPA | 0.919 | 0.953 | 0.938 | 0.751 |
| SRS | 0.934 | 0.948 | 0.948 | 0.752 |

Source: Field Survey (2023)

**Assessing Convergent Validity**

The average variance extracted was used in assessing convergent validity. Convergent validity is the extent to which a measure correlates positively with alternative measures of the same construct (Hair et al, 2017). An AVE value of 0.50 or higher indicates that, on average, the construct explains more than half of the variance of its indicators. Conversely, an AVE of less than 0.50 indicates that, on average, more variance remains in the error of the items than in the variance explained by the construct. The results from Table 3 indicates that all constructs have an AVE of more than 0.5. With the highest being sustainable employee empowerment and the least being sustainable performance appraisal. This means that the constructs in this model are able to account for more than half of the variance in their indicators. As part of assessing the measurement model, discriminant validity was also assessed.

**Assessing Discriminant Validity**

Establishing discriminant validity implies that a construct is unique and captures phenomena not represented by other constructs in the model (MacKinnon, 2008). In this study, both the Fornell-Lacker criterion and the HTMT were used to establish discriminant validity. The Fornell-Larcker criterion compares the square root of the AVE values with the latent variable correlations (Fornell & Larcker, 1981). Specifically, the square root of each construct's AVE should be greater than its highest correlation with any other construct (Hair et al. 2013). The results from Table 7 indicates that the square root of each variable is well above their correlations with other constructs in the study. This means that each construct is unique and no two constructs capture the same phenomenon.

**Table 4: Fornell-Lacker Criterion**

|       | OP    | SCR   | SEE   | SPA   | SRS   | STD   |
|-------|-------|-------|-------|-------|-------|-------|
| OP    | **0.907** |       |       |       |       |       |
| SCR   | 0.249 | **0.871** |       |       |       |       |
| SEE   | 0.895 | 0.223 | **0.917** |       |       |       |
| SPA   | 0.326 | 0.828 | 0.286 | **0.867** |       |       |
| SRS   | 0.286 | 0.668 | 0.241 | 0.626 | **0.867** |       |
| STD   | 0.331 | 0.827 | 0.301 | 0.792 | 0.634 | **0.875** |

Source: Field Survey (2023)

The Fornell-Larcker criterion performs very poorly, especially when indicator loadings of the constructs under consideration differ only slightly (e.g., all indicator loadings vary between 0.70 and 0.80) as in this case sustainable recruitment and selection. When indicator loadings vary more strongly, the Fornell-Larcker criterion's performance in detecting discriminant validity issues improves but it is still rather poor in assessing overall

47

discriminant validity (Voorhees, Brady, Calantone, & Ramirez, 2016). As a remedy, Henseler, Ringle and Sarstedt (2015) propose assessing the Heterotrait Monotrait ratio (HTMT) of the correlations. According to Henseler et al (2019), a latent construct has discriminant validity when its HTMT ratio is below 0.850. The results presented in Table 5 show HTMT values well below 0.850.

**Table 5: Heterotrait-Monotrait Ratio (HTMT)**

|      | OP    | SCR   | SEE   | SPA   | SRS  | STD |
|------|-------|-------|-------|-------|------|-----|
| OP   |       |       |       |       |      |     |
| SCR  | 0.265 |       |       |       |      |     |
| SEE  | 0.334 | 0.237 |       |       |      |     |
| SPA  | 0.333 | 0.126 | 0.291 |       |      |     |
| SRS  | 0.296 | 0.719 | 0.249 | 0.584 |      |     |
| STD  | 0.348 | 0.234 | 0.314 | 0.272 | 0.18 |     |

Source: Field Survey (2023)

**Model Fitness**

Model fit criteria commonly used in absolute fit are chi-square ($\chi^2$), goodness-of-fit index (GFI), adjusted goodness-of-fit index (AGFI), root-mean-square residual (RMR) and Root-Mean-Square-Error of Approximation (RMSEA). These criteria are based on differences between the observed and model-implied correlation or covariance matrix (Hair et al., 2014). Comparative fit deals with whether the model being considered is better than a competing model in accounting for observed data. Comparative fit assessment is based on the examination of a "baseline" model in comparison with theoretically derived models (Kelloway, 1998). Some criteria in this category include normed fit index (NFI), comparative fit index (CFI) and the relative non-centrality index (RNI).

The following fit indexes were used to evaluate how well the measurement model fit the data collected, with each one having conventionally acceptable values: Root Mean Squared Error of Approximation (RMSEA ≤ 0.08), Goodness of Fit Index (GFI ≥ 0.90), Normed Fit Index (NFI ≥ 0.90) and Comparative Fit Index (CFI ≥ 0.90) (Bagozzi & Yi, 2012; Hair et al., 2010). The sufficiency of the theorized model's creation of a covariance matrix is evaluated by the $\chi 2$ goodness-of-fit value; it also estimates coefficients compared with the observed covariance matrix. However, since the value of $\chi 2$ is affected by the sample size, a large number of participants can cause $\chi 2$ to be inflated when assessing model fit (Hu & Bentler, 1999).

Many researchers have applied the method that divides the value of $\chi 2$ by degrees of freedom instead of relying only on the overall $\chi 2$ and its associated test of significance. It is typically suggested that a $\chi 2$/df ratio (Normed Chi square) of less than 3 is favourable for a large sample. These fit indices were employed to assess the strength and acceptability of the construct measurements. The selection of these fit indices was based on the classification proposed by Byrne (2013) as being the most commonly accepted criteria in social sciences.

In view of testing the model fitness, 31 measurement items or questions were used with the viewed that those variables that did not achieve some of the indicator means be deleted to achieve a model fit or improvement in Fit of Measurement Model. All measurement items were fit hence no item was deleted to achieve the model fit indices.

**Table 6: Model Fit Measures for Final Measurement Model**

| Measure | Estimate | Threshold | Interpretation |
|---|---|---|---|
| CMIN | 823.42 | -- | -- |
| DF | 305 | -- | -- |
| CMIN/DF | 2.6997 | Between 1 and 3 | Excellent |
| CFI | 0.996 | >0.95/ | Excellent |
| SRMR | 0.074 | <0.08 | Excellent |
| RMSEA | 0.053 | <0.06 | Excellent |
| PClose | | >0.05 | Excellent |

Source: Field Survey (2023)

According to Hu and Bentler (1999), there are indicators that must be used to measure how fit the data are. These indicators are Normed fit index (NFI), Comparative fit index (CFI) and Relative non-centrality index (RNI), Root Mean Squared Error of Approximation (RMSEA), Goodness of Fit Index (GFI), Normed Fit Index (NFI) and Comparative Fit Index (CFI). Table 6 is the results generated by the Smart PLS version 4. This result therefore means that the questionnaire items and constructs have significant relationship among themselves.

**Assessing the structural model**

This section provides an assessment of the objectives of this study. Assessment of the structural model entails assessing collinearity among constructs, coefficient of determination, predictive relevance, effect size, path coefficient and its significance. In this study, the direct model was run based on the recommendation of Nitzl et al. (2016).

Table 7 shows the result for assessing multicollinearity among the indicators for this study. In the context of PLS-SEM, a tolerance value of 0.20 or lower and a VIF value of 5 and higher respectively indicate a potential collinearity problem (Hair et al., 2011). More specifically, an indicator's VIF level of 5 indicates that 80% of its variance is accounted for by the remaining formative indicators associated with the same construct. With respect to the endogenous variable (sustainable recruitment and selection, sustainable training and development, sustainable compensation and rewards, sustainable performance appraisal and sustainable employee empowerment), the results from Table 7 shows a minimum VIF of 1.087and highest of 1.782.

**Table 7: Multicollinearity**

|  | VIF |
| --- | --- |
| SCR -> OP | 3.267 |
| SEE -> OP | 1.126 |
| SPA -> OP | 3.196 |
| SRS -> OP | 1.916 |
| STD -> OP | 3.037 |

51

The VIF results in Table 7 further confirms the absence of common method bias. Based on the criteria proposed by Kock and Lynn (2012), the occurrence of a VIF value greater than 3.3 is proposed as an indication of pathological collinearity, and also as an indication that a model may be contaminated by common method bias. Therefore, if all VIFs resulting from a full collinearity test are equal to or lower than 3.3, the model can be considered free from the problem of vertical or lateral collinearity and common method bias (Kock, 2013).

**Assessing coefficient of determination and predictive relevance**

The $R^2$ is a measure of the model's predictive accuracy. Another way to view $R^2$ is that it represents the exogenous variable's combined effect on the endogenous variable(s). Hair et al. (2014) advanced that a coefficient of determination ($R^2$) of 0.25, 0.5 and 0.75 are considered as weak, moderate and substantial respectively for structural models. The author further asserted that a predictive relevance ($Q^2$) of "0.02, 0.15 and 0.35" and effect size ($f^2$) of "0.02, 0.15 and 0.35" are seen as "small, medium and large" respectively for structural models. Referring from Table 8, it can be concluded that sustainable recruitment and selection, sustainable training and development, sustainable compensation and rewards, sustainable performance appraisal and sustainable employee empowerment have a large (0.808) coefficient of determination on organisational performance. That is, 80.8 percent of the variation in organisational performance can be explained by sustainable recruitment and selection, sustainable training and development, sustainable compensation and rewards, sustainable performance appraisal and sustainable employee

52

empowerment. With respect to predictive relevance, the results show a medium predictive relevance of the model on the endogenous variable (0.5319). This shows that the exogenous variables do well to predict the endogenous variable. The results of the effect size show that all variables have a small effect size on the endogenous variable.

**Effect of Sustainable Human Resource Management and Organisational Performance**

The main purpose of the study was to analyse the effect of sustainable human resource management on organisational performance. The result is presented on Table 8.
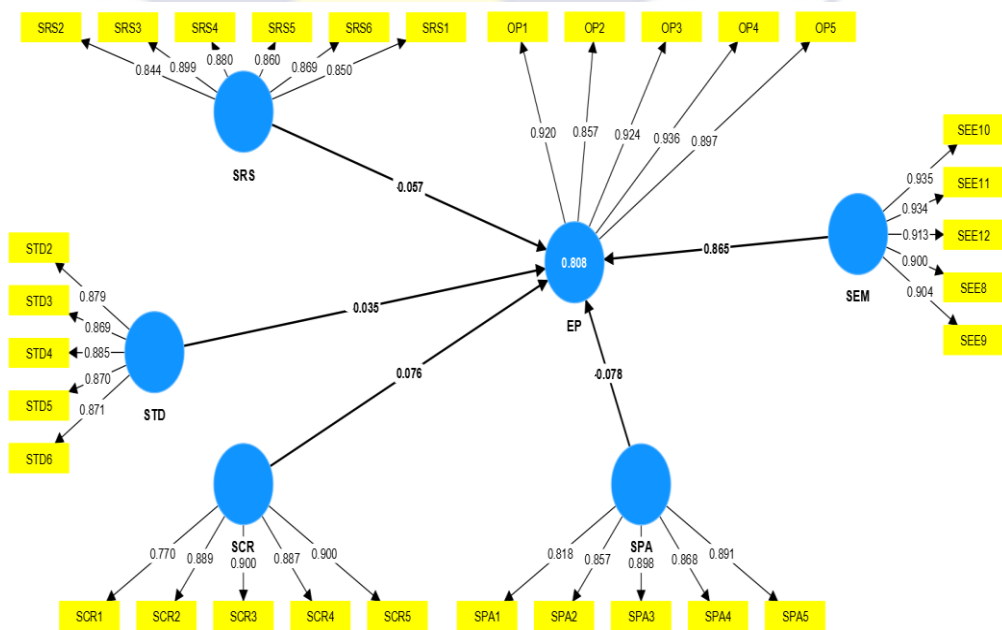


*Figure 2:* Model Specification

Source: Field Survey (2023)

**Table 8: Sustainable human resource management and organisational performance**

| | Path | T-statistics | $R^2$ | Adjusted $R^2$ | $Q^2$ | P-value | $f^2$ |
|---|---|---|---|---|---|---|---|
| OP | | | 0.808 | 0.793 | 0.5319 | | |
| SCR | 0.076 | 10.56 | | | | 0.000 | 2.361 |
| SEE | 0.865 | 27.03 | | | | 0.000 | 3.466 |
| SPA | 0.078 | 4.11 | | | | 0.000 | 2.012 |
| SRS | 0.057 | 2.59 | | | | 0.021 | 1.782 |
| STD | 0.035 | 3.18 | | | | 0.001 | 1.991 |

*Source: Field Survey (2023)*

Table 8 shows the direct relationship between sustainable human resource management and organisational performance. The result is presented on table 8.

**Sustainable recruitment and selection and organisational performance**

The first objective of the study was to analyse the effect of sustainable recruitment and selection on organisational performance of Goldfields Limited. From Table 8, there was a positive and significant relationship between sustainable recruitment and selection on organisational performance [B=0.057;

54

t(305)=2.59; p< 0.05]. A unit increase in sustainable recruitment and selection would lead to a 0.057 increase in organisational performance.

**Sustainable training and development and organisational performance**

The second objective of the study was to analyse the effect of sustainable training and development on organisational performance of Goldfields Limited. The Table showed that there was a positive and significant relationship sustainable training and development on organisational performance of Goldfields Limited [B=0.035; t(355)=3.18; p< 0.05]. A unit increase in sustainable training and development would lead to a 0.035 increase in organisational performance.

**Sustainable compensation and rewards and organisational performance**

The third objective of the study was to analyse the effect of sustainable compensation and rewards on organisational performance of Goldfields Limited. From the Table 8, there was positive and significant relationship between sustainable compensation and rewards on organisational performance [B=0.076; t(305)= 10.56; p< 0.05]. A unit increase in sustainable compensation would lead to a 0.076 increase in organisational performance at Goldfields Limited.

**Sustainable performance appraisal and organisational performance**

The fourth objective of the study was to analyse the effect of sustainable performance appraisal on organisational performance of Goldfields Limited. From the Table 8, there was positive and significant relationship between sustainable performance appraisal on organisational performance [B=0.078;

t(305)= 4.11; p< 0.05]. A unit increase in sustainable performance appraisal would lead to a 0.078 increase in organisational performance at Goldfields Limited.

**Sustainable employee empowerment and organisational performance**

The fifth objective of the study was to analyse the effect of sustainable employee empowerment on organisational performance of Goldfields Limited. From the Table 8, there was positive and significant relationship between sustainable employee empowerment on organisational performance [B=-0.865; t(305)= 27.03; p< 0.05]. A unit increase in sustainable employee empowerment would lead to a 0.865 increase in organisational performance at Goldfields Limited.

**Discussion**

**Sustainable recruitment and selection and organisational performance**

Sustainable recruitment and selection practices can have a significant positive effect on organisational performance. Here are some ways in which sustainability-focused approaches to recruitment and selection can impact an organisation's performance:

Emphasizing sustainability in recruitment and selection processes helps build a positive employer brand. This can attract top talent who are aligned with the organisation's values and sustainability goals. Candidates who are passionate about sustainability are more likely to be engaged, committed, and motivated, which can lead to higher productivity and better performance (Davidescu et al., 2020).

56

Sustainable recruitment and selection processes often involve assessing a candidate's alignment with the organisation's mission, values, and sustainability objectives. When employees share a sense of purpose and are passionate about the organisation's sustainability efforts, they are more likely to be engaged and committed to their work. This can result in higher retention rates, reduced turnover costs, and improved organisational performance (Answar, et al., 2020).

A sustainable recruitment and selection strategy promotes diversity and inclusion by considering a broader range of candidates who bring diverse perspectives, backgrounds, and experiences. Diverse teams have been shown to be more innovative, creative, and better at problem-solving, leading to improved organisational performance and adaptability in a rapidly changing business environment (Mousa & Othman, 2020).

Sustainability-focused recruitment and selection processes often involve assessing candidates for their skills in areas such as resource management, waste reduction, and energy efficiency. Hiring employees with expertise in sustainability can help identify and implement cost-saving initiatives, improve operational efficiency, and reduce environmental impact, ultimately contributing to improved financial performance (Macke & Genari, 2019).

Organisations that prioritize sustainability in their recruitment and selection practices are more likely to gain a positive reputation among various stakeholders, including customers, investors, and the broader community. This can lead to increased brand loyalty, positive public perception, and improved relationships with stakeholders, ultimately supporting organisational performance and growth (Pharm et al., 2020).

It's important to note that the effectiveness of sustainable recruitment and selection practices may vary depending on the specific context and industry. However, overall, organisations that integrate sustainability into their talent acquisition processes are more likely to experience positive impacts on their performance, culture, and long-term success (Roscoe et al., 2019).

**Sustainable training and development and organisational performance**

Sustainable training and development initiatives can have a significant positive effect on organisational performance. Sustainable training and development programs equip employees with the necessary knowledge and skills to understand and implement sustainable practices within their roles. This can include training on energy efficiency, waste reduction, sustainable supply chain management, or other environmentally and socially responsible practices. By enhancing employee competencies, organisations can achieve higher operational efficiency, quality standards, and innovation, leading to improved overall performance (Amrutha & Geetha, 2020).

Offering sustainable training and development opportunities demonstrates an organisation's commitment to its employees' growth and development. When employees feel valued and supported, they are more likely to be engaged, motivated, and committed to their work. Sustainable training programs can foster a sense of purpose and alignment with the organisation's values, which positively impacts employee satisfaction, productivity, and overall performance (Singh et al., 2020).

Sustainability-focused training programs often address emerging trends, technologies, and regulations related to environmental and social responsibility. By providing employees with the necessary knowledge and skills to adapt to

58

these changes, organisations can improve their agility and ability to navigate evolving sustainability challenges. This adaptability helps organisations stay ahead of the curve, respond to market demands, and maintain a competitive edge, ultimately impacting their performance positively (Chaudhary, 2020).

Sustainable training and development initiatives encourage employees to think critically and creatively about sustainability-related issues. By fostering a culture of innovation and problem-solving, organisations can tap into their employees' potential to identify opportunities for sustainable improvements and find solutions to complex challenges. This can lead to more efficient processes, new product or service offerings, and improved performance in terms of cost savings, market differentiation, and customer satisfaction (Ansari, Farrukh & Raza, 2021).

Organisations that prioritize sustainable training and development often develop a positive reputation among stakeholders. Customers, investors, and the community appreciate organisations that invest in the development of their employees' sustainable skills and knowledge. This positive reputation can strengthen stakeholder relations, attract socially responsible investors, and enhance brand loyalty, ultimately contributing to improved organisational performance (Yong, Yusliza & Fawehinmi, 2020).

Sustainable training and development initiatives can help employees understand and comply with relevant laws, regulations, and standards related to environmental and social responsibility. By ensuring employees are well-informed and trained on sustainability requirements, organisations can reduce the risk of non-compliance, legal issues, and reputational damage. Compliance with sustainability standards also opens doors to new markets and customers

59

that prioritize environmentally and socially responsible organisations, positively impacting performance (Pham et al., 2019).

**Sustainable compensation and rewards and organisational performance**

Sustainable compensation and rewards can have a significant positive effect on organisational performance. Offering sustainable compensation and rewards packages helps organisations attract and retain top talent. In today's workforce, many individuals prioritize working for organisations that align with their values, including sustainability. By incorporating sustainability into compensation and rewards strategies, organisations can appeal to candidates who are passionate about environmental and social responsibility, creating a competitive advantage in the talent market. Retaining skilled and committed employees positively impacts organisational performance by reducing turnover, maintaining institutional knowledge, and fostering continuity (Anwar & Abdullah, 2021).

Sustainable compensation and rewards programs can enhance employee engagement and motivation. When employees feel that their contributions to sustainability efforts are recognized and rewarded, they are more likely to be engaged and committed to their work. Offering incentives tied to sustainability goals can foster a sense of purpose and alignment with the organisation's values, resulting in higher levels of job satisfaction, productivity, and overall performance (Yusliza et al., 2019).

Linking compensation and rewards to sustainability performance metrics and goals can drive improved organisational performance. By setting specific sustainability targets and rewarding employees who achieve or exceed them, organisations encourage a focus on sustainable practices and outcomes.

60

This helps align individual and team efforts with the organisation's overall sustainability objectives, leading to improved performance in areas such as energy efficiency, waste reduction, or social impact (Saeed et al., 2019).

Sustainable compensation and rewards programs can stimulate innovation and continuous improvement within an organisation. By providing incentives for employees to develop and implement sustainable practices, organisations tap into their collective knowledge and creativity. Employees are motivated to propose and implement innovative solutions that enhance sustainability, leading to improved operational efficiency, cost reduction, and competitive advantage (Yong et al., 2019).

Organisations that incorporate sustainability into their compensation and rewards programs demonstrate their commitment to environmental and social responsibility. This helps cultivate a positive organisational culture where employees are proud to work. A strong culture and reputation for sustainability can attract customers, investors, and other stakeholders who value and support socially responsible organisations. A positive reputation enhances brand image, fosters stakeholder trust, and can positively impact organisational performance (Chams Y Garcia-Blandon, 2019).

Sustainable compensation and rewards programs can help mitigate risks and ensure compliance with sustainability-related regulations and standards. By aligning compensation with sustainability goals, organisations incentivize employees to adhere to environmental and social responsibility practices, reducing the risk of non-compliance and associated legal and reputational consequences. Compliance with sustainability requirements helps maintain the

organisation's social license to operate and strengthens relationships with stakeholders (Kim et al., 2019).

It's important for organisations to design sustainable compensation and rewards programs that align with their specific sustainability goals, industry practices, and employee preferences. By incorporating sustainability into compensation and rewards strategies, organisations can improve employee engagement, attract top talent, foster innovation, and enhance overall organisational performance.

**Sustainable performance appraisal and organisational performance**

Sustainable performance appraisal can have a significant positive effect on organisational performance. Incorporating sustainability criteria into the performance appraisal process ensures that employees' performance is evaluated not only based on traditional metrics but also on their contributions to sustainability objectives. By setting specific sustainability targets and measuring employees' performance against them, organisations reinforce the importance of sustainability in their operations and encourage employees to integrate sustainable practices into their work. This alignment with sustainability goals can lead to improved organisational performance in areas such as energy efficiency, waste reduction, carbon footprint, or social impact.

Sustainable performance appraisal raises employee awareness of sustainability issues and fosters a sense of accountability. When employees know that their performance is evaluated based on sustainability-related criteria, they are more likely to pay attention to their environmental and social impacts and take ownership of their contribution to sustainable practices. This heightened awareness and accountability can drive individual behavior changes,

promote responsible decision-making, and lead to improved organisational performance in terms of resource efficiency, ethical conduct, and community engagement (Yu et al., 2020).

Sustainable performance appraisal encourages employees to continuously learn and develop their sustainability-related skills and knowledge. As employees strive to meet sustainability targets and improve their performance, they may seek out training, resources, and opportunities for growth in sustainability-related areas. This continuous learning and development contribute to building a workforce that is equipped with the necessary tools to drive sustainability initiatives, leading to improved organisational performance in terms of innovation, efficiency, and competitiveness (Yusoff et al., 2020).

Sustainable performance appraisal provides employees with feedback on their sustainability-related performance, identifying areas of strength and areas for improvement. Constructive feedback can help employees understand their impact on sustainability goals and guide them in making necessary adjustments. By addressing gaps and fostering continuous improvement, organisations can drive positive change, enhance organisational performance, and ultimately improve overall organisational performance in sustainability-related areas (Azizi et al., 2021).

Recognizing and rewarding employees for their sustainable performance creates a culture of appreciation and motivation. When employees receive acknowledgment and rewards for their contributions to sustainability, they are more likely to be motivated, engaged, and committed to further sustainability initiatives. This positive reinforcement fosters a sense of pride,

63

encourages sustained effort, and positively impacts organisational performance by driving collective action toward sustainability goals (Luu, 2019).

Organisations that prioritize sustainable performance appraisal cultivate a culture that values and promotes sustainability. This culture not only influences individual behavior but also shapes collective norms, attitudes, and practices within the organisation. A strong sustainability culture can attract like-minded employees, enhance teamwork and collaboration, and positively impact organisational performance. Moreover, an organisation with a reputation for sustainable practices can enjoy increased stakeholder support, improved brand image, and enhanced market competitiveness.

**Sustainable employee empowerment and organisational performance**

Sustainable employee empowerment can have a significant positive effect on organisational performance. Sustainable employee empowerment involves giving employees the autonomy, authority, and resources to make decisions and take action to drive sustainability initiatives. When employees are empowered and have a sense of ownership over sustainability efforts, they are more engaged, motivated, and committed to their work. This heightened level of engagement translates into improved individual and team performance, as employees are inspired to contribute their best efforts towards achieving sustainability goals.

Empowering employees to participate in sustainable decision-making fosters a culture of creativity and innovation. When employees are encouraged to contribute their ideas, suggest improvements, and implement innovative solutions related to sustainability, it leads to the generation of new ideas,

64

processes, and products. This can result in improved organisational performance by driving efficiency gains, cost reductions, and the development of sustainable products or services that meet customer needs (Stahl et al., 2020).

Sustainable employee empowerment allows individuals at all levels of the organisation to be involved in solving sustainability-related problems and making decisions. By leveraging the diverse knowledge, perspectives, and expertise of employees, organisations can arrive at more effective and sustainable solutions. Empowered employees are better positioned to identify and address sustainability challenges, resulting in improved problem-solving and decision-making processes that positively impact organisational performance.

Sustainable employee empowerment encourages employees to take ownership of sustainability goals and outcomes. When employees have the authority to make decisions and drive sustainable initiatives, they feel a greater sense of accountability for the organisation's environmental and social performance. This accountability fosters responsible behavior, encourages employees to proactively seek opportunities for improvement, and positively impacts organisational performance in terms of resource efficiency, waste reduction, and ethical practices (Hamadamin & Atan, 2019).

Sustainable employee empowerment promotes a culture of continuous learning and knowledge sharing. Employees who are empowered to participate in sustainability-related initiatives are more likely to seek out information, acquire new skills, and share their expertise with others. This knowledge-sharing culture facilitates organisational learning and enables the dissemination

65

of best practices, leading to improved performance, innovation, and the implementation of sustainable strategies across the organisation.

Sustainable employee empowerment contributes to organisational resilience and adaptability in the face of changing sustainability challenges and opportunities. Empowered employees are more likely to be proactive, flexible, and responsive to emerging environmental and social trends. This adaptability enables organisations to anticipate and address sustainability risks, seize market opportunities, and adjust strategies as needed. Improved organisational resilience positively impacts performance by ensuring long-term sustainability and success in a rapidly changing business landscape (Elrehail et al., 2019).

**Chapter Summary**

This chapter analysed the objectives of the study. The chapter contains the quantitative analysis of the study. The chapter begun with the analysis of the demographic characteristics of the respondents. The chapter consist of analysis of the validity of the items used to measure the constructs were also undertaken. The use of cross loadings, convergent validity, discriminant validity and analysis of the model fitness were also undertaken. Assessment of the model structure was then undertaken. The relationship between the variables were examined and explained.

## CHAPTER FIVE

## SUMMARY, CONCLUSION AND RECOMMENDATIONS

### Introduction

It just so happens that this is the very last chapter of the research. In this chapter, summary and conclusions, as well as the policy implications and suggestions that stem from the research are being discussed. In addition, the chapter provides some ideas for additional research.

### Summary of Findings

The purpose of this study was to investigate the effect of sustainable human management practices and organisational performance. In order to accomplish the primary goal of the research project, the study devised a set of five objectives. These were; to analyse the effect of sustainable recruitment and selection on organisational performance of Goldfields Limited; to analyse the effect of sustainable training and development on organisational performance of Goldfields Limited; to analyse the effect of sustainable compensation and rewards on organisational performance of Goldfields Limited; to analyse the effect of sustainable performance appraisal on organisational performance of Goldfields Limited; and to analyse the effect of employee empowerment on organisational performance of Goldfields Limited.

The stakeholder theory and the resource-based theory were the primary focuses of this research. Since the purpose of the study was to investigate the connections between a number of different factors, the research methodology used was an explanatory one. The data gathering tools were questionnaire. The

67

quantitative research methodology was used in the investigation. The study's sample size was 305 which was selected by using the simple random sampling approach. In order to conduct an analysis of the aims of the research, a structural equation model was used. Analysis was done on both the internal consistency and the divergent consistency of the conceptions. Additionally, an investigation on multicollinearity was carried out. In the end, the structural equation model-pls was used for the purpose of determining   the nature of the link between the variables.

The study found that there was a positive and significant relationship between sustainable recruitment and selection on organisational performance. Also, sustainable training and development also had a positive and significant effect on organisational performance of Goldfields Limited. Sustainable compensation and rewards had a positive and significant effect on organisational performance. Sustainable performance appraisal had a positive and significant effect on organisational performance of Goldfields Limited. Finally, employee empowerment had a positive and significant effect on organsiational performance at Goldfields Limited

**Conclusion**

In conclusion, sustainable practices have a significant impact on organisational performance, and various aspects of sustainability can contribute to positive outcomes. Sustainable recruitment and selection processes help organisations attract and retain talented individuals who align with their sustainability goals, leading to a more skilled and engaged workforce. Sustainable training and development initiatives equip employees with the

necessary knowledge and skills to implement sustainable practices, fostering innovation, adaptability, and improved performance.

Sustainable compensation and rewards programs recognize and incentivize employees' contributions to sustainability, driving engagement, motivation, and alignment with organisational values. Sustainable performance appraisal systems align individual performance with sustainability goals, promoting awareness, accountability, and continuous improvement. Sustainable employee empowerment encourages participation, creativity, and responsibility, enhancing performance, problem-solving, and organisational resilience.

Overall, incorporating sustainability into various aspects of organisational practices positively impacts performance by improving operational efficiency, innovation, employee engagement, reputation, and risk management. It fosters a culture of sustainability and positions organisations for long-term success in a changing business landscape.

By integrating sustainable practices throughout the organisation, businesses can not only enhance their financial performance but also contribute to environmental and social well-being, creating a more sustainable future for all.

**Recommendation**

Based on the study's findings, the following recommendations were made;

1. Establish a clear and comprehensive sustainability strategy that aligns with the organisation's mission, values, and long-term goals. This strategy should outline specific sustainability objectives and targets that can be integrated into various aspects of the organisation.

2. Integrate sustainability considerations into recruitment, selection, training, development, performance appraisal, and compensation processes. Ensure that sustainability-related competencies and behaviors are explicitly included in job descriptions, performance criteria, and development plans.

3. Create a culture that values and promotes sustainability at all levels of the organisation. Encourage open communication, knowledge sharing, and collaboration around sustainability initiatives. Recognize and celebrate employees' contributions to sustainability to reinforce the importance of sustainable practices.

4. Offer training programs and development opportunities that equip employees with the knowledge, skills, and tools to implement sustainable practices. Provide resources for continuous learning and professional development in sustainability-related areas.

5. Integrate Sustainability Metrics into Performance Appraisal: Incorporate sustainability metrics and goals into the performance appraisal process. Evaluate and recognize employees based on their contributions to sustainability objectives. Provide constructive feedback and support employees in improving their sustainability performance.

6. Empower Employees to Drive Sustainability: Encourage employee empowerment by giving them autonomy, authority, and resources to

70

make decisions and drive sustainability initiatives. Foster a culture that values employee input, innovation, and problem-solving in sustainability-related areas.

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75

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85

## APPENDIX

### QUESTIONNAIRE
### UNIVERSITY OF CAPE COAST

### DEPARTMENT OF HUMAN RESOURCE

Dear Respondent,

I am a student of University of Cape Coast, from the Department of Human Resource Management. This questionnaire is designed to ascertain information for my research work on the topic: "**THE EFFECT OF SUSTAINABLE HUMAN RESOURCE PRACTICES ON ORGANISATIONAL PERFORMANCE**".

All the answers you provide will be treated with the utmost confidentiality and for academic purpose only.  Please feel free to answer the questions as candid as possible.

Thank you

**SECTION A**

**Demographic Characteristics**

Kindly tick the category you fall.

1. Gender: [ ] Male [ ] Female

2. Age [ ] 20 – 30 [ ] 31 – 40 [ ] 41 – 50 [ ] 51 – 60 [ ] 61 +

3. Marital Status      [ ] Single          [ ] Married          [ ] Divorced

4. Highest level of education:

[ ] PhD          [ ] Master's Degree          [ ] First Degree          [ ] HND

[ ] SSCE/WASSCE    [ ] other (please specify) ………………………..

5. How many years have you spent in this Department?

[ ] < 5          [ ] 5 – 10       [ ] 11 – 20              [ ] 20 – 30              [ ]

> 30

6. How many hours on the average do you spend at work a day?

[ ] < 4          [ ] 4 – 8        [ ] > 8

7. Employment type:  Full time [ ]    Part Time [ ]

**SECTION B**

**Sustainable Recruitment and Selection**

Kindly tick a number that best represents your opinion on each statement.

**1=strongly disagree, 2= disagree, 3= neutral, 4= agree, 5= strongly agree**

| The following are done by incorporating the green values into hiring process: | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| The organisation I work for widely disseminates information about both external and internal recruitment processes. | | | | | |
| The organisation I work for discloses information to applicants regarding the steps and criteria of the selection process. | | | | | |
| The organisation I work for communicates performance results to candidates at the end of the selection process. | | | | | |
| Selection tests of the organisation where I work are conducted by trained and impartial people. | | | | | |
| The organisation I work for has competitive selection processes that attract competent people. | | | | | |

87

| The organisation I work for uses various selection instruments (e.g. interviews, tests, etc.). | | | | | |
|---|---|---|---|---|---|

## SECTION C

**Sustainable Training and Development**

Kindly tick a number that best represents your opinion on each statement.

**1=strongly disagree, 2= disagree, 3= neutral, 4= agree, 5= strongly agree**

| The following are done by incorporating the green values into training and development process: | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| I can use knowledge and behaviors learned in training at work. | | | | | |
| The organisation I work for helps me develop the skills I need for the successful accomplishment of my duties (e.g., training, conferences, etc.). | | | | | |
| The organisation I work for invests in my development and education promoting my personal and professional growth in a broad manner (e.g., full or partial sponsorship of undergraduate degrees, postgraduate programs, language courses, etc.). | | | | | |
| In the organisation where I work, training is evaluated by participants. | | | | | |
| The organisation I work for stimulates learning and application of knowledge. | | | | | |
| In the organisation where I work, training needs are identified periodically. | | | | | |

**SECTION D**

**Sustainable Compensation and Rewards**

Kindly tick a number that best represents your opinion on each statement.

**1=strongly disagree, 2= disagree, 3= neutral, 4= agree, 5= strongly agree**

| The following are done by incorporating the green values into compensation and reward: | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| In the organisation where I work, I get incentives such as promotions, commissioned functions, awards, bonuses, etc. | | | | | |
| In the organisation where I work, my salary is influenced by my results. | | | | | |
| The organisation I work for offers me a salary that is compatible with my skills, training, and education. | | | | | |
| The organisation I work for remunerates me according to the remuneration offered at either the public or private marketplace levels. | | | | | |
| The organisation I work for considers the expectations and suggestions of its employees when designing a system of employee rewards. | | | | | |

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**SECTION E**

**Sustainable Performance Appraisal**

Kindly tick a number that best represents your opinion on each statement.

**1=strongly disagree, 2= disagree, 3= neutral, 4= agree, 5= strongly agree**

| The following are done by incorporating the green values into performance appraisal process: | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| The organisation I work for discusses competency-based performance appraisal criteria and results with its employees. | | | | | |
| In the organisation where I work, competency-based performance appraisal provides the basis for an employee development plan. | | | | | |
| In the organisation where I work, competency-based performance appraisal is the basis for decisions about promotions and salary increases. | | | | | |
| The organisation I work for disseminates competency-based performance appraisal criteria and results to its employees. | | | | | |
| The organisation I work for periodically conducts competency-based performance appraisals. | | | | | |

**SECTION F**

**Sustainable Employee Empowerment**

Kindly tick a number that best represents your opinion on each statement.

**1=strongly disagree, 2= disagree, 3= neutral, 4= agree, 5= strongly agree**

| The following are done by incorporating the green values into employee empowering activities: | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| The job I do is very meaningful for me. | | | | | |
| My work activities are personally important to me. | | | | | |
| The work I do is very important to me. | | | | | |
| I am self-assured about my talent to perform my work. | | | | | |
| I am confident about my abilities to execute my job activities. | | | | | |
| I have the necessary skills for my job. | | | | | |
| I have essential autonomy in determining how I perform my work. | | | | | |
| I can make a decision on my own to perform my duties. | | | | | |
| I have significant opportunity for independence in how I do my work. | | | | | |
| My impact on what happens in my department is significant. | | | | | |
| I have an immense deal of control over what happens in my department. | | | | | |
| I have considerable influence over what happens in my department. | | | | | |

**SECTION G**

**Organisational Performance**

Kindly tick a number that best represents your opinion on each statement.

**1=strongly disagree, 2= disagree, 3= neutral, 4= agree, 5= strongly agree**

|  | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| I always complete the duties specified in my job description. |  |  |  |  |  |
| I meet all the formal performance requirements of the job. |  |  |  |  |  |
| I fulfill all responsibilities required by my job. |  |  |  |  |  |
| I never neglect aspects of the job that I am obligated to perform. |  |  |  |  |  |
| I often fail to perform important duties. |  |  |  |  |  |

92