



MUNHUMUTAPA SCHOOL OF COMMERCE

DEPARTMENT OF MANAGEMENT STUDIES

MASTER OF COMMERCE IN STRATEGIC MANAGEMENT DEGREE

**THE EFFECT OF GREEN HUMAN RESOURCES PRACTICES ON THE
PERFORMANCE OF THE PUBLIC SECTOR EMPLOYEES IN HARARE**

BY

DAVID CHAUKE

M223693

SUPERVISOR:

Dr. M.MASHINGAIDZE

**A DISSERTATION SUBMITTED TO THE DEPARTMENT OF MANAGEMENT
STUDIES IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR MASTER
OF COMMERCE IN STRATEGIC MANAGEMENT DEGREE**

2023

RELEASE FORM

NAME OF STUDENT: DAVID CHAUKE

DISSERTATION TITLE: THE EFFECT OF GREEN HUMAN RESOURCES PRACTICES ON THE PERFORMANCE OF THE PUBLIC SECTOR EMPLOYEES IN HARARE

DEGREE TITLE: MASTER OF COMMERCE IN STRATEGIC MANAGEMENT DEGREE

REG NUMBER: M223693

YEAR OF THE DEGREE: 2023

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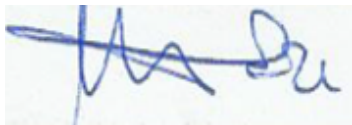
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SUPERVISOR

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.....

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I DAVID CHAUKE do hereby declare the contents of the research study to be true and not copied from anywhere or in any publication and previous degrees without acknowledgements.

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DEDICATIONS

I dedicate this project to my daughter. Her love, support and encouragement during the course of this study was priceless. I reserve special mention to my father, who constantly encouraged me to enrol for and pursue my graduate studies.

ACKNOWLEDGEMENTS

Completion of this study would not have been possible without the expounded support and commitment of my supervisor Dr. M. Mashingaidze for his support. Special thank you to Dr. CH. Basera, Dr. J. Zimuto and Mr J. Marumbwa for their emotional support. I would also like to extend my gratitude to the participants for their active participation and support to the end.

ABSTRACT

The primary objective of the study is to determine the effect of green human resources practices on the performance of the public sector employees in Harare. The study was guided by the positivism philosophy, ultimately the quantitative approach was employed. The IBM Statistical Package for Social Sciences (SPSS) version 28 was used to analyse the data. Data were analysed using both descriptive and inferential statistics, and presented using frequency tables, graphs and pie charts. All the hypotheses was tested, and it was established that all of them were accepted. Green human resource management practices were found to have a positive and significant influence on employee performance as indicated by the coefficients of correlation. However, the study is limited only to one sector in Harare. As such, the conclusions may not be generalizable to other food companies elsewhere (Bryman and Bell, 2015).

KEY WORDS: green human resources practices; green employee empowerment; green training and development; green performance management; green reward and compensation; green performance management; employee performance

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CHAPTER ONE

GENERAL INTRODUCTION

1.1 INTRODUCTION

In recent decades environmental protection has emerged as one of the most urgent concerns all over the world. Preserving the natural eco-system and its resources for future generations has thus paused as a significant issue on the agenda of policy makers and managers (Howard-Grenville et al., 2014). This issue has produced more pressure and promoted business organizations to develop and apply green management by adopting environmentally friendly practices and procedures (Prasad, 2013). To achieve this development many organizations attempt to create and deploy a formal environment management system. Since it plays a vital role in achieving sustainable development in the organizations, many scholars have directed their attention towards the relationship between human resources and environmental management, as they have asserted the importance of workers green practices in the firm.

The purpose of this study is to explore the relationship between green human resource management (HRM) practices, including green empowerment, green training and development, and green reward, green performance appraisal and employee performance of public service employees in Harare, Zimbabwe. This chapter presents the nature and background of the study. Thus, this chapter provides the research gaps and how the study sought to close them. The problem statement, research objectives and research hypotheses are given. Moreover, justification and significance of the study is given. Research delimitations, assumptions, limitations are further outlined. The chapter concludes with the definition of key terms and the organisation of the dissertation.

1.2 BACKGROUND OF THE STUDY

The role of human resource management has been discussed in literature to describe employee attitudes, job satisfaction, job involvement and organizational

commitment for organizational psychology (Shantz et al., 2016). However, literature still needs to discuss the impact of human resource practice on work and employee engagement to describe the developmental relationship between HR and engagement (Presbitero, 2017). Johari et al. (2013) conducted study to determine the relationship between human resource practices and employee engagement; the study found negative and unrelated to each other. Further studies have been conducted to determine empirically test between employee behavior and its outcomes and found significant results (Arrowsmith and Parker, 2013). Currently, it is evident that human resource practices exist in majority of organizations that enabled firms to foster work and employee engagement.

Emergence of green HRM has attracted various research scholars and became topic of interest for organizational scientists. The increased sense of diligence and responsibility towards society and its stakeholders has been depicted green aspect of business management (Renwick et al., 2013). Research scholars have embarked on green HR perspective as crucial due to its impact on organization and business working for policy devising and responsive working. Green HR practices enable firms to initiate activities in achievement of goals while being responsive towards decrease pollution, minimize carbon and save natural resources. Environmental friendly practices and healthy environment for human capital at workplace considered as necessary in order to utilize and grasp benefits of greener initiatives (Renwick et al., 2013). Firms utilize resources, raw material and human resources to conduct business activities, the HR policies enable firms to engage employees while effective utilization of resources from societal perspective. Research scholars have found that green HR practices assist firms for sustainability of environment. Further, various researchers have explained and highlighted the need to conduct studies on corporate citizenship behavior that considered as an essential activity for ethical behavior at workplace (AlZgool, 2019).

The turnover crisis is a critical issue that needs to be addressed because it threatens the continued performance of both private and public organisations (Wijesiri et al., 2018; Bello et al. 2021). Williams et al. (2015) and Nwabuzor (2018) assert that high employee turnover reduces efficiency, tarnishes the image and reputation of the

company, and increases the cost of rehiring new employees. Guma (2011) also states that poor employee retention contributes to many other related costs, including the additional burden created on remaining employees, recruitment and training costs, productivity loss, customer loss, and intellectual capital loss. To alleviate these problems, Yong et al.'s (2018) findings argue that Green Human Resource Management (GHRM) is capable of strengthening the organisational commitment of staff, encourage eco-friendly practices, and boost the environmental performance. Thus, human resource managers ought to develop GHRM policies for the public services. This belief is supported by Daifallah and Awwad (2017) who have also offered GHRM as a solution to reduce the rate of employee turnover through positive human resource practices such as good pay, job autonomy, and job security.

Green management and GHRM practices have been the focus of several studies in the past (Ahmad, 2015; Masri & Jaaron, 2017; Rawashdeh, 2018). These studies emphasised the use of GHRM practices such as green recruitment and selection, green training and development, green performance management, green reward system, and green cordial relations to enhance positive staff commitment and eco-friendly performance. However, no study has been able to identify the Relative Importance Index (RII) of the GHRM strategies commonly researched by scholars within the public sector. This study contributes to the understanding of the relationship between GHRM practices and employee retention in the public service sector in Zimbabwe, and its findings have implications for both theory and practice. Furthermore, this paper satisfies the two criteria for theory contribution: novelty and utility. This study is unique because it includes empirical evidence of GHRM's on employee retention. Such an analysis may be extremely useful for solving organisational problems related to staff turnover.

In Zimbabwe, GHRM is under researched area, although green organizations are the need of the hour. Hence, it has become important to explore GHRM in Zimbabwe as there is a research gap in this area. This gap in literature necessitates the research to be conducted. So, the aim of this study is to highlight the impact of GHRM on employee performance in the public service sector in Harare, Zimbabwe.

1.3 Problem statement

The aim of most 21st century businesses is to foster green growth, improve sustainable performance (economic, environmental and social) and reduce CO₂ emissions (Jabbour and de Sousa Jabbour, 2016). There is a rising outcry concerning environmental degradation owed to operations in Zimbabwe. Such environmental injustices may have detrimental consequences; at times leading to the death of people. The 2020 Environmental Performance Index (EPI) ranked Zimbabwe at 69 out of 180 countries. This finding reveals that Zimbabwe is not doing well in environmental protection issues compared to other countries. Hence, this calls for effective environmental management practices to be formulated and implemented by all institutions to improve Zimbabwe's employee performance. Unfortunately, the literature concerning employee performance, particularly in the Zimbabwean context, is of minimal quality, considering the significance and complexity of these problems. This study will give organizations in Zimbabwe indigenous empirical evidence to create and implement environmentally friendly policies and practices that lead to employee performance. In this regard, this study aims to analyze the impact of GHRM practices on the employee performance in the public service sector in Harare.

1.4 RESEARCH OBJECTIVES

1.4.1 Main research objective

The primary objective of the study is to determine the effect of green human resources practices on the performance of the public sector employees in Harare.

1.4.2 Secondary research objectives

The study seeks to achieve the following secondary objectives:

- To determine the impact green employee empowerment on the performance of the public sector employees in Harare.
- To examine the influence of green performance management on the performance of the public sector employees in Harare.

- To investigate the impact of green reward and compensation on the performance of the public sector employees in Harare.
- To establish the effect of green training and development on the performance of the public sector employees in Harare.

1.5 RESEARCH HYPOTHESES

- Green employee empowerment is positively related to the performance of the public sector employees in Harare.
- Green performance management is positively related to the performance of the public sector employees in Harare.
- Green reward and compensation is positively related to the performance of the public sector employees in Harare.
- Green training and development is positively related to the performance of the public sector employees in Harare.

1.6 SIGNIFICANCE OF THE STUDY

1.6.1 Public service directorate

Recommendations from the study will enable public sector managers to develop an employee's green abilities and integrate a positive environmental thinking. This will be done using human resource activities such as recruitment, selection, training and leadership development. This is because once recruited and trained, employees remain motivated through performance measurement and reward systems that are focused on providing opportunities for environmental performance improvement (Pellegrini et al., 2018).

1.6.2 The researcher

The study is useful to the researcher since the research process helped the researcher to get deeper understanding of the two concepts that is green human resources management and employee performance. More so, the researcher acquired research skills as the study was conducted under the guidance of an

experienced supervisor in the field of research. The study was conducted in partial fulfilment of the requirements of Master of commerce degree in Strategic Management at Great Zimbabwe University.

1.6.3 Great Zimbabwe University

The findings of this study are helpful to the academia since the documented report would be put in the University library. It provides ready reference material that equip other learners with more knowledge and skills on issues relating to the effects of green human resources management practices on performance of the public sector employees.

1.6.4 Human resources professionals

Due to the reality of globalization of corporate world, the economy has moved from traditional financial and economic system to more modern, and capacity based economic system. Hence, human resources practitioners should take into account green human resources management. The study could be of importance to human resources professionals for them to build an environmentally conscious workforce that is ready to implement green initiatives. The human resource professionals, besides being a core part of systems within an organization, are the essential foundation of every business. Hence, the findings of the study will allow them to execute and plan those eco-friendly policies to produce a green atmosphere in the environmental surrounding.

1.7 ASSUMPTIONS OF THE STUDY

This study was carried under the following assumptions:

- i. That the researcher observed all ethical considerations throughout the course of this study.
- ii. Participants responded within a reasonable time period to allow the study to be carried out as scheduled.
- iii. The study's participants supplied the researcher with true and accurate information.

iv. The selected sample was a true representative of the population under study.

1.8 DELIMITATION OF THE STUDY

The study was delimited to public servants in Harare, Zimbabwe. The study gathered data on the effect of **four** green human resources practices (green employee empowerment, green training and development, green performance management, green reward and compensation, and green performance management) and their influence on employee performance. Performance was delimited to employee performance, that is employee growth, employee morale, employee productivity and employee turnover. The current study was guided by the Resource Based View theory and the Social exchange theory. Lastly, the period concerned for the study was August 2023 to October 2023. The study followed the Great Zimbabwe University academic calendar. Research participants were delimited to employees in public offices in Harare.

1.9 LIMITATIONS OF THE STUDY

The study had three limitations. Firstly, the study is limited only to one sector in Harare. As such, the conclusions may not be generalizable to other food companies elsewhere (Bryman and Bell, 2015). Secondly some respondents feared organisational political victimisation as they felt that they are being investigated on the working behaviour. To deal with this limitation, the researcher explained that the data gathered was only for academic purposes. This also enhanced response rate (Saunders et al., 2019). Regardless of its limitations, this study provides useful managerial knowledge on the procedures required to achieve a risk-free supply chain network and sets the way for further research on the topic, such as expanding the number of variables used in the analysis. Finally, self-reporting was used to obtain data on the dependent and independent variables, which can lead to subjectivity. Because most businesses are reticent to give records or audit reports from which data can be extracted, and others lack the reports.

1.10 DEFINITION OF KEY TERMS

The following terms are defined in this study:

1.12.1 Green human resource management

All those activities, involved in development, implementation and on-going maintenance of a system that aims at making the employees of an organization green so as to achieve environmental goals of the organization and finally to make a significant contribution to environmental sustainability (Kennedy and Toffler, 2014).

1.12.2 Green training and development

This is aimed at stimulating people's attention and knowledge towards environmental concerns, create positive attitude, takes a proactive approach on greening initiatives and building competencies to reduce waste and saving energy (Zoogah, 2011).

1.12.3 Green Performance

It is concerned with the indicators that help to measure an organisation's impact on the environment, including ecosystems, land, air and water (Busto, San-Martin and Perez, 2021).

1.12.4 Green recruitment

This refers to an organisation activity which includes the environmental dimension, aiming at hiring motivated applicants with environmental knowledge for current and future jobs opportunities (Jose Chiappetta Jabbour, 2011).

1.12.5 Green performance appraisal

This refers to evaluating issues based on environmental objectives, responsibilities, and policies of a company (Epstein and Roy, 1997).

1.12.6 Green compensation

A green compensation system is when a company aligns its system with its green strategies and practices (Ramasamy, 2017).

1.11 ORGANISATION OF THE STUDY

1.11.1 Chapter 1: General introduction

The section introduced the thesis by presenting the main problem area as well as the rationale for undertaking the study. The chapter also establishes the limitations and delimitations of the study, its assumptions and the benefits to different stakeholders that accrue from its undertaking.

1.11.2 Chapter 2: Literature review

The chapter reviewed related literature on the study's key variables that is green human resources practices and employee performance. It also establishes the knowledge gap which this study was intended to fill.

1.11.3 Chapter 3: Research methodology

The chapter outlines how the research was carried out with a special focus on the research design, targeted population and sources of data, sampling methods and data gathering instruments.

1.11.4 Chapter 4: Presentation, analysis and discussion of findings

In this chapter, data was presented and analysed with a special focus on emerging trends and patterns. The main research findings were reported and examined in this chapter.

1.11.5 Chapter 5: Summary, Conclusions and Recommendations

In Chapter 5, a summary of findings is given, conclusions are drawn, and recommendations are suggested. More so, the chapter discusses limitations of the study, providing a gap for further research is also highlighted.

1.14 CHAPTER SUMMARY

This chapter introduced the study by providing the background of the study and problem statement. It outlined the research objectives and research hypotheses. The chapter further provided the rationale of the research, the research significance, delimitations, and the conceptual framework of the research and dissertation structure. The following chapter provides literature review pertaining to the theories

guiding the study and the relationship between GHRM practices and employee performance.

CHAPTER TWO

LITERATURE REVIEW

2.0 INTRODUCTION

In Chapter one, background and nature of the problem was provided. The present chapter, chapter two provide a review of related literature. This chapter reviewed literature pertaining to the key study constructs that is GHRM practices and performance with the aim of identifying knowledge gaps and develop study questions. Hence, the study begins by presenting the theories guiding the study, followed by an examination of the study constructs. Existing findings on the relationship between the dependent and the independent variables. The chapter concludes with the chapter summary.

2.1 THEORETICAL REVIEW

According to Creswell & Creswell (2017), a theory is a set of interconnected constructs, definitions and suggestions that present an organized view of phenomena by stating relations among variables, with the purpose of explaining and predicting phenomena. Theories are relevant to any study since they offer a base for the conceptualization of the variables under study and in this section, theories relevant to the study were reviewed. The current study was guided by the Resource Based View theory and the Social exchange theory.

2.1.1 Resourced Based View Theory

This theory derives from the idea of economist Edith Penrose. The theory argues that resources including employees, systems and business partners are combined into ways of working which are rare, inimitable, valuable and non-substitutable so that they become sources of competitive advantage (Tyson & York, 2006). HR systems create the human capital pool of skilled people so that they can sustain

what Wright et al., (2001) described as strategically relevant behaviours. The Resource-Based Approach focuses on internal resources that are viewed as the principal factor for a sustainable competitive advantage.

In effect, the value brought by human resource is the core of this approach where flexibility is optimized in order to reduce costs and increases efficiency. Human resources, by adding value, uniqueness and the most effective way to use resources, tend to increase the competitive advantage of a company in comparison to another (Porter, 1991). The (RBV) tends to ignore the baseline of specific industries as it takes into account the differences of firms in the same sector as a competitive advantage. However, competitive advantages are gained by the rightsizing process (Hamel & Prahalad, 1993), which implies that an organization obtains more output from its existing resources and optimizes the way in which they are used.

Therefore, it is the way in which these resources are used, along with the same baseline in an industry, which create the competitive advantages rather than the differences between firms. According to (RBV), managers seek to gain a competitive advantage through the quality of the people employed. The basic requirement to trade in most industries is a well trained workforce, flexible and responsive to customer demands. These basic policies Purcel (1994) describes as 'table stakes' the price necessary for terms and trading in the market, but not a sufficient differentiator for a long term competitive advantage. The RBV, therefore requires, a skills and capability focus, so that firms learn faster than their rivals, and that they protect and enlarge their intellectual capital. As a consequence, companies can generate a human capital advantage as well as an organizational process advantage.

Resource based view has been unable to obtain more basic understanding of the specific resource set applicable to various industries and firms. Moreover, the specific managerial processes through which resources become valuable have been extremely neglected, (Barney, 2001) despite scholars acknowledging that it is the management of resources and skills that is crucial to firm's competitiveness and not

just the resources themselves (Aakar, 1989). This theory is relevant to the study because to get human resources who are rare, inimitable, valuable and unique, state owned managers must ensure that their recruitment and selection practice guarantee hiring of people with the right skills which .

2.1.2 Social Exchange Theory

Social exchange theory as propounded by Blau 1964, has been highly influential in a variety of disciplines, including anthropology, clinical psychology, social psychology, and sociology. In his highly cited book, *Exchange and Power in Social Life*, Blau (1964) identified two kinds of exchange relationships: (a) social and (b) economic. According to Blau, social exchanges entail unspecified obligations such that when an individual does another party a favor, there is an expectation of some future return.

However since it is unclear when the favor will be returned, and in what form, social exchange relationships depend on trust (Blau, 1964). "Obligations, trust, interpersonal attachment, or commitment to specific exchange partners" (Emerson, 1981) are not incorporated into economic exchange relationships. Rather, economic transactions between parties are not long term or ongoing, but represent discrete, financially oriented interactions (Shore et al., 2006).

Thus, social exchange has emphasized socio-emotional aspects of the exchange relationship, such as feelings of obligation and trust, while economic exchange has emphasized the financial, material and more tangible aspects of the exchange relationship, such as pay and other monetary rewards (Thompson & Bunderson, 2003). Most theorists agree that, in general, social exchange involves a series of interdependent interactions that generate obligations between two parties (Emerson, 1976). Accordingly, an individual's perceived relationship with a specified other party has been conceptualized as a form of social exchange in which individuals attempt to strike a balance between the perceived costs and benefits of maintaining their relationships (Homans, 1958). Three elements are fundamental to social exchange: (a) relationship, (b) reciprocity, and (c) exchange (Coyle-Shapiro & Shore, 2007).

A social exchange relationship begins when one party offers a benefit to the other. In the study, public sector use the inducement of green rewards to create a side bet. The employees receiving the reward reciprocate with behaviors that lead to environmental sustainability. Public sector also offer green training and development to its staff and as a result the employees tend to behave in a manner that enhances environmental sustainability. Thus social exchange is a process that entails the continuous exchanging of benefits over time in which both parties understand that “the bestowing of a benefit creates an obligation to reciprocate” (Coyle-Shapiro & Shore, 2007).

Obligation is a commitment to some future action whereby the mutual acceptance between the exchange parties is implied (Rousseau & McLean Parks, 1993). Although social exchange theory has long been considered one of the most influential theories in organizational behavior and human resources management, theoretical ambiguities within the theory remain (Cropanzano & Mitchell, 2005). For example, though social behavior is often characterized by an exchange of both social and economic elements (Thompson & Bunderson, 2003), these two types of exchanges have traditionally been examined as contrasting constructs. Another criticism is that the theory fails to completely articulate the distinction between behavioral action and inaction. More clearly, social exchange theory naturally assumes the absence of something that is positive (justice, trust) is effectively the same as the presence of something that is negative (injustice, distrust).

However, evidence suggests this is not necessarily true. The relationship employees develop with their organizations will, over time, develop investments that are both social and economic in nature. It is these investments, or “side bets” (Becker, 1960), that help determine how individuals decide to reciprocate their obligations. The theory is relevant to this study because the public sector uses the rewards either monetary or non-monetary to induce employees to perform desired environmental behavior as an exchange for the reward. The theory therefore infers as to whether green reward and compensation and green training and development influences employee performance.

2.2 GREEN HUMAN RESOURCES MANAGEMENT

Research reveals that HRM systems have moved from outdated work methods; low personnel interaction levels to more engaging and accommodating phases; thus, workers are motivated to develop talents, knowledge, and approaches (Harrison and Bazy, 2017). The concept of green HRM has been defined by different scholars in different ways. Kennedy and Toffler (2014) have referred Green HRM as all those activities, involved in development, implementation and on-going maintenance of a system that aims at making the employees of an organization green. According to them, it is the side of HRM that is concerned with transforming normal employees into green employees so as to achieve environmental goals of the organization and finally to make a significant contribution to environmental sustainability. Almost same observation can be found in the definition given by Watson and Kavid (2014), where green HRM has been explained as the set of policies, practices and strategies pertaining to HR discipline, which can ensure the achievement of overall sustainable business model in an organization.

GHRM refers to HRM techniques directed at the economic and environmental effects of enterprises in a period of enhanced awareness of environmental protection and the production of natural resources (Singh et al., 2020; Siyambalapitiya et al., 2018) and is related to an excellent ecological tactic and green activities of employees (Roscoe et al., 2019). GHRM is a significant part of sustainable HRM literature and reflects healthy environmental management practices. GHRM serves as a platform to relate human resources management practices to environmental management activities (Ansari et al., 2020; Masri and Jaaron, 2017).

Green human resources management thus reflects the planned environmental protection direction of the company and calls on senior management to take note of organizational strategies and activities that enable workers to partake in green work habits to minimize environmental pollution at work (Longoni et al., 2018; Singh et al., 2020). Green human resources management entails introducing human resource structures of the enterprise's ecological management goals, including compensation,

training and development, and last, recruitment and selection (Cheema and Javed, 2017; Singh et al., 2020).

Various research scholars have defined GHRM on the basic sustainability and environmental aspects. The prominent author in the area of GHRM is Renwick et al., (2013). GHRM is an integration of HRM and environmental objectives (Renwick et al., 2013). Most of the research authors have defined GHRM based on policies and practices to meet the environmental objectives of an organisation (Mandip, 2012). This study defines GHRM refers to the integration of environmental aspect in HRM practices to achieve environmental objectives. This definition is quite similar to the definition provided by Jabbour “Green HRM is concerned with the ‘systemic, planned alignment of typical human resource management practices with the organization’s environmental goals” (Jabbour, 2013; Jabbour et al., 2016).

There is a growing need for the integration of literature on HRM and EM (DuBois and Dubois, 2012). Research in the field of GHRM is inter-disciplinary, originated from sustainable HRM themes and related to performance management (Jabbour, 2015). Globally the researchers investigated HRM on managerial perspectives to achieve environmental agenda for organisations (Khan et al., 2017a). GHRM practices are important for employees to align employees’ environmental goals with organisations environmental strategy (Renwick et al., 2008). Therefore, to expand such a framework, it is a prerequisite that HRM practices, e.g., recruitment, training, appraisal, and reward systems should be aligned with environmental strategy and prudent objectives (Jabbour, 2013).

2.2.1 Green employee empowerment

Empowering employees is a fiddly notion to adopt (Matthews et al. 2003). Empowerment is described in two manifolds (Conger and Kanungo 1988). The first is in terms of authority delegation, from managers to the workforce. The second relates to intrinsic force development to get tasks done by way of a positive self-efficacy approach. This was further developed by the four dimensions of psychological empowerment: sense, competence, self-determination and influence (Spreitzer 1995). It should be noted that through these definitions, empowerment

leads to good performance. Research built on this concept that demonstrated that task motivation has a positive impact on empowerment and performance (Kirkman et al. 2004; Mougbo 2013).

Green employee empowerment also includes employee involvement for pursuing green organizational tasks (Longoni et al. 2014; May and Flannery 1995). The function of empowerment in environmental perspective has gained much attention throughout the last few years, where employee involvement is seen as a vital element of organizational success (Daily et al. 2007; Fernandez et al. 2003; Govindarajulu and Daily 2004; Hanna et al. 2000; Longoni et al. 2014; Ramus 2002; Rothenberg 2003). Empowered employees will be more participative and involved in decision-making and will provide more productive outcomes. It can also be argued that empowered employees' induction for EMS effectual execution will result in the development of green intellectual capital (GIC) and further organizational achievement (Hamschmidt and Dyllick 2001; Hui et al. 2001; Sudin 2011).

All projects in an organization, including green ones, warrant various workforce competencies as they relate to customer demand (Renwick et al. 2013b; Rothenberg 2003). Therefore, green empowerment competencies can be used in a productive way by delegating authority to employees so that they decide to do what is in the best interest of the company (Rothenberg 2003). Another study showed that employees need to be well aware of eco-initiatives and be motivated to take on eco-plans within organizations (Sudin 2011). It is a misconception that environmental efforts will only work for organizations or the community; nevertheless, it gives employees an additional advantage. Another concept is that giving employees empowerment will ultimately be beneficial for the organization, community and employees themselves, as they will yield more productive results in the future. Linking all of these concepts together (allocation of power, change acceptance and innovation), motivation that results in green empowered employees leads to their attaining environmental goals and performance (Ramus 2001; Ramus and Steger 2000).

2.2.2 Green performance management

Green performance assessment refers to evaluating issues based on environmental objectives, responsibilities, and policies of a company (Epstein and Roy, 1997). Today world-wide environmental performance standards are used such as green information systems/audits to ensure environmental performance (Marcus and Fremeth, 2009). Green performance appraisal is vital to provide useful feedback fostering firm environmental outcomes (Jackson et al., 2011). Human resource departments should include environmental aspects to rate employees based on environmental performance (Liebowitz, 2010). 'Green performance management programs' help organisations in achieving the desired green employee's performance (Jabbour and Santos, 2008; Mandip, 2012). Manufacturing companies have established environmental objectives for evaluating employees, environmental performance (Jabbour et al., 2010; O'Donohue and Torugsa, 2016).

The study further observes that organizations having good environmental reputation can have improved visibility, devoted employees, loyal customers, trusty suppliers and investors. Performance management is the process by which employees are prompted to enhance their professional skills that help to achieve the organizational goals and objectives in a better way. The recognition of the corporate strategy culminates into the PM. With the EM affecting global business strategy, PM is also being influenced by the green wave in a possible positive manner.

According to (Marcus & Fremeth, 2010), in their study on the relationship between green human resource management and environmental sustainability identifies the most important aspect of performance management as performance appraisal. The study further observes that in addition to meeting the criteria of reliability, validity, and fairness, effective performance appraisals provide useful feedback to employees and support continuous improvements in the firm's environmental outcomes.

2.2.3 Green training and development

Green training is one of the greatest significant green human resource activities for green management performance in businesses. Environmental training is an effective technique for human resources development (Aragão and Jabbour, 2017). The goal is to promote the public's attention to environmental issues and their awareness, build an active attitude towards greening initiatives and improve waste reduction and energy saving (Zoogah, 2018). In supporting environmental management system efficiency, Teixeira et al. (2016) insisted that environmental training is immensely functional.

Environmental preparation is also crucial for successfully implementing the environmental management framework and developing a green business culture (Teixeira et al., 2016). Mishra (2017) concluded that environmental preparation is essential for systematic low carbon goods production to mitigate climate change. Saeed et al. (2019) have revealed that customized and tailored green employee training is essential for businesses. The usefulness of the training program with an effective instrument is also assessed. Rawashdeh (2018) proposed that some practical methods for environmental conservation, energy management, and safety recycling training, green workplace research, waste handling, environmental training, and programs be integrated into the training programs and the rotation of work by future green managers. These training programs must focus on educational necessities to reach significant environmental benefits through training (Masri and Jaaron, 2017).

Green training and development stands out as one of the most important GHRM practices needed to the success of green management at firms. Environmental training is also considered as one of the most key tools for developing human resources (Jose Chiappetta Jabbour, 2011). It aims to stimulate people's attention and knowledge towards environmental concerns, create positive attitude, takes a proactive approach on greening initiatives and building competencies to reduce waste and saving energy (Zoogah, 2011). Sarkis et al. (2010) pressed that environmental training is very effective in supporting the environmental management

system performance. Further, environmental training is a key aspect for successful implementation of the environmental management system and building of green organizational culture (Teixeira et al., 2012).

2.2.4 Green reward and compensation

Green reward system plays a vital role in motivating people and helps in identifying their significant performance towards environmental management (Teixeira et al., 2012). The objective of adopting rewards criteria is to achieve, maintain and motivate people for performing well and realizing the importance of environment protection (Lindström & Vanhala, 2011). Green reward system means to align the system with green policies and practices used by the firm. It should be designed to produce green initiatives in the workplace, lifestyle and reducing carbon footprints (Pillai & Sivathanu, 2014). People should be rewarded with bounces for their interest in understanding and developing eco-friendly culture (Liebowitz, 2010). There are many types of reward practices that firms may use to green skills acquisition.

Rewards can be in the form of financial based EM rewards (e.g. premium, cash, bounces), nonfinancial based EM rewards (e.g. leave, gifts, sabbatical), recognition based EM rewards (e.g. external roles, daily praise, dinners), and positive rewards in EM (e.g. feedback) (Renwick et al., 2013; Opatha & Arulrajah, 2014). All of these forms of reward system value workers who participate in green practices (Renwick et al., 2013) through recognizing and rewarding people that are devoted to enjoying environmental objectives, and those managers who motivate their subordinates to perform eco-initiatives (Arulrajah et al., 2015).

The Green incentive system is a crucial motivator and recognizes its significant environmental output (Teixeira et al., 2016). The goal is to achieve, conserve, and inspire people to achieve good performance and recognize the value of preserving the environment (Rawashdeh, 2018). A green compensation system is when a company aligns its system with its green strategies and practices. It should produce green workplace initiatives, lifestyle initiatives and reduce carbon emissions (Ramasamy, 2017). People need to be compensated for their participation in

accepting the growth of environmentally friendly philosophy (Mishra, 2017). This could be a part of the several different incentives that businesses can use to gain green skills. Bonuses can take the form of financial-oriented environmental management awards (for example, premium, cash, bounces), non-financial environmental management rewards (vacation, gifts, study leave bonuses), recognized environmental management (for example, external roles and regular lounges), and constructive environmental management rewards (Arulrajah and Opatha, 2016; Rawashdeh, 2018). All those types of incentives appreciate staff engaged in environmentally friendly practices (Renwick et al., 2013) by identifying and remunerating people committed to the goals of the environment and those managers who inspire employees to carry out eco-friendly initiatives (Arulrajah and Opatha, 2016).

2.3 EMPLOYEE PERFORMANCE

Organizational performance can be described as the final result of all firms' activities and can be evaluated by assessing the current behavior of the firm in respect to its efficiency and effectiveness (Ghosh & Mukherjee, 2006). The resource based theory states that synergy can be achieved by managing firm resources in such a way that enables them to create positive performance and becomes market leader (Ployhart, 2012).

The performance of an employee is that, how well a staff performs their task duties and responsibilities. Employees' performance is also crucial. Because the achievement of goals and objectives of the corporation is assessed by performance of its resources, employees' performance should be assessed and maintained periodically. In the view of Putterill and Rohrer (2011), job performance is defined as it focuses directly on staff productivity by assessing the number of units of acceptable quality produced by a staff within a specific time period. The success of business depends on employees' performance. One of the most effective ways to increase business performance and profit is to increase the performance of employees, from the lowest levels of the corporation to senior management (Heskett et al., 2008). Performance improvement is not only a result of well-functioning

system but also depends on effective human resource strategies that succeed in recruiting and maintaining a committed and motivated workforce (Al-Ahmadi, 2009).

Employee performance helps an organization get better results hence customer satisfaction and increased profits. It also helps to align the individual objectives to organizational objectives and encourages them to uphold corporate core values, enables expectations to be defined and agreed in terms of role responsibilities and accountabilities (expected to do) skills (expected to have) and behaviors' (expected to be), provides opportunities for them to identify their own goals and develop their skills and competencies (Armstrong, 2012).

Employee performance is achieving and accomplishing specific and well-determined tasks in the organization, these tasks will be measured with well-planned and predefined goals, objectives (Safitri & Lathifah, 2019). Armstrong (2020), stated that Employee Performance management is the continuous process of improving performance by setting individual and team goals that are aligned to the strategic goals of the organization, planning performance to achieve the goals, reviewing and assessing progress, and developing the knowledge, skills, and abilities of people (Armstrong, 2020).

Some of the main performance measurements are productivity, efficiency, effectiveness, quality and profitability (Armstrong, 2020). Employee performance demonstrated the improvement in production by perfect use of new technology with the help of highly aggravated employees (Al-Omari et al., 2020). Managers often set high standards for individual in order to measure the performance of employees for the betterment of organization (Buchanan. & Badham, 2020). This study used productivity as a measure of employee performance.

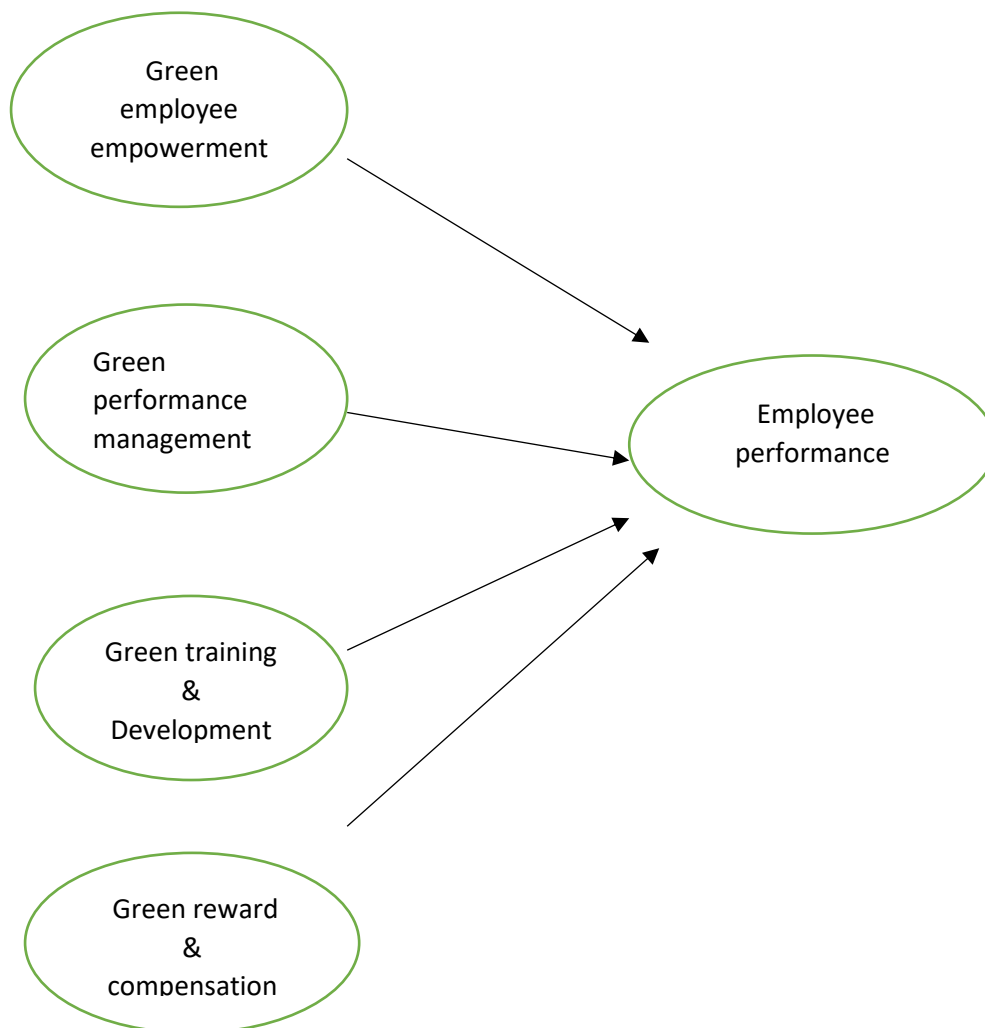
Employee productivity is the log of net sales over total employees - an economic measure of output per unit of input (Al-Omari et al., 2020). Employee productivity measures may be examined collectively (across the whole economy) or viewed industry by industry. The dictionary defines 'productivity' as the state of producing rewards or results. 'Productive' means fruitful, lucrative and profitable. In this context,

productivity is synonymous with output. In scientific literature, 'productivity' is defined as the relationship between output and input; between results or proceeds and sacrifices. If it involves the ratio between output and a specific part of the input, this is referred to as 'partial productivity' (Safitri & Lathifah, 2019): for example, labour productivity expressed as the amount of production for each labour unit, or the number of labour hours for each product unit.

2.4 CONCEPTUAL FRAMEWORK

The conceptual framework in this study comprises of the independent variables (Green human resources management) and one dependent variable (employee performance) throughout the research process. According to Saunders *et al.* (2019) an independent variable is the one that the researcher manipulates in order to determine the effect or the influence on the other variable while the dependent variable is the one that attempts to indicate the total influence arising from the effects of the independent variable. Fig. 2.1 shows the conceptual framework for the study.

Fig. 2.1: Conceptual framework



Source: Researcher development

The following sections discuss literature review on the relationships depicted in the conceptual framework.

2.5 EMPIRICAL REVIEW

Organizations producing Green employer branding image and execute the practices about enhancement of awareness, job shadowing, and mentoring, coaching, on-the-job training and the organization's climate building in reaction to lacking in the national education and abilities formation systems in terms of the shortages of skills (Chaturong Napathorn 2021). Image building as an environment friendly proprietor is one of the biggest strategies for manipulating new comers so that selection and recruitment tasks is the important to reassuring effective management of environment (Karpagam and Deepika, 2016). Green Recruitment & Selection has another sub three sections like green employer stigmatization, employee's green responsiveness and green standard (Tang et al., 2018). (Gholami et al. 2016; Khaskheli et al., 2020) observed that appointing workers with greater skills and abilities regarding sustainable environment might assure the upper level of environmental friendly performance. the relationship between green employee empowerment and organizational performance is more intricate and evokes a sense of teamwork.

A literature review showed a positive outcome in terms of an organization's environmental performance with respect to teamwork, because it successfully endorses collaboration and solves issues (Daily and Huang 2001; Massoud et al. 2009; May and Flannery 1995). In several cases, employee participation teams, or "green teams", come into existence for environmental problem(Beard and Rees 2000; May and Flannery 1995). Teamwork dictates green employee empowerment in such a manner that positively affects environmental performance.

Mawla (2018) empirically examined the part of GHRM regarding the outcomes and performance of manufacturing industries.. The research method that was applied in this research was ran dom and Purposive sampling. Result shows the significant interconnection amidst dependent and independent variable. It was observed that practices regarding GHRM are in spot and they play their part in grabbing more educated and knowledgeable applicants.

Aboramadan (2020) empirically examined the impact of Green HR Management on environmental performance in higher education. Green HRM was the independent variable while environmental performance was used as the dependent variable. The findings presented significant relationship between dependent variable and free (independent) variable. It was concluded that GHRM was an important predictor of environmental performance in higher education.

Ojo, Alias, Tan (2020) investigated the effect of GHRM activities on the environmental performance in IT sector. Green HRM practices were applied as an unconventional (independent) variable and environmental performance was applied as reliant (dependent) variable. The details were collected from 333 professionals in IT field in ISO 14001 Malaysian companies. This study used Resource-based view with PLS-SEM technique. The result suggests that Green Training and development, management, involvement, performance and encouragement are important in restoring eco-friendly environmental performance.

Mehmood, Yusliza and Nousheen (2020) tested the relationship between GHRM and organizational citizenship behavior to the environment, on the campus university, Malaysian public research University. Convenience sampling was applied to choose the participants from the universities, and the partial least square (PLS) modeling method was followed to analyze the details, which consists of 122 participants. The result presented revealed that GHRM activities of a campuses could constructively impact the performance of an environment of a campuses of university.

Mohammed and Ababneh (2020) empirically established how GHRM practices affect environmental and performance from 403 participants who are full time employee in Jordan's four and five star hotels. A purposeful sampling technique was used with a quantitative research method. Result shows the significant interconnection between both variables. This research showed real findings stipulating that the involvement of employee mediates partially the association between the GHRM activities and environmental performance.

Wang, Tang, Chen and zhu (2021) conducted a study to establish the influence of GHRM on environmental performance. Details were obtained from 228 participants through electronic questionnaire. To analyze the data, the SPSS 23.0 and Mplus 7.4 were used. The result shows the significant interconnection between both variables. It also recommended that respective training regarding green environment must be delivered for workers to promote their practical operation ability and environment awareness.

Reward systems value workers who participate in green practices (Renwick et al., 2013) through recognizing and rewarding people that are devoted to enjoying environmental objectives, and those managers who motivate their subordinates to perform eco-initiatives (Arulrajah et al., 2015). Several studies concluded that firms can achieve positive environmental performance through providing different forms of rewards such as praise letter, promotion, career gains, bonuses, cash, gifts, etc. (Prasad, 2013; Ahmed, 2015; Arulrajah et al., 2015; Renwick et al., 2013; Opatha & Arulrajah, 2014). Organisations use green rewards to encourage their employees to adopt environmental-friendly values in achieving environmental goals (Ahmad, 2015). Research survey has reported that 8% of a UK-based organisations are rewarding employees for their green behaviours with various financial incentives and rewards (Phillips, 2007), and such practice can motivate employees to foster EM initiatives (Ramus, 2002). US-based firms pay more to eco-friendly CEO performance than non-eco-friendly performance CEOs (Berrone and Gomez-Mejia, 2009).

Green training improves employee awareness of the organisation's environmental goals and business strategy (Fernández et al., 2003). Thus, green organisations should train employees with green practices and also educate them green values to achieve sustainable performance (O'Donohue and Torugsa, 2016). More academic works have shown significant and positive linkages amid green training and development and environmental performance (Abuelhassan and Elsayed, 2020; Rawashdeh, 2018; Yusoff et al., 2020).

A study by Banerjee (2011), on the relationship between green performance management and environmental sustainability concludes that Performance management programs are essential to guarantee the effectiveness of green management work over time because they guide an employee's performance to the environmental performance desired by an organization.

2.6 RESEARCH GAP

GHRM focuses on environmental sustainability (Jackson et al., 2011) and 'socially responsible HRM' (Cohen, 2017) focusing on social sustainability. There is a growing need for integration in the literature on EM and HRM research (Renwick et al., 2013). Studies on GHRM are rather limited. This is an important gap to fill for future research (Renwick et al., 2013). The sustainable HRM sub-aspect (Ehnert, 2009) such as GHRM practices improves environmental and financial performance outcomes (Crotty and Rodgers, 2012). Research should examine the relationship between GHRM practices and EM outcomes such as employee performance (Renwick et al., 2013).

The current research bridges this important gap in the literature of sustainable GHRM (Jackson et al., 2011; Renwick et al., 2013) to investigate the empirical relationship between GHRM practices and employee performance (economic, social and) for the case of government departments. There is a huge gap between this study and the studies which were carried out previously by other researchers. The topic of this study was never previously researched by other researchers particularly for government departments in Zimbabwe. More so, the objectives adopted in this study are different from the objectives which were pursued in studies which are similar to the current study.

2.7 CHAPTER SUMMARY

The chapter has explored literature related to GHRM practices and employee performance. The chapter discussed two theories that guided the study: Marxist theory and the institutional theory. This was followed by a discussion of the research

variables. Section 2.4 presented a review of findings from the previous studies as guided by the research objectives. The chapter wrapped with the research gap and the chapter summary. The following chapter presents the research methodologies adopted in collecting and analysing data.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 INTRODUCTION

This chapter aims to present the research methodology process followed in this study to answer the research questions presented. This chapter starts by explaining the research design, followed by the sampling procedure. Sampling procedure includes the target population, sampling technique, sample size and the justification thereof. Data sources, research instrument follows. More so, data collection procedure, presentation and analysis techniques are discussed followed by the data quality measures adopted in the study. The chapter wraps with ethical considerations.

3.1 RESEARCH PHILOSOPHY

A research philosophy shows the researcher's world view representing a basic set of beliefs or assumptions that guides a researcher's inquiry (Creswell, 2014). Research philosophical assumptions help to shape the understanding of research questions and the methodologies to be adopted in answering the research questions (Saunders, Lewis and Thornhill, 2016).

A paradigm can therefore be referred to as a way of looking at natural phenomena that encompasses a set of philosophical assumptions that guide one's approach to inquiry (Polit & Beck, 2008). It is an overarching philosophical framework of the way in which scientific knowledge is produced. The research philosophy will reflect

research's important assumptions. Each phase of research process is mainly based on the assumptions about sources and knowledge nature and the assumptions serves as basis for research strategy. Mainly, there are four key components of the research philosophy that includes Most commonly, research philosophies that are been used includes positivism and interpretivism. Creswell (2014) in this regard identified the following paradigms: There are three main philosophies discussed in literature: positivist; constructivist, and pragmatism (McKenzie & Knipe, 2018).

Positivist also referred to as the scientific method. It reflects a deterministic philosophy in which causes probably determine effects or outcomes and is reductionist in nature. Secondly, socially constructed paradigms are also referred to as interpretivism. This relies as much as possible on the participants' views of the situation being studied. Thirdly, advocacy /participatory paradigm which is the belief that the research should contain an action agenda for reform that may change the lives of the participant. Finally, pragmatic paradigms states that knowledge claims arise out of actions, situation and consequences rather than antecedent conditions. Studies using pragmatism are concerned with what works and solutions to problems rather than the methods used.

This study used the positivist research paradigm by setting up the hypotheses on the basis of the existing theories. The hypotheses was tested and confirmed or disproved by quantitative and statistical methods in order to answer the research objectives and accomplish the research purposes. The choice of a positivist approach was justified on the basis that the study was guided by theories from which specific hypotheses were drawn up that led to gathering of facts that provided the basis for subsequent hypothesis testing.

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Positivism philosophy focuses on causality and generalisations, which is the main objective of this study (Saunders et al., 2019) hence its applicability in the study. Cooper and Schndler (2017), the philosophy allowed the researcher to provide statistical facts and estimates about relationship between the predictor variable (GHRM practices) and dependent variable (employee performance).

3.2 RESEARCH APPROACH

Importance of research approach in the research work cannot be neglected at any instance. Research approach plays a very important role in choice of specific methodology that should be based on the suitability to answer research question. There are two main research approaches that can be adopted in the research, that are deductive research approach and inductive case study research approach. Research hypotheses of the study are the one of the first aspect that mainly distinctive amongst deductive and inductive research approaches. Inductive and deductive research approaches basically differ in some major areas, such as analytical objectives, research questions posed, data collective tools and methods, data produced nature, degree or extent of flexibility in the study design. Basically, deductive approaches testify validity of the assumptions, whereas the inductive approaches contribute to emergence of generalization and new theories. In a deductive approach, if the set of the hypothesis are formulated that there is a need to either accept or reject it during research process.

Qualitative research employs inductive thinking and reasoning since it completely moves from the specific observations about the individual occurrence to broad generalization and related theories. On the other hand, quantitative research employs deductive research approach, if the formulation of the research hypotheses is done, than there is the need of either confirming or rejecting during research process, than deductive approach would be followed. The research is associated with positivist paradigm. It specifically involves the collection and conversion of the data into numerical form in order to integrate statistical evaluations followed by conclusion.

In the existing research work the impact of GHRM practices on employee's performance (Mawla, 2018; Aboramadan, 2020; Ojo et al., 2020; Mehmood et al.,

2020), deduction approach was adopted as the research is quantitative in nature. In this study, the research hypotheses are formulated based on the existing theory that will be presented in the form of literature review and then the research strategy would be designed to test the research hypothesis.

3.3 RESEARCH STRATEGY

Research strategy bears significant importance in the conduction of the research. This subsection revolves around to present three main aspects that include clear identification of the research strategy that is going to be adopted in the research study, description and explanation of strategy, and reasoning of the selection of the appropriate or specific research strategy. It assists in the accomplishment of research objectives. Selection of the research strategy is considered to be really difficult and complex tasks, when deciding upon research strategy, it is important to identify purpose of research and existing availability of information (Fraley & Hudson, 2014)

In the existing research study, survey strategy was adopted and appropriately utilized. The survey research frequently used in the social science researches. Basically, surveys are used in the commercial settings, and market primarily research. They often gather the data from the quantitative means, but could gather qualitative information through the open ended questions. The sample of respondents of the survey varies from research to research, but is mainly selected from the selection population through administration of questionnaire. Questionnaire were administered on a face to face basis. It took two months to conduct the research survey

3.4 RESEARCH DESIGN

Saunders, Lewis and Thornhill (2019) defined research design as the blue print for the collection, measurement and analysis of data. The study adopted a descriptive research design specifically to evaluate the influence of GHRM practice on employee performance. A descriptive design is defined as one that records and describes a phenomenon without the primary concern of a causal relationship (Bell, Bryman and Harley, 2018). The descriptive design was appropriate as it help produce descriptive results which was used to test the hypotheses. The descriptive research design

was also selected because it provides an accurate and valid representation of the variables that pertain to and that are relevant to the research question (Van Wyk, 2018). This design has been adopted in similar studies. A study by Owino (2016) on the influence of selected GHRM practices on employee at Menengai oil refinery adopted a descriptive design.

3.4 POPULATION

Blumberg, Cooper and Schindler (2017) defined population as the total collection of elements about which the researcher intends to make some inferences. A target population refers to the entire group of people, events, or things of interest that the researcher wishes to investigate” (Sekaran & Bougie, 2019). The population for the study is made up of all the employees in state owned enterprises. According to the Human resources manager in the public service commission, as of July 2022 they were 4500 employees in the public service in Harare. This made the target population for the study.

3.5 SAMPLING TECHNIQUES

Sampling refers to the process of choosing samples from the target population – making sure that the elements chosen are representative of the entire population (Neuman, 2019). Sampling techniques/approaches can be sub-divided into two categories, which are probability/random sampling and non-probability/non-random sampling (Saunders et al., 2019). Due to the quantitative nature of the study’s methodology, the researcher used probability sampling techniques. Probability sampling is an approach in which every element in the universe has a known chance of being chosen in the sample of which can be determined accurately (Bhattacharjee, 2012). The sampling procedures can be utilised where there is a sampling frame. A sampling frame is a completely documented list of all units in the target population from which the sample is to be drawn (Saunders et al., 2019). In this probability sampling techniques were not utilised. Simple random sampling was used in particular. Random sampling ensured equal chance on each element of being nominated. In this way, the resultant sample was representative of the entire population (Saunders et al., 2019).

3.6 SAMPLE SIZE OF THE STUDY

There are various ways of deciding on a suitable sample size suggested by different scholars. According to (Kothari, 2004) there are two approaches that can be used: one is specifying the precision of estimation desired and then to determine the sample size necessary to insure it, and the second approach uses the cost of additional information against the expected value of additional information. He asserts that a researcher should consider the nature of the universe, number of classes proposed, nature of the study, type of sampling, standard of accuracy, acceptable confidence level and available finances when determining the sample size.

Sample sizes can also be determined using a census approach where the entire population is used as the sample. Using a sample size of a similar study is another technique of determining a sample size, while Saunders et al (2012) has proposed using published tables which provide sample sizes for a given set of criteria. The other technique that can be used to determine the sample size is by using a formula to calculate a sample for proportions.

Sample size refers to a limited number of elements selected from a population which is representative of the whole of that population (Cooper & Schindler, 2014). The sample size for the study was determined by the Krejcie & Morgan (1970)'s statistical table. The simplicity and objectivity of this table qualified it to be the most appropriate method of determining sample size for the study. Given that the study population (N) is 4500, the required sample size will be approximately 354 study respondents. This is illustrated in the table below.

Table 3.1: Sample size

Table for Determining Sample Size from a Given Population

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

Note.—*N* is population size.
S is sample size.

Source: Krejcie & Morgan (1970)

The sample size of 354 is in line with Roscoe (1975) who propose that an appropriate sample size for quantitative studies should be larger than 30 and less than 500 (Sekaran & Bougie, 2019). Hence, a sample size of 354 was considered to provide sufficient data for fulfilling study objectives.

3.7 DATA SOURCES

Data sources are places where data is obtained. In research, there are two main data sources, that is primary and secondary data sources (Saunders et al., 2019).

The researcher used both primary and secondary data collection methods. These methods are further explored below.

3.7.1 Secondary sources

Secondary data involved a systematic review of appropriate literature from accredited journal articles, textbooks, internet, and other relevant sources (Bell et al., 2018). Secondary data was useful as it allowed the researcher to explore the management problem as well as develop the background of the study. Past empirical studies on GHRM and firm performance were reviewed thus providing insights on existing answers to the problem. Thus, the researcher was able to make critical assessments and draw similarity and between past researchers.

3.7.2 Primary data

Saunders et al. (2016) defines primary data as a type of data that is collected by researchers directly from main sources through surveys, interviews, observations, etc. This study took place in the form of a survey. Surveys involve reaching a large number of people to answer a set of questions and they are mostly used to assess thoughts, opinions and feelings (Saunders et al., 2016). Thus, the study involved gathering of data from a sample of individuals through their responses to questions. Bryman and Bell (2015) note that primary data is information that the researcher gathers by using interview questionnaires, observation and tests. Primary data was gathered by use of questionnaires.

3.8 RESEARCH INSTRUMENTS

A research instrument is a tool used to collect, measure and analyse data related to the study (Creswell, 2014). Various research instruments are used in the collection of data. Quantitative research uses questionnaires and structured interviews (Rowley, 2014). Qualitative research uses in-depth interview guided, observation guide, and audio-visual material (Bhattacharjee, 2012). The current study employed questionnaire.

The current study used the self-administered questionnaire as the primary data collection instrument. According to Acharya (2010), a questionnaire as a document containing questions and other types of items designed to solicit information

appropriate for analysis. Questionnaires are well known for mitigating 'middle-man' bias. The questionnaire was relatively simple for the researcher to analyse, it limited the apprehensiveness of respondents when self-administered and avoids the elements of researcher intrusiveness of the respondents (Bell et al., 2018).

The use of a questionnaire is appropriate in this study as the study is descriptive in nature, and the data collected may be used to suggest possible reasons for particular relationships sourcing strategies variables and business performance. More so, the questionnaire offered many advantages to the current investigation. Firstly, data was easily gathered from a large number of people (Saunders et al., 2019). The researcher was able to gather voluminous data quickly and the data was presented in a way that it was easy to interpret.

All the constructs were measured by adapting previously published scales. The questionnaire was in three segments. **Segment A** captured information about the respondents, such as information regarding, their organizational tenure, education, age, gender, and length of service in healthcare sector. **Segment B** captured information on independent variable- Green HRM practices while **Segment C** tackled questions on dependent variable- environmental performance. In answering the questionnaire, the respondents were asked to indicate their responses to the questions on a five point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The items used in this study were adapted from different studies (Ahmad, 2015; Mandip, 2012; Masri & Jaroon, 2017; Renwick et al., 2013). The questionnaires was be made up of closed ended questions to facilitate easy statistical analysis of data.

3.9 DATA COLLECTION PROCEDURE

Data collection phase involves the researcher getting into the field to collect data. In this study, online questionnaires were sent to the study participants to complete in their own time. The researcher made follow-ups by calling at different times reminding respondents of the questionnaire (Saunders et al., 2019). Data was collected between August 2023 and October 2023.

3.10 DATA ANALYSIS

The researcher collected data from the respondents and tabulated it by compiling the frequency table in accordance with the Likert-scale. In analysing data, the researcher used both Microsoft Excel and the Statistical Package for the Social Sciences (SPSS) version 26 to facilitate the analysis of quantitative research data. Data was analyzed through descriptive statistical methods with mean, standard deviation, percentage, Pearson correlation coefficient, T-test and regression performed by SPSS. Cronbach's Alpha was used to test the internal consistency of the instrument. Frequencies tables, pie charts, and graphs were used to present data.

3.11 VALIDITY AND RELIABILITY

3.11.1 Validity

Validity is defined as the degree to which a data collection instrument precisely, and accurately measures what it was meant to measure (Creswell, 2017). Cooper and Schindler (2017) defined content validity as a systematic and subjective assessment of how well the content of a scale adequately covers what it is supposed to measure. Bums and Grove (2003) stated that content validity is obtained from three sources: literature, representatives of the relevant populations, and experts. Content validity could also be established in two stages; development and judgment stage. Content validity in judgment stage, professional subjective judgment is required to determine the extent to which the scale was designed to measure a trait of interest. As such, the researcher sought assistance from her supervisor, in order to help improve content validity of the instruments.

The researcher ensured validity by restructuring the research items in simple language and limiting the number of items while ascertaining that they capture the targeted data after piloting. Lastly, in order to guarantee construct validity, the researcher identified a group of measurement items that were proven in previous studies to measure GHRM sub-variables and employee performance. Hence the study adopted the instrument for the study.

3.11.2 Reliability

Reliability is the degree of consistency with which the instrument measures an attribute. According to Saunders et al. (2019) it is concerned with whether or not the questionnaire will produce consistent findings at different times and under different conditions such as with different samples or in the case of an interviewer completed questionnaire, with different interviewers. It further refers to the extent to which independent administration of the same instrument yields the same results under comparable conditions. The less variation the instrument produces in repeated measurements of an attribute the higher the reliability. Reliability analysis was used to assess internal consistency among the variables of the study.

In order to test the reliability of the instrument to be used in the study, the test- retest method was used. The questionnaire was administered twice within an interval of two weeks. The reliability of the study measures was assessed by computing Cronbach's Alpha coefficient for all items in the questionnaire and the overall assessment given. The Cronbach's alpha coefficient ranges between 0 and 1 with higher alpha coefficient values being more reliable. All items that returned a Cronbach's alpha coefficient of 0.7 or more was considered reliable hence fit for the study while a lower coefficient led to checking the questions in the questionnaire and correcting the errors that was discovered, ambiguous questions were made clear. This was done by running the reliability test again until the coefficient was 0.7 and above.

3.12 ETHICAL CONSIDERATIONS

According to Saunders et al. (2019), ethics refers to norms or standards for conduct that distinguish between right and wrong. The following is the explanation of ethical consideration as described by Bell et al. (2018), and this was adhered to strictly in the course of conducting this research.

3.12.1 No harm

All willing research participants were thoroughly informed beforehand that there will be no potential harm from the study. Although there was no harm, research

participants were still given absolute freedom to either share their own narratives or not in whatever way they felt comfortable with. The researcher requested that all the participants should complete a consent form indicating their willingness to be a part of the research process.

3.12.2 Anonymity

In this study, no identifying information was collected and the researcher assured all the participants that effort will be made to ensure that in the final report the data they would have provided will not be traced. The researcher also used numbers, for instance questionnaires were marked like “Q1” to preserve anonymity of study participants. Q1 meant that it’s the first questionnaire to be administered.

3.12.3 Non-disclosure of information agreement

Lastly, the researcher had a non-disclosure of information agreement with the study participants. Information on GHRM practices and employee performance data was to be kept in strict confidence. The researchers assured the participants that all questionnaires will be kept in a lockable safe.

3.13 CHAPTER SUMMARY

Chapter three presented research methodologies that guided data collection and analysis. Research design, target population, sampling, data collection instruments, collection, analysis procedure were addressed in the current chapter. The chapter also highlighted the measures adopted to ensure data quality. The chapter wrapped up with the ethical considerations and measures adopted to improve moral obligations adhered to. The next chapter gives analyses and examines the study's findings.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS, AND DISCUSSION OF FINDINGS

4.0 Introduction

Chapter three covered the research methodology employed for the study. This chapter focuses on the presentation, analysis, and discussion of the study's empirical results. The SPSS Version 26 and Microsoft Excel was used to analyse the research data. The first section covered the questionnaire response rate followed by the reliability of the instrument. Data was analysed in the order of their appearance in the questionnaire that is from section A to section C. The chapter wraps with the chapter summary.

4.1 Questionnaire response rate

The study had a sample size of 354 respondents and 327 questionnaires were returned, yielding a response rate of 92.4 %. This is an acceptable response rate, considering studies of this nature (Saunders et al., 2009). Bryman and Bell (2015) assert that a response rate of 65% is suitable and for a well-designed questionnaires. This implies that meaningful descriptive and inferential analyses can thus be performed.

4.2 Questionnaire reliability

Cronbach's Alpha was calculated to test the internal consistency and reliability of all the variables on the questionnaire in order to determine the truthfulness of the results of the research study. Table 4.1 below shows the results of reliability test of the measurement instrument.

Table 4.1: Questionnaire reliability

Section	Construct	Questions	Alpha Value	Comment
B	Green Human Resources Management	20	0.898	Internally reliable
C	Employee performance	5	0.883	Internally reliable
	Average	25	0.891	Internally reliable

Source: SPSS Output (2023)

The study used the Cronbach's alpha as discussed in section 3.8.1, chapter 3. Table 4.1 illustrates that the alpha coefficient values ranged from 0.883 to 0.898, with an average index above 0.891. The results are supported by Saunders et al. (2019) who put forward that the accepted Cronbach's alpha value for a measurement instrument should be above 0.70. This demonstrated that questionnaire reliability was high and acceptable.

4.3 Demographic data for respondents

The first section solicited for respondents' demographic data. Thus, this section covers results from the first section of the questionnaire.

4.3.1 Gender

The study results reveal that the majority of the respondents were males. This can be considered a true reflection of the population structure of staff concerning gender in the public sector in Harare.

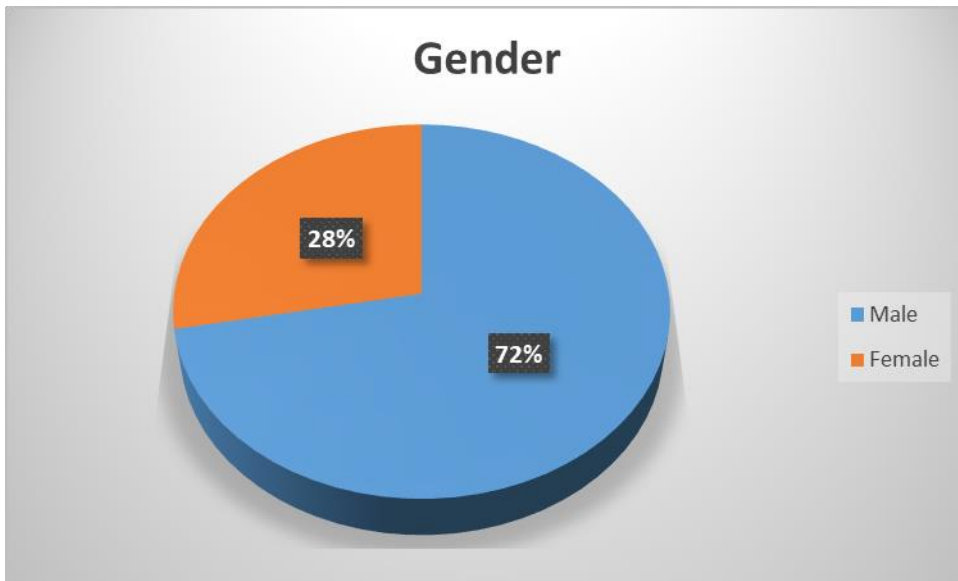


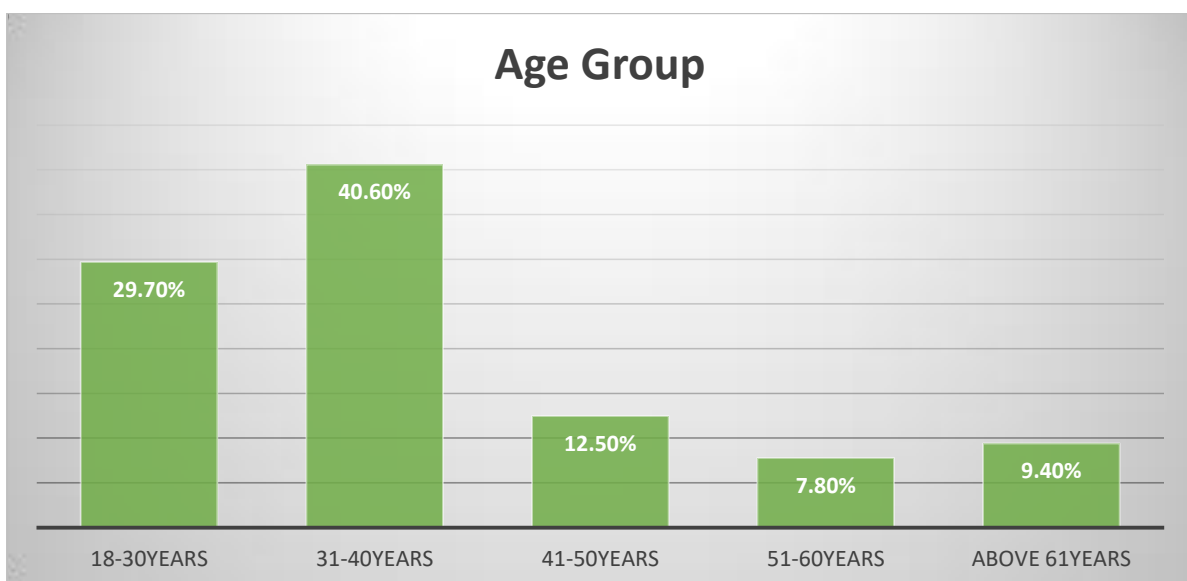
Figure 4.1: Gender distribution

Source: SPSS Output (2023)

The frequency distribution of respondents based on gender shows that 72 % were male whilst 28 % were female. These results illustrate male dominance in the public sector in Harare.

4.3.2 Age

Figure 4.2: Age of respondents

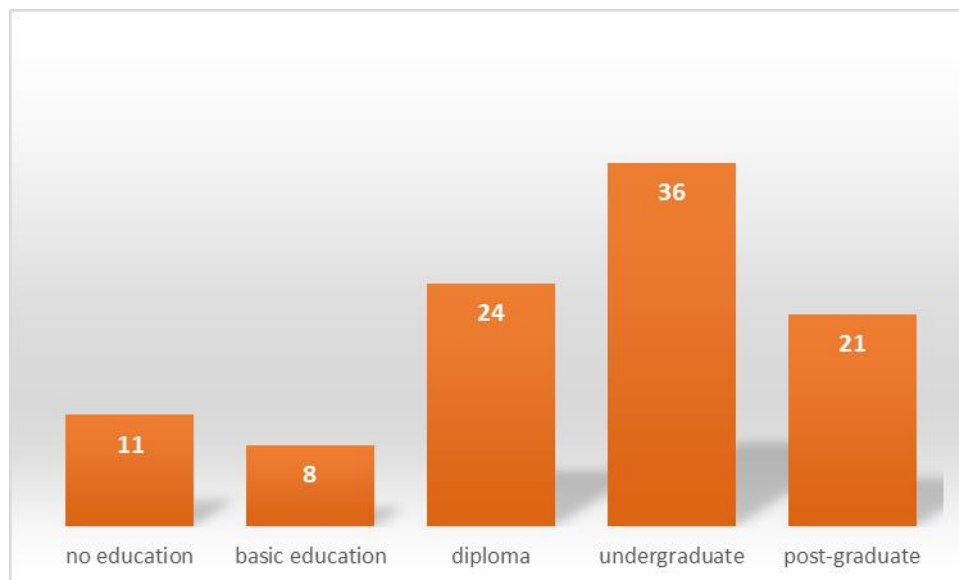


Source: SPSS (2023)

Table 4.2 above shows that most respondents were in the range of 31-40 years (40.60%), followed by the age group 18-30 years (29.70%). In the age group 41-50, there were 12.50% while respondents above 61 years were 9.40%. The results indicated that the age group 51-60 had the lowest number of respondents. The table illustrates that the majority of the study participants are between 31 and 40 years. This could be because this group are the economically active.

4.3.3 Level of education

Figure 4.3: Level of education



Source: SPSS (2023)

Figure 4.3 above illustrates that only 8% had basic education that is Ordinary Levels while 11% had no any form of education. Diploma holders were 24% while 36% had a bachelor's degrees. Twenty-one percent of the respondents had postgraduate certificates. The results shows that 81% of the respondents hold at least a diploma. This high figure is an indication that the majority of the employees are educated.

4.5 Descriptive statistics

4.5.1 GHRM dimensions

This section analyses descriptive data for the four constructs of GHRM. Analysis of data is done using mean, and standard deviation. The combination of mean, and standard provide a clear picture of description of results. Descriptive statistics are presented in the order of the objectives.

4.5.1.1 Green employee empowerment

The second objective sought to examine the influence of green employee empowerment on employee performance. This was done by analyzing the incorporation of green employee empowerment practices in HRM policies and practices. The descriptive results for each items used to measure green employee empowerment are presented in Table 4.2.

Table 4.2: Green employee empowerment

CODE	ITEM	M	SD
GEE1	These values and beliefs manifest as pro-environmental behaviours in an employee's daily tasks.	3.03	1.47
GEE 2	Green HRM practices support the development of the enablers of green organisational culture	3.49	1.92
GEE 3	Empowered managers have employees that can embrace environmental change	3.27	1.65
GEE 4	HR can encourage employees to address environmental problems through mechanisms such as green teams	3.42	1.23
GEE 5	I am someone who likes actively participating in this brand page discussions	3.22	1.52
	OVERALL RATING	3.29	1.53

Source: SPSS Output (2023)

Table 4.8 illustrate that item GEE1 “These values and beliefs manifest as pro-environmental behaviours in an employee’s daily tasks” received the least rating (M = 3.03, SD = 1.47); suggesting that owner/mangers placed the least importance on this aspect. Item GEE2 “Green HRM practices support the development of the enablers of green organisational culture” had the highest score (M = 3.49, SD = 1.92); implying that respondents placed the most importance in this aspect. The overall item mean \pm SD was 3.29 ± 1.53 (somewhat agree) out of a possible score of 5 (strongly disagree). This implies that generally participants agreed that they were environmentally empowered.

Findings illustrate that green employee empowerment includes employee involvement for pursuing green organizational tasks (Longoni et al. 2014). Empowered employees will be more participative and involved in decision-making and will provide more productive outcomes (Sudin 2011).

4.5.1.2 Green performance management

The researcher further explored the extend the organization incorporated green performance management practices in HRM policies and practice, ways of incorporating green performance management practices in HRM and aspects of green performance management practices and environmental sustainability. The descriptive results for each items used to measure Green performance management are presented in Table 4.3.

Table 4.3: Green performance management

CODE	ITEM	M	SD
GPM1	There is incorporation of green performance indicators into performance management system and appraisals.	3.79	1.00
GPM 2	Proper communication of green schemes is done to all levels of staff.	3.84	1.87

GPM 3	Managers set green targets, goals and responsibilities.	3.17	1.27
GPM 4	State corporation has integrated green criteria in appraisals.	3.79	1.08
GPM 5	There are penalties for noncompliance on targets in environmental management.	3.62	1.29
	OVERALL RATING	3.64	1.30

Source: SPSS Output (2023)

The table shows that five items measured green performance management. The findings are illustrate that items GPM1 and GPM4 had the identical mean scores but different standard deviations. Respondents placed more importance on GPM1 “There is incorporation of green performance indicators into performance management system and appraisals” as it attained a rating (M=3.79; SD=1.00) with GPM4 item “State corporation has integrated green criteria in appraisals” getting a rating (M=3.79; SD=1.08). However, their standard deviations differ by 0.08. Item GPM3 “Managers set green targets, goals and responsibilities” had the least rating scoring (M=3.17; SD=1.27) while item GPM2 “Proper communication of green schemes is done to all levels of staff” had the highest rating scoring (M=3.84; SD=1.87). The overall item mean \pm SD was 3.64 \pm 1.31 (somewhat agree) out of a possible score of 5 (strongly disagree). Analysis of whether the organizations incorporated green performance management practice in HRM policies and practices revealed that there was incorporation of green performance management practices in HRM policies and practices. These results indicates that today world-wide environmental performance standards are used to ensure environmental performance (Marcus and Fremeth, 2009). A study by Renwick et al. 2008 supports these findings as they suggest that performance management can be used in green management to provide challenges to measure green performance standards across various units of the firm.

4.5.1.3 Green reward and compensation

The respondents were required to indicate whether the corporation incorporated green reward management in HRM policies and practices. The findings indicated that majority of the respondents agreed that green reward management practice had been incorporated in the HRM policies and practice in the public service sector. The descriptive results for each items used to measure Green reward and compensation are presented in Table 4.4.

Table 4.4: Green reward and compensation

CODE	ITEM	M	SD
GRC1	There are bonuses to employees who accomplish environmental assignments.	4.27	0.98
GRC 2	The corporation recognizes employees who are rated as environmental champions.	4.01	1.29
GRC 3	There is issuance of special leaves and sabbaticals to staff who are environmental champions.	3.73	1.33
GRC 4	The management prefers to customize their compensation package to reflect their environmental goals.	3.54	1.51
GRC 5	There is offering gifts to staff members considered environmental champions.	3.35	1.00
	OVERALL RATING	3.78	1.22

Source: SPSS Output (2023)

Table 4.10 above shows that item GRC1 “There are bonuses to employees who accomplish environmental assignments” was important to respondents as it had the highest rating (M=4.27; SD=0.98). However, participants placed the least significance on item GRC5 aspect of proactiveness “There is offering gifts to staff members considered environmental champions” as it scored (M=3.35; SD=1.00) and

this implies that this element of GHRM was not taken all that seriously. On the other hand, the grand mean \pm SD stood at 3.78 ± 1.22 (agree) out of a possible 5 (strongly agree). This reflects a high level of agreement on green reward and compensation effort by the company. These findings imply that employees reward are aligned with green policies and practices used by the firm. The reward system is designed to produce green initiatives in the workplace, lifestyle and reducing carbon footprints (Pillai & Sivathanu, 2014).

In the context of Green HRM, rewards management practice can be assumed as potential tools for supporting environmental activities in organizations. A study by Garg (2014) investigating the participation of employees in environmental work programs supports these findings as it reveals that reward management practice can be used to make employees undertake responsibility of participating in environmental efforts.

4.5.1.4 Green training and development

The respondents were required to indicate whether green training and development is incorporated in HRM policies and practices in the corporation. The respondents were required to rate various statements on green training and development using a scale of 5-1 (SA=strongly agree, A=Agree, N=Neutral, D=Disagree, SD=Strongly Disagree). The descriptive results for each items used to measure green training and development are presented in Table 4.5.

Table 4.5: Green training and development

CODE	ITEM	M	SD
GTD1	There is training introduced on environmental management & processes/material use.	4.08	0.94
GTD 2	The state corporation conducts environmental management training needs analysis.	3.97	1.06
GTD 3	There is integration of training on instruction and generation of eco-values.	3.86	1.03
GTD 4	There is development of skills and competence of	3.64	1.00

	employee in environmental management.		
GTD 5	Employees are educated about climate change and other environmental issues.	3.52	1.14
	OVERALL RATING	3.77	1.03

Source: SPSS Output (2023)

The study measured green training and development by five items, and their mean scores and standard deviations are as illustrated in the Table 4.11 above. The overall item mean \pm SD was 3.77 ± 1.03 (agree) out of a possible score of 5 (strongly disagree). This is evidence of a high level of agreement to the statements. Items GTD1 “There is training introduced on environmental management & processes/material use” had the greatest mean scores ($M=4.08$; $SD=0.94$) indicating that the study respondents place much significance on this aspect. Item GTD5 “Employees are educated about climate change and other environmental issues.” had the least rating ($M=3.52$; $SD=1.14$). This implies that the respondents placed less importance on this aspect.

Generally, these findings imply that environmental training is a key aspect for successful implementation of the green management system and building of green organizational culture (Teixeira et al., 2012). The findings are evidence that green training and development stands out as one of the most important GHRM practices needed to the success of green management at firms. The study by Jabbour et al. (2010) supports these as they propose the idea that companies which promote novel and effective green management practices always provide a methodological environmental training program to their employees.

4.6 Inferential statistics

The researcher used bivariate regression analysis to assess the strength of the relationship. In addition, multiple regression analysis (MRA) was used to establish the nature of the relationship hence the researcher was able to accept or reject the hypotheses at 5% level of significance. The hypotheses were accepted if the p-value was less than 0.05 and rejected if otherwise.

4.6.1 Linear regression Analysis

The previous section described research data using descriptive statistics. The study sought to establish the effect of GHRM dimensions on employee performance. Thus, the need for inferential statistics to establish the relationship between the dependent and independent constructs of the study. This sections presents the presentation of the regression analysis of the variables.

4.6.1.1 Green employee empowerment and employee performance model Summary

From Table 4.6, An R of 0.723 suggests that there is a moderate positive relationship between green employee empowerment and employee performance. The coefficient of determination (R-squared) of 0.523 illustrates that 52.3 % of and employee performance can be as a result of green employee empowerment.

The adjusted R-square of 0.393 shows that green employee empowerment dimension, excluding the constant variable, explains the change in the employee performance by 39.3 %; the remaining 60.7 % can be due to other factors excluded from the model.

Table 4.6: Green employee empowerment and employee performance model summary

R	R square	Adjusted R square	Standard error	Observations
0.723	0.523	0.393	0.159	327

Source: SPSS Output (2022)

Table 4.7 presents the results of the Analysis of Variance (ANOVA) for the regression coefficients. The results indicated that customer involvement is statistically significant in accounting for the employee performance.

Table 4.7: Green employee empowerment and employee performance ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4.201	1	4.201	8.773	.004
	Residual	67.771	326	0.208		
	Total	77.972	327			
a. Dependent Variable: Environmental performance						
b. Predictors: (Constant), Green employee empowerment						

Source: SPSS Output (2023)

The result of ANOVA for regression coefficient shown in table 4.22 above exhibited (F=8.773, p value = 0.004). Since the p-value is less than 0.05 it implies that the relationship between green employee empowerment and employee performance is significant.

The linear regression results shows that green employee empowerment has a strong positive relationship with employee performance. This means that an increase in employee empowerment practice leads to an increase in green performance. Previous research, Mawla (2018) empirically examined the part of GHRM regarding the outcomes and performance of manufacturing industries. It was observed that practices regarding GHRM are in spot and they play their part in grabbing more educated and knowledgeable applicants. Aboramadan (2020) empirically examined the impact of Green HR Management on employee performance in higher education. Green HRM was the independent variable while environmental performance was used as the dependent variable.

4.6.1.2 Green performance management and employee performance model Summary

Table 4.8 shows an R of 0.512 implying that there is strong and positive relationship between the performance management and employee performance. The table

further shows an R-squared of 0.262 illustrating that 26.2% of the employee can be explained by the green performance management dimension of GHRM.

The adjusted R-square of 0.151 shows that the green performance management dimension of GHRM, excluding the constant variable, explains the change in the employee I performance by 15.1 %; the remaining 84.9 % can be explained by other factors excluded from the model.

Table 4.8: Green performance management and employee performance model summary

R	R square	Adjusted R square	Standard error	Observations
0.512	0.262	0.151	0.49	327

Source: SPSS Output (2023)

Table 4.9 below illustrate the ANOVA results for regression coefficients. The results revealed that green performance management is statistically insignificant in accounting for employee performance.

Table 4.9: Green performance management and employee performance ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	8.108	1	8.108	20.182	.000
	Residual	57.778	326	0.1772		
	Total	124.979	327			
a. Dependent Variable: Environmental performance						
b. Predictors: (Constant), Green performance management						

Source: SPSS Output (2023)

Table 4.9 shows that green performance management dimension is statistically significant in explaining employee performance. An F statistics of (20.082) shows that the model is significant. The probability value of (0.000) supports this. Furthermore, the results of ANOVA shows that the reported probability of (0.000) is less than the conventional of (0.005) implying that the model is significant.

The results show that Green Performance Management plays an important part in promoting sustainable employee performance. The process in which employees are elicited to increase and strengthen their organizational and professional abilities to obtain the organizational objectives and goals in a better and efficient way is known as Green performance Management. (Debarun Chakraborty, Wendrila Biswas, 2020) stated the importance of Green HRM practices within the context of green performance management which had been helpful in conducting out the Capabilities and proficiencies of workers or employees, improved employee implementation of green management principles, a natural environment in the workplace and authentic deliberated performance of the organizations.

4.6.1.3 Green reward and compensation and employee performance model Summary

Table 4.10 shows the regression results of the relationship between green reward and compensation and employee performance. The table illustrates an R of 0.705 suggests that there is a strong positive relationship between the variables of the study. The study results showed a coefficient of determination of 0.497 illustrating that 49.7 % of employee performance can be explained by the green reward and compensation dimension of GHRM.

The adjusted R-square of 0.336 shows that Green reward and compensation explains the change in the employee performance by 33.6 %; the remaining 66.4 % is explained by other factors

Table 4.10: Green reward and compensation and employee performance model summary

R	R square	Adjusted R square	Standard error	Observations
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0.705	0.497	0.336	0.61	327
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Source: SPSS Output (2023)

Table 4.11 shows the ANOVA results for the regression coefficients. The results shows that green reward and compensation dimension is statistically significant in accounting for environmental performance.

Table 4.12: Green reward and compensation and employee performance ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3.178	1	3.178	8.847	.005
	Residual	58.871	326	0.181		
	Total	124.979	327			
a. Dependent Variable: Environmental performance						
b. Predictors: (Constant), Green reward and compensation						

Source: SPSS Output (2023)

Table 4.12 shows that there is a significant relationship between green reward and compensation and employee performance ($F=8.847$, p value =0.005) and at least the slope (β coefficient) is not zero. Thus, it confirms that the model is valid.

The linear regression model results shows that firm green reward and compensation is a strong predictor of employee performance ($r=0.705$). These results are compatible with literature that notes that reward packages should be customized to reward green skills acquisition and achievements by employees. Reward management practices are the major HRM processes through which employees are rewarded for their effort. For eco-initiatives, Green Rewards & Compensation have a positive and significant effect on employee's satisfaction. (Renwick et al, 2013). The recognition on the basis of environmental sustainability and the usage of rewards impacted positively on the encouragement and motivation of workers to demonstrate green imitative.

4.6.1.4 Green training and development and employee performance model Summary

From Table 4.13, An R of 0.879 implies that there is a strong positive relationship between green training and development and employee performance. The coefficient of determination (R-squared) of 0.772 illustrates that 77.2% of employee performance can be explained by green training and development.

The adjusted R-square of 0.433 indicates that the green training and development dimension, explains the change in the employee performance by 43.3 %; while the remaining 56.7 % is explained by other factors excluded from the model.

Table 4.13: Green training and development and employee performance model summary

R	R square	Adjusted R square	Standard error	Observations
0.879	0.772	0.433	0.35	327

Source: SPSS Output (2023)

Table 4.14 shows the ANOVA results for regression coefficients. The results illustrate that green training and development dimension is statistically significant in accounting for employee performance.

Table 4.14: Green training and development and employee performance ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	6.548	1	6.548	18.637	.000
	Residual	57.871	326	0.635		
	Total	64.419	327			
a. Dependent Variable: Environmental performance						
b. Predictors: (Constant), Green training and development						

Source: SPSS Output (2023)

An F statistics of (18.637) indicate that the model is significant. This was supported by a probability value of (0.000). ANOVA revealed that the overall model is a significant predictor of the employee performance.

These results suggests that green training and development has a positive and significant impact on the employee performance. The findings are consistent with other empirical findings. Training programs regarding sustainable environment to increase the awareness are crucial as highly skilled labors can be engaged in environmental friendly behavior (Syed et al.,2021)

Mohammed and Ababneh (2020) empirically established how GHRM practices affect environmental and performance from 403 participants who are full time employee in Jordan's four and five star hotels. The research showed real findings stipulating that training enhances environmental performance. Wang et al. (2021) conducted a study to establish the influence if GHRM on environmental performance Details were obtained from 228 participants through electronic questionnaire. The study recommended that respective training regarded green environment must be delivered for workers to promote their practical operation ability and environment awareness..

4.6.2 Multiple regression analysis (MRA)

Multiple regression analysis is conducted when two or more independent variables are examined to determine which ones are good predictors of the outcome variables (Saunders et al., 2016). The researcher used this technique as the use of several predictor variables to influence a single outcome variable improved the predictive power of the technique if compared with linear regression (Cooper and Schindler, 2014). The results of multiple regression analysis is shown in Table 4.15 below.

Table 4.15 above shows the analysis of variance. Analysis of variance (ANOVA) was done to ascertain the appropriateness of the model used. The ANOVA table shows that the F-ratio (**F=3,842 p=.035**) was statistically significant. This means that the model used was appropriate and the relationship of the variables shown could not have occurred by chance.

Table 4.15: Multiple Linear Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.092	1.097		-.022	.983
	Green employee empowerment	.560	.161	.300	1.681	.091
	Green training and development	.522	.285	.327	1.329	.083
	Green reward and compensation	.391	.156	.201	1.091	.217
	Green performance management	.237	.169	.437	2.515	.032

a. Dependent Variable: Employee performance

Source: Primary data (2023)

Table 4.15 above shows the coefficients of determination. The estimated coefficients illustrate the input of the independent variables (GHRM practices) to the change in the dependent variable (Employee performance).

The results on table 4.6 above show a positive and significant relationship between green employee empowerment and employee performance (Beta =0.560, Alpha =0.005). Green training and development has a positive coefficient of 0.522 and is

significant at 5% in explaining employee performance, as shown by the P-value of 0.83. Furthermore, green reward and compensation has a positive coefficient of 0.391 and is significant at 5% in explaining employee performance, as shown by the P-value of 0.380. The positive coefficient show that one unit change in customer attention results in 0.391 units increase in employee performance. Lastly, green performance management has a positive coefficient of 0.237 and is insignificant at 5% in explaining employee performance, as shown by the P-value of 0.032. The positive coefficient show that one unit change in green performance management results in 0.237 units increase in employee performance.

By substituting co-efficient in the regression equation we can predict customer loyalty when independent variables are changed.

$$\text{Employee performance} = -0.92 + 0.560X_1 + 0.391X_2 + 0.391X_3 + 0.237X_4 + \varepsilon$$

The beta Coefficients in the regression shows that all of the tested variables had positive relationship with employee performance. The findings show that all the four variables tested were statistically significant with positive beta coefficients. The results show that GHRM practices positively influences employee performance. There is a positive relationship between the GHRM practices and employee performance. This means that when appropriate green human resource management practices are established, an organization better manages their environmental issues. Respondents from the study generally had the opinion that green human resource management practices influence employee performance.

4.6 Chapter Summary

This chapter has presented the analysis and interpretation of the research results based on a quantitative analysis of the data. Quantitative data were analysed using both descriptive and inferential statistics. Data were presented using graphs, tables, and pie charts. Descriptive statistics covered percentages, mean and the standard deviation while inferential statistics included correlation coefficient, ANOVA. Data were presented in their order as illustrated in the questionnaire. Chapter five presents the summary of the study, conclusions and recommendations.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

In chapter four, the research results were analyzed and discussed thoroughly. The current chapter, chapter five offers the summary of the whole study, conclusions. More so, recommendations are given based upon the findings of the study. Lastly limitations of the study and areas for further studies are given.

5.1 Research objectives

The primary objective of the study is to determine the effect of green human resources practices on the performance of the public sector employees in Harare. The study seeks to achieve the following secondary objectives:

- To determine the impact green employee empowerment on the performance of the public sector employees in Harare.
- To examine the influence of green performance management on the performance of the public sector employees in Harare.
- To investigate the impact of green reward and compensation on the performance of the public sector employees in Harare.
- To establish the effect of green training and development on the performance of the public sector employees in Harare.

5.2 Summary of the study

To determine the effect of team effectiveness on perceived organisational performance in City of Harare. The study had five chapters which are: **Chapter one** set the background to the study. Aspects such as the justification of the study, problem statement, research objectives, conceptual framework, and research hypotheses are given. Furthermore, the significance of the study, research

delimitations, assumptions, and definition of key terms will be presented. **Chapter two** of the study covered the literature review that is theoretical framework and empirical evidence. The main objective of chapter two was to identify knowledge gaps within the available literature on the GHRM and employee performance.

Chapter three presented the research methodologies that guided data collection and analysis in the investigations done. The chapter covered the research design, the sampling methods as well as their justifications in the study. The researcher adopted quantitative approaches for data analysis. **Chapter four** covered the results of the study. Findings of the study were also discussed in chapter four. The discussion was based on the objectives of the study and the set of hypotheses. **Chapter five** presents the summary, conclusions of the study and wraps with the recommendations and the limitations of the study and areas for further studies.

The overall objective of the study was to evaluate the influence of green human resource management practices on employee performance. Green human resource management practices were found to have a positive and significant influence on employee performance as indicated by the coefficients of correlation.

5.3 Conclusions

5.3.1 Research hypothesis one

The first hypothesis of the study was green employee empowerment on the performance of the public sector employees in Harare. The hypothesis was tested, and green employee empowerment was found to have a significant statistical influence on environmental performance. Therefore it was concluded that green employee empowerment were statistically significant in explaining employee performance at ninety five percent confidence level. This is in corroboration with the RBV theory which advocates for developing internal resources through bringing on board the best employees who will be a source of competitive advantage to the enterprises.

5.3.2 Research hypothesis two

The second hypothesis of the study was green performance management practice has no significant influence on employee performance. The hypothesis was tested, and green performance management was found to have a significant statistical influence on employee performance. Therefore it was concluded that green performance management was statistically significant in explaining employee performance at ninety five percent confidence level. ISO 14001 is applicable in that green performance management is important as it allows for the effectiveness of the EMS to be analyzed in line with the performance of individuals and teams taking up environmental responsibilities. The public service can serve as a guide to the expected environmental standards and evaluation of employee performance can be based on how well they have adhered to the environmental standards stipulated in the charter.

5.3.3 Research hypothesis three

The third hypothesis of the study was green reward management has a significant influence on employee performance. The hypothesis was tested, and green reward management practice was found to have a significant statistical influence on employee performance. Therefore it was concluded that green reward management practice was statistically significant in explaining employee performance at ninety five percent confidence level. Employees also reciprocate by performing desired behaviors when reward is used as a side bet as suggested by the social exchange theory.

5.3.4 Research hypothesis four:

The second hypothesis of the study was green training and development has a significant influence on employee performance. The hypothesis was tested, and training and development was found to have a significant statistical influence on employee performance. Therefore it was concluded that green training and development were statistically significant in explaining employee performance at

ninety five percent confidence level. ISO 14001 management systems model proposes that training be offered at the implementation level to ensure that all employees understand all the environmental issues of the organization.

5.4 Recommendations

Basing on the study the following recommendations can be made:

- This is to recommend that employee empowerment should be replaced by green employee empowerment in organizations, because now firms are picking steps to integrate Green HR management in their regular elemental functions. In organizations, managers or leaders should motivate and empowered employees towards green competencies as empowered and motivated employee is more efficient and can perform better than non-empowered employee. It is also suggested the designation of tall and hierarchical structure should be avoided in the team to create a healthy work environment and strengthen employee engagement.
- The study recommends that companies should emphasize on the practices which when implemented enhance employee performance. Therefore since green reward influence employee performance in the positive direction, the study recommends that the company should focus more on rewarding employees with intentions to make them be more environmental conscious. Rewards could also be used as a way of compensation for work done so that rewards are given to any employee in the organization who performs well.
- The study also recommends that companies in Zimbabwe to adopt green performance management practices since they enhance employee performance. This can be done by integrating green criteria in staff appraisals, having penalties for targets not met and this can be done through pay cuts. The organization should have proper communication of green schemes across the organization. This is important as it ensures that every employee is informed of the expected standards of performance.
- Lastly, it is also recommended to organizations to arrange green training & development programs for employees as this is very crucial to make their

behavior green. Hence, it refines and enhances the abilities and skills of an employee to cope with several environmental problems. Green training & development activities make workers aware of different perspectives, worth and usefulness of environmental management. Training and development sessions can broaden the view of employees towards the importance of Green HRM practices.

5.6 Limitations of the study and areas for further studies

The study has made a lot of positive contributions to concerned stakeholders but has got three main shortcomings. These limitations can be researched for future studies. The first limitation is that the study was limited to the public service sector in Harare. The sample belonged to employees working in one sector. Therefore, it may not be generalizable to the many civil servants in Zimbabwe. Secondly, the study used only questionnaires with closed ended questions. The use of the questionnaire did not allow the participants to give their insights or recommendations. Future researchers need to include interviews in data gathering. Thirdly, the study used only a quantitative approach, meanwhile, both qualitative and quantitative techniques can be used in future studies. Lastly, the study adopted a cross sectional research design. That is, it only investigated the relationship between the GHRM practices and employee performance after their actions rather than before and after. Thus, longitudinal research may offer greater insights into the relationship over an extended period of time like ten years. Future researchers need to conduct comparative studies to see the employee performance before and after GHRM was provided. For data collection, quantitative approach was used. It is assumed that if qualitative approach is used for future research, it will be fruitful to find new strategies in order to improve employees' performance and organisational productivity. The study concentrated on four green human resource management practices that included green employee empowerment practice, green training and development practice, green reward and compensation practice and green performance management practice. Future researchers need to consider other GHRM practices.

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Appendices 1: Letter to respondents



Dear Respondent,

My name is **David Chauke** and I am a student at the Great Zimbabwe University (GZU). I am required to carry out a study in a business related field. So I am kindly asking for your participation through completing this questionnaire. The findings of this research will be confidential and used for academic purposes only. My study topic is **“THE EFFECT OF GREEN HUMAN RESOURCES PRACTICES ON THE PERFORMANCE OF THE PUBLIC SECTOR EMPLOYEES IN HARARE”**

Yours Sincerely

David Chauke

Appendices II: Questionnaire to respondents

This questionnaire is divided into four sections that is Section A, Section B, and Section C. On average it will take 15 to 20 minutes to answer this questionnaire. The information gathered will be used for academic purposes and also do not provide your name on this questionnaire. This is a measure to ensure that the opinions you express as part of this research are confidential.

General Instructions

1. Place ticks in the boxes or spaces provided to indicate your response. You can also write where the spaces are provided.
2. Be free to express your sincere views as this survey is for academic purposes. There are no wrong or right answers.

SECTION A: DEMOGRAPHIC INFORMATION

This section requires you to put an 'X' in the appropriate box.

A1	Gender	Male	1	Female	
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A2	Age	Below 30	31-50	More than 50

A3	Level of Education	Postgraduate	Undergraduate	Diploma	O level	No education

A4	Years of	1-5	6-9	10-15	16-19	Above
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	service					20

SECTION B: GREEN HUMAN RESOURCES MANAGEMENT

Please indicate how much you agree or disagree with each of the following statements.

GREEN HUMAN RESOURCES MANAGEMENT		Strongly	Disagree	Undecided	Agree	Strongly agree
	green employee empowerment	RESPONSES				
GEE1	These values and beliefs manifest as pro-environmental behaviours in an employee’s daily tasks.					
GEE 2	Green HRM practices support the development of the enablers of green organisational culture.					
GEE 3	Empowered managers have employees that can embrace environmental change					
GEE 4	HR can encourage employees to address environmental problems through mechanisms such as green teams					
GEE 5	I am someone who likes actively participating in this brand page discussions					
	Green performance management					
GPM1	There is incorporation of green performance indicators into performance management					

	system and appraisals.					
GPM 2	Proper communication of green schemes is done to all levels of staff.					
GPM 3	Managers set green targets, goals and responsibilities.					
GPM 4	State corporation has integrated green criteria in appraisals.					
GPM 5	There are penalties for noncompliance on targets in environmental management.					
	Green reward and compensation					
GRC1	There are bonuses to employees who accomplish environmental assignments.					
GRC 2	The corporation recognizes employees who are rated as environmental champions.					
GRC 3	There is issuance of special leaves and sabbaticals to staff who are environmental champions.					
GRC 4	The management prefers to customize their compensation package to reflect their environmental goals.					
GRC 5	There is offering gifts to staff members considered environmental champions.					
	Green training and development					
GTD1	There is training introduced on environmental management & processes/material use.					
GTD 2	The state corporation conducts environmental management training needs analysis.					
GTD 3	There is integration of training on instruction and generation of eco-values.					

GTD 4	There is development of skills and competence of employee in environmental management.					
GTD 5	Employees are educated about climate change and other environmental issues.					

SECTION C: Employee performance

Please indicate how much you agree or disagree with each of the following statements. Please tick your most appropriate on the Likert's 5- point scale as indicated below, where 1= Strongly disagree and 5 = Strongly agree.

		Strongly disagree	Disagree	Undecided	Agree	Strongly agree
EP1	There has been improved employee productivity over past 3 years	RESPONSES				
EP2	There has been improved employee satisfaction over the past 3 years					
EP3	There has been reduced wastage					
EP4	There has been reduced staff turnover					
EP5	There has been improved commitment amongst employees.					
EP1	There has been improved employee productivity over past 3 years					

THANK YOU