Effect of employee training, career development and job security on the performance of the small-scale mining sector in Zimbabwe.

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Abstract

Globally, the mining sector plays a major role in the development of economies through foreign exchange, employment opportunities and supporting the country's infrastructure development and Gross Domestic Product. The current study investigates the effect of human resource framework factors (employee training, career development, employee job security) on the performance of the small-scale gold mining sector. In Zimbabwe's Mashonaland West Province, a cross-sectional survey of 210 randomly selected workers from small-scale gold mining sector was conducted between April and June 2023. the study adopted positivism philosophy and quantitative approach. The study is underpinned by the Bandura's social learning theory and the Behaviourist theory. Data was analysed using structural equation modelling and presented in tables. The study findings show a correlation between human resources framework factors (employee training, career development, employee job security) and improved organisational performance. Studies focusing on human resource framework factors on the influence of organisational performance are scarce especially within the mining industry in the Sub-Saharan nations like Zimbabwe where the majority of the small-scale gold miners are informal. Thus, the current study was conducted to further the corpus of knowledge in the business management domain. Moreover, studies of this nature are imperative as they provide fresh insights and validate extant knowledge on human resource framework factors and organisational performance within the mining industry.

Key Words: career development, employee training, job security, organisational performance, small-scale mining, Zimbabwe

Introduction

Globally, the mining sector plays a major role in the development of many economies through foreign exchange, employment opportunities and supporting the country's infrastructure development and Gross Domestic Product (GDP) (Singo et al., 2022; Zvarivadza, 2018). In Zimbabwe, over 500,000 people are involved in Artisanal and Small-Scale Mining (Nyavaya, 2021). The majority of such businesses are informal and some are in the process of registering their businesses. Employees within the small-scale gold mining organisations in Zimbabwe are facing challenges which include lack of career progression, promotions and rewards for outstanding work, unfavourable working conditions, uncompetitive salaries, lack of proper health and safety facilities and absence of reasonable welfare packages, among others (Mkodzongi & Spiegel, 2019; Munyoro et al., 2017; Nyavaya, 2021). Hence, the study sought to answer the following question in trying to close the knowledge gap: "What is the effect of employee training, career development and job security on the performance of small-scale gold miners?" Employees within small-scale gold mining companies continue to switch employers searching for better conditions of service yet the conditions are more or less the same across the sector. The Ministry of Mines and Mining Development of the Zimbabwean government has attempted to formalise artisanal and small-scale mining in an attempt to regulate small scale mining activities and conditions of service for small-scale mining employees but it seems difficult to implement the policy. Employees in the small-scale mining sector in Zimbabwe are exposed to multiple health risk hazards (Masiya et al., 2012). Additionally, there are no occupational health and safety regulations in Zimbabwe for small-scale miners to avoid, monitor, and mitigate workplace dangers (Nyavaya, 2021). Since mining is a high-risk industry, robust control measures are needed to safeguard the health of workers (Government of Zimbabwe, 1990; International Labour Organisation; 2015; Nyavaya et al., 2021; Singo et al., 2022). To date, no single small-scale gold mining organisation in Zimbabwe has any risk mitigating framework or human resource framework to guide employees' welfare (Mapira, 2017; Singo et al., 2022). Moreover, Zimbabwean small-scale gold miners are subjected to risky working conditions such as pollution (Mapira, 2017; Ralph et al., 2018). Numerous issues within the mining industry were observed in studies on Artisanal and Small-Scale Mining, including hazardous mining pits, a lack of personal protective equipment (PPE) use, a lack of safe drinking water and restrooms, inadequate hygiene, and ineffective waste management, among others (Mawowa, 2013; Ramatsetse et al., 2019). Also, previous studies focused on employee performance rather than organisational performance (Febrianti et al., 2020; Yandi & Havidz, 2022). Similarly, a few studies that focused on organisational performance were not

closely linked to the current study variables but to wider human resources issues (Akoi & Yesiltas, 2020; Sunahwati et al., 2019). There is therefore a need for a study that closes this knowledge gap. Hence, this study seeks to suggest ways to improve the performance of small-scale gold mining companies through the implementation of a human resources framework, which addresses the employee issues such as employee training, career development and employee job security.

Theoretical Literature

Theories underpinning the study

The current study is underpinned by Bandura's Social Learning Theory and the Behaviourist theory. The impact of outcome and self-efficacy expectations on individual performance is explained by Bandura's Social Learning Theory (Bandura & Hall, 2018). The theory assumes that an individual lacks motivation to act or perform unless they feel they may achieve desired results via their efforts. Self-efficacy can also be used to predict training programme performance (Jain & Sullivan, 2020). Self-efficacy is directly related to programme success in the human resources field. Employees are less likely to try to boost organisational performance if they have low self-efficacy expectations. Since worker circumstances might affect organisational effectiveness, the current study aimed to enhance them. The Behaviourist approach assumes that training is a combination of favourable and unfavourable factors that lead to a change in conduct (Harasim, 2017). This idea is connected to behaviour and particular work settings and results from the perspective of the organisational environment, where HRM initiated training takes place. Therefore, behaviourism may be applied in task-oriented HRM procedures in the mining industry where employees' success or failure in putting newly acquired skills into practice may be judged. These theories have been used by previous scholars (Bandura & Hall, 2018; Harasim, 2017; Jain & Sullivan, 2020).

Small-Scale Mining

Small-scale mining is characterised by primitive and subpar mining practices with either no or very little control over dangers (Nyavaya, 2021). Artisanal and small-scale gold miners have limited awareness of health and safety (Singo et al., 2022). Underground mining, lengthy workdays, and worker violence are characteristics of small-scale mining (Ramatsetse et al., 2019). Increased occupational injuries and deaths are a sign of improper implementation of the hierarchy of controls (Mkodzongi & Spiegel, 2019). This is due to lack or absence of proper human resource framework among the artisanal and small-scale gold miners (Mawowa, 2013).

Since most of these miners lack collateral security, finance is also a problem (Munyoro et al., 2017). Accordingly, a shortage of finance is reducing output levels while also raising threats to the personal safety and health of the miners and the environment (Singo et al., 2022).

Employee training

According to Garavan et al. (2021) training is a methodical process to increase a worker's competency, ability and knowledge necessary for successful job performance. Mkodzongi and Spiegel (2019) also define training as a planned intervention meant to improve certain aspects of a person's ability to execute their profession. Additionally, training focuses on enhancing the abilities that appear to be essential for achieving organisational goals (Ogbu et al., 2017). Guerrazzi (2016) define training as the process of enhancing a person's current talents, knowledge, exposure and skills. Saleem and Mehwish (2011) assert that training is an organised expansion of the knowledge, abilities and feelings required for employees to perform well in the given procedures as well as to function in subordinate situations. Employee training is defined in this research as a systematic procedure to improve employees' skill, knowledge, capacity, and competency in order for them to do their jobs successfully and uphold the required performance standards.

The goal of efficient training initiatives is to raise employees' productivity. The performance of businesses may be improved by training in a variety of activities (Guerrazzi, 2016; Nguyen, 2019). Without adequate training, both new and experienced personnel lack the knowledge and skill sets required to execute their responsibilities to the best of their abilities (Wulandari and Indartono, 2021). Proper training tends to help employees stay on the job longer than inadequate training does (Garavan et al., 2021). Effective training initiatives aid in creating a more supportive atmosphere for learning for the workforce and prepare them to deal with impending problems more quickly and successfully (Burgess et al., 2020). Managers are involved in creating successful training programmes for their staff in order to increase their capacity and give them the information, skills, and talents they need to accomplish organisational objectives (Wulandari & Indartono, 2021). Additionally, training improves the ability of talented workers to be retained (Ogbu et al., 2017). Training employees demonstrates the company's long-term dedication to its employees and raises staff motivation levels (Garavan et al., 2021). All of these contributions help organisations gain a competitive edge over their rivals (Burgess et al., 2020), improve employee productivity, and increase organisational output (Hassan et al., 2019).

Career Development

According to Napitupulu et al. (2017), career development is described as an organization's continual, formalised effort to grow and enhance its human resources in light of the demands of both the employees and the establishment. Febrianti et al. (2020) define career development as matching up the requirements, personality traits, and professional roles of an individual with those of the organisation in order to discover a fit between the two. Nasution et al. (2018) also posit that career development is a shared responsibility that depends on the requirements and conditions of both individuals and organisations. By creating an individual learning strategy to help them reach their potential and meet the organisation's goal, workers strategically investigate, plan and shape their future at work through the career development process (Nguyen, 2019). Career development begins with employee orientation and continues throughout a person's working life through on-the-job training, experience, short courses, professional courses, postgraduate degrees, or certificates (Nguyen, 2019). This research defines career development as a continuous, formalised effort by a small-scale gold mining company that focuses on growing and enhancing the company's human resources in light of the needs of both the employees and the company.

Nkechi and Dialoke (2017) and Okurame (2012) postulate that career development is frequently utilised to bridge the performance gap between present performance and anticipated future performance. Numerous personnel in numerous firms have received training, yet there is no sign of their careers progressing (Nkechi and Dialoke, 2017). Chetana and Mohapatra (2017) posit that career development possibilities have a significant role in determining the connections between employees and organisations. As a result, an organization's activities place a high value on staff development, which is also linked to business performance (Napitupulu et al., 2017). The needs of both the company and the individual are met through career development that addresses the development of people at various career stages (Nkechi and Dialoke, 2017). According to Okurame (2012), an organisation uses a variety of activities, techniques, and programmes to chart the careers of its employees. These efforts are crucial to preserving the equilibrium between employees' needs for job security, advancement, and development and those of the organisation, which include employee loyalty, trust, and commitment (Chetana & Mohapatra, 2017).

Job Security

Febrianti et al. (2020) define job security as the concern a person has of losing their work and going without a job. A secure employment for an employee is one in which they can work there for as long as they like without feeling threatened or having any reasons, either objective or subjective, to think they would lose their job (Vijayan, 2017). Nella et al. (2015) suggest that job stability is a critical component that influences employees' motivation and psychological well-being. When a person believes that they are secure or safe in whatever activity they are involved in, it provides a sense of contentment and fulfilment (Abolade, 2018). Job security is described as a fantastic motivator that helps an individual to go on in life. This research defines employee job security as the fear of losing one's job and going without a job.

Job security that ensures peace of mind is the most crucial requirement for an employee in a working relationship (Selenko et al., 2017). Employee organisational satisfaction and level of commitment are strongly influenced by job security (Abolade, 2018). An employee will undoubtedly put in more effort if they are confident that they will not be fired from the company any time soon (Selenko et al., 2017). In fact, he or she will want to repay by contributing more to the organisation, which action will raise his level of pleasure as well (Nasution et al., 2018). Employees expect financial stability from their employer, and if this is not provided, an organisation risks losing its human resource (Febrianti et al., 2020). Employees instantly begin to display a good attitude when an organisation ensures job security and organisational justice, and this positive attitude is highly important to the organisation since it eventually increases organisational performance (Adeniji et al., 2019).

Organisational performance

The examination of an organisation's performance in relation to its aims and objectives is known as organisational performance (Rostami et al., 2015). Additionally, organisational performance relates to how well a company is performing in terms of profitability, return on investment, staff retention, and having a positive reputation in its host community (Ramatsetse et al., 2019). Similar to personal performance, organisational performance may be seen as the accomplishment of goals that were established at the beginning of a business year or quarterly, depending on the kind of activities undertaken (Wylie, 2015). According to this study, organisational performance refers to how well a business performs in terms of producing gold, making a profit, getting a return on investment, keeping employees, and maintaining a good reputation in the community where it is based.

Organisational performance is a crucial problem for many working managers and may be considered as one of the markers of a company's success (Ramatsetse et al., 2019). Organisations have created a variety of metrics for monitoring their success, (Akoi & Yesiltas, 2020). Because increasing profit margins is every business' top priority, the majority of companies measure their performance in terms of net profit, revenue, sales growth, staff size, physical expansion, or increased market share. Management must focus on employee motivation, contentment and work ethics in order to achieve a successful performance (Rostami et al., 2015). In general, it is impossible to isolate the performance of the firm from that of its personnel (Salleh et al., 2020). Since there is a strong correlation between individual performance and organisational performance, a company's goals will be realised through the efforts of its employees (Rostami et al., 2015).

Empirical Literature and Research Hypotheses Development

Employee training and organisational performance

Literature confirms a general relationship between employee training and organisational performance (Garavan et al., 2021; Ogbu et al., 2017; Wulandari & Indartono, 2021). Salleh et al. (2020) established that training policy positively correlates with organisational performance. Similarly, Ogbu et al. (2017) in Nigeria conducted research on staff training and organisational performance and discovered a substantial positive association between the two variables. Guerrazzi (2016) studied how training affects the productivity of Italian businesses and found that training, on-the-job training, training design, and training delivery methods, all significantly affect organisational performance. Additionally, Garavan et al. (2021) investigated the impact of staff training on the perceived organisational performance and discovered a reasonably good correlation between the two variables. In order to further explore the impact of staff training on organisational performance, the current study focused on small-scale miners in Zimbabwe, where the bulk of these firms operate informally. Based on arguments raised above, it can be proposed that:

H1: Employee training has a positive effect on the performance of organisations within the small-scale mining sector

Career development and organisational performance

There is a general consensus in literature that career development influences organisational performance (Febrianti *et al*., 2020; Kiran *et al*., 2019; Rehman, 2017; Saina et al., 2015). In

Nigeria, Adeniji et al. (2019) conducted research on the competency model for tracking organisational progress and career development in the health industry. The findings of the study show that career development initiatives have a substantial impact on organisational growth. It has been proven that career development strategies contribute to corporate success. Additionally, Nkechi and Dialoke (2017) examined the impact of career development on employees' performance and found that it had a favourable impact on both employee and organisational performance. Similarly, Jain and Sullivan (2020) investigated how careerism relates to organisational commitment, satisfaction and performance. They found that career development has a positive and substantial impact on organisational performance. Ogueyungbo (2019) looked at how training and career development affected employee performance and found that both employee and organisational performance are significantly impacted by career development. However, the majority of these earlier researches concentrated on formal organisations with long-term employment contracts with employees. The current study was conducted in order to help build a career development policy that includes employees working in the informal sector. Based on the aforementioned justifications, it may be assumed that:

H2: Career development has a positive effect on the performance of organisations within the small-scale mining sector

Employee job security and organisational performance

There is evidence in extant literature that job security correlates with organisational success (Imran et al., 2015; Nasution et al., 2018; Selenko et al., 2017). Abolade (2018) studied the effects of staff turnover and job insecurity on organisational effectiveness. Furthermore, Chirumbolo and Areni (2005) investigated the impact of job uncertainty on absenteeism and work performance and found that it had a detrimental effect on both. It was concluded that job instability has a considerable influence on employee happiness and a collateral impact on how an organisation is considered to be doing. Imran et al. (2015) studied the relationship between organisational justice, job security, and work happiness and productivity. They found that these factors, as well as job satisfaction, might contribute to lower productivity within an organisation. These earlier researches neglected employee security and yet the majority of workers in the small-scale mining sector are not secure. Based on the foregoing discussion, it can be hypothesized that:

H3: Employee job security has a positive effect on the performance of organisations within the small-scale mining sector

Based on the above hypotheses, a conceptual framework is proposed in Figure 1.

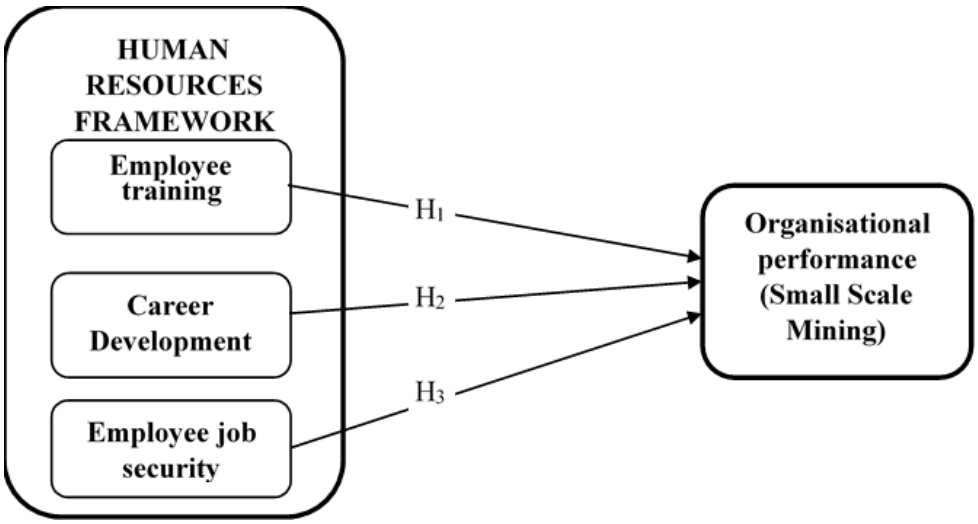

Figure 1: Conceptual framework (Adapted from Guerrazzi, 2016; Nguyen, 2019**)**

Methodology

The methodology covers questionnaire design and measurement as well as sampling and data collection procedures. The study targeted small scale mining employees from Mashonaland West Province in Zimbabwe. The study was carried out in Mashonaland West province since the region hosts the majority of small-scale gold miners in Zimbabwe. Employees from the small-scale mining firms were considered in this study ahead of business owners because the researcher sought opinions from the affected employees as these would provide honest responses free from bias. A cross-sectional survey was used to obtain data from 210 respondents. Respondents were randomly selected from the various small-scale mining organisations between April and June 2023. Respondents were randomly selected to give all employees an equal chance to participate in the study. Simple random sampling was employed at each site.

Questionnaire design

A structured questionnaire with Likert-type questions was physically distributed to collect data from the employees within the small-scale miners. Respondents were given up to five working

days to complete the questionnaire on their own so as to avoid bias. The instrument had five sections: employee training (EMPT), career development (CDEV), employee job security (EMJS), organisational performance (ORGP) and demographics. All items within each construct were scored on a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). These items were borrowed from previous related studies as indicated in Table 1 but these were modified to meet the needs of this study. Table 1 shows codes, items and sources for the instrument used for the current study.

Table 1: Instrument used to collect data

Codes	**Employee training**	**Sources**
EMPT1	My supervisor pays attention to my level of competence	Chikazhe et al. (2023), Mustaffa (2012), Saleem and Amin (2013)
EMPT2	My organisation assists me in developing skills needed for future	
EMPT3	My organisation offers a reward to anyone who upgrades skills	
EMPT4	I am satisfied with the training I receive from my organisation	
EMPT5	My employer provides training opportunities for me to meet the changing demands	
EMPT6	Overall, the training I receive on the job meets my needs	
Codes	**Career development**	Nkechi and Dialoke (2017), Saleem and Amin (2013)
CDEV1	The career development policy in our organisation is fair	
CDEV2	My immediate superior cares about my career development	
CDEV3	My superiors provide information about various promotion opportunities	
CDEV4	I show interest in being promoted	
CDEV5	I feel satisfaction with career	
CDEV6	There is a really high chance for promotion on my job	
Codes	**Employee job security**	Lee and Jeong (2017), Mustaffa (2012)
EMJS1	My company offers me open contracts	
EMJS2	The organisation offers regular advancement opportunities	
EMJS3	The organisation has policies to protect workers in case of disability	
EMJS4	My company has a good early retirement plan	
EMJS5	I am allowed to join any workers' union	
EMJS6	Overall, I see that there is job security in our organisation	
Codes	**Organisational performance**	Akoi and Yesiltas (2020), Chikazhe et al. (2023) Mustaffa (2012), Ramatsetse et al. (2019), Saleem and Amin (2013)
ORGP1	The organisation always achieves its targeted levels of production	
ORGP2	The organisation achieves monthly set sales targets	
ORGP3	The organisation makes good profits	
ORGP4	The company's financial statements show positive cash flows	
ORGP5	The organisation shows signs of expansion every year	
ORGP6	The companies continue to acquire new assets on a yearly basis	

Demographic information for respondents

A total of 210 out of the 260 questionnaires that were distributed were returned and usable. This translate to 81 percent response rate. This reflect a high response rate which is acceptable. Non-response bias assessment was conducted and the results reflect that there was no bias in the responses. Table 2 below shows the sample profile for respondents who participated in the current study.

Table 2: Sample Profile

Characteristic		**Frequency**	**Percent (%)**
Age	18-19	23	10.9
	20-29	44	20.9
	30-39	55	26.4
	40-49	61	29.1
	50+	17	12.7
Gender	Male	156	74.5
	Female	54	25.5
Occupation	Underground miner	139	66.4
	Blaster	15	7.3
	Electrician	9	4.5
	Heavy equipment operator	12	5.5
	Site surveyor	8	3.6
	Other	27	12.7
Average monthly income earned (USD)	Less than $100	103	49.1
	$101-250	63	30
	$251-500	23	10.9
	$501-750	13	6.4
	Above $750	8	3.6
Years of working at the mine	Less than 5	80	38.2
	5-10	71	33.6
	More than 10	59	28.2
Highest level of qualification from this university	Below diploma	99	47.3
	Diploma level	72	34.5
	First degree	23	10.9
	Other	16	7.3

The majority (76.4%) of small scale gold mining employees were between 20 and 49 years of age. This shows that this is the most active group that seeks to earn a living from working for small scale miners. Male respondents constituted 74.5% of all the respondents while female respondents constituted 25.5%. These findings show that there are more males than females in the small-scale mining industry in Zimbabwe. This may be due to the hard nature of the duties involved. The majority of the employees are underground workers who constitute 66.4%. This is attributed to the fact that most of the mining activities are more labour intensive. In addition, the majority of the employees (79.1%) earn less than $250 USD per month. Around 38.2% of employees have worked at a particular mine for less than 5 years followed by those who have worked for 5 to 10 years who constituted 33.6%. This could imply that some workers switch employers in search of better working conditions. A reasonable sample (47.3%) of the respondents have qualifications below diploma level. This implies that most of the respondents (57%) are post-diploma level.

Results

Scale validation

Scale validation was done using confirmatory factor analysis and this included sampling convergent validity and discriminant validity. However, adequacy test was first conducted and the results are presented in Table 3 below:

Table 3: Sampling adequacy test results

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.859
Bartlett's Test of Sphericity	Approx. Chi-Square	2113.250
	df	276
	Sig.	.000

From Table 3 above, the sampling adequacy test shows Kaiser-Meyer-Olkin Measure of Sampling Adequacy, Bartlett's test of Sphericity and Degrees of Freedom of 276 met the minimum requirements as recommended by Field et al. (2012) that the Bartlett's test of Sphericity be significant at $p<0.05$.

Convergent validity test results

Standardised factor loadings, individual item reliability, critical ratios, Cronbach's alpha and composite reliability were used to determine convergent validity. Table 4 below shows the results for convergent validity.

Table 4: Convergent validity results

Constructs	Items	Standardised Factor Loadings (λ)	Individual Item Reliabilities	Critical Ratios	Cronbach's Alpha (α)	Composite Reliabilities
Employee training	EMPT1	.439	.728	-	.901	.895
	EMPT2	.799	.763	31.887***		
	EMPT3	.907	.895	25.098***		
	EMPT4	.866	.908	9.865***		
	EMPT5	.837	.663	11.472***		
	EMPT6	.762	.695	20.003***		
Career development	CDEV1	.555	.716	-	.931	.926
	CDEV2	.624	.651	15.764		
	CDEV3	.734	.683	18.172***		
	CDEV4	.828	.666	9.452***		
	CDEV5	.810	.843	7.662***		
	CDEV6	.863	.678	18.332***		
Employee job security	EMJS1	.785	.698	-	.803	.870
	EMJS2	.787	.656	26.554***		
	EMJS3	.642	.745	17.094***		
	EMJS4	.521	.778	12.548***		
	EMJS5	.450	.665	17.443***		
	EMJS6	.757	.654	9.437***		
Organisational performance	ORGP1	.896	.734	-	.780	.898
	ORGP2	.921	.618	26.138***		
	ORGP3	.932	.744	21.622***		
	ORGP4	.864	.679	15.244***		
	ORGP5	.524	.736	18.676***		
	ORGP6	.638	.690	19.340***		

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

Results from Table 4 show that standardised factor loadings were above the recommended 0.4 cut-off point (Yong and Pearce, 2013; Wixom and Watson, 2001). Critical ratios were

appropriately large and significant at p<0.001. Individual item reliabilities, composite reliabilities and Cronbach's alpha values were all acceptable as they were above 0.5 (Pallant, 2020). Thus, these results indicate that the convergent validity conditions were satisfactory.

Discriminant validity test results

Discriminant validity was assessed using the mean, standard deviation, average variance extracted (AVE) and squared inter-construct correlations (SICC). Table 5 below shows results for discriminant validity.

Table 5: Mean (M), standard deviation (SD), AVE and SICC

Construct	Mean	SD	EMPT	CDEV	EMJS	ORGP
Employee training	3.039	1.003	**.676**			
Career development	3.112	.899	.225	**.721**		
Employee job security	2.653	.834	.279	.353	**.598**	
Organisational performance	4,583	.975	.423	.267	.256	**.626**

Note: Diagonal elements in bold represent AVEs

Results in Table 5 show that all constructs had average variance extracted above 0.5 and all AVEs (diagonal elements) were above the squared inter-construct correlations, (Field, 2009; Park, 2015). Therefore, minimum conditions for discriminant validity were achieved.

Hypotheses testing (H1-3)

H1, H2 and H3 were tested using structural equation modelling (SEM) in AMOS version 21. Table 6 shows the results for hypotheses testing.

Table 6: Results of hypotheses testing

Hypothesis	Hypothesised Relationship	SRW	CR	Effect sizes	Remark
H1	Employee training → Organisational performance	.347	18.965***	.005	Supported
H2	Career development → Organisational performance	.289	12.643	.003	Supported
H3	Employee job security → Organisational performance	.401	21.664***	.009	Supported

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

Results for H1 show that employee training has a direct and positive effect on organisational performance (SRW= 0.347, CR = 18.965, p < 0.001). Therefore, H1 was supported. Also,

results for H2 show that career development has a direct and positive effect on organisational performance (SRW= 0.289, CR = 12.643, $p < 0.001$). So, H2 was supported. Lastly, results for H3 show that employee job security has a direct and positive effect on organisational performance (SRW = 0.401, CR = 21.664, $p < 0.001$). As a result, H3 was supported.

Discussion and Implications

Discussion

Studies focusing on human resource framework factors (employee training, career development and employee job security) that influence organisational performance are scarce within the gold mining industry especially in the Sub-Saharan nations like Zimbabwe where the majority of the small-scale miners are informal businesses. The majority of prior studies focused on employee performance (Burgess et al., 2020; Chibundu, 2017; Úbeda-García et al., 2013) whereas the current study investigated the effect of human resource framework factors (employee training, career development and employee job security) on organisational performance. Studies of this nature are imperative as they provide fresh insights and validate extant knowledge on human resource framework factors and organisational performance within the mining industry. The study found a correlation between staff training and organisational performance. This means that well-trained small-scale mining personnel perform better and eventually improve productivity and organisational performance (Wulandari & Indartono, 2021. This suggests that training will improve employees' ability, knowledge, and competency, which are essential for effective work performance (Chibundu, 2017). Once taught, personnel can help the organisation accomplish its objectives. Therefore, the goal of successful training initiatives is to raise staff productivity (Nkechi and Dialoke, 2017). To improve business effectiveness, it is crucial to receive training in many functions. Additionally, training improves the ability of a skilled worker to be retained (Garavan et al., 2021). The discovery makes a significant addition to the body of knowledge in human resources because there is currently a dearth of information about this phenomenon available to the mining sector.

Career development was found to influence organisational performance. Thus, when small scale mining organisations offer career development opportunities to their employees, they will perform better at the work place (Kiran *et al*., 2019). In order to connect individual and organisational needs, personal qualities and professional positions, career development indicates that an organisation takes a conscious effort to align individual subjective and more

objective career components to an organisation (Febrianti *et al*., 2020). Therefore, career development may be used by small-scale mining organisations to bridge the performance gap between present performance and anticipated future performance (Rehman, 2017). Because the study is one of the few that provide empirical data based on the link between career development and organisational performance within the small-scale mining industry, this finding substantially contributes to the body of knowledge in human resources.

Employee job security was found to influence the performance of the small-scale mining industry. This is critical since job security is a major concern in Zimbabwe, particularly in the mining industry. So, if employees perceive their jobs to be secure, they will perform well and contribute to organisational performance (Nasution et al., 2018). A significant aspect influencing employee motivation and psychological well-being is job stability (Selenko et al., 2017). Job security was found to be a powerful incentive that helps workers to be more dedicated to work hard in order to contribute to the performance of their company (Abolade, 2018). Hence, if small-scale mining companies improve on job security, employees could respond by acting positively.

Implications to theory

In the human resource literature, it is evident that staff motivation is crucial in influencing firm performance (Nkechi and Dialoke, 2017; Garavan et al., 2021; Nasution et al., 2018; Selenko et al., 2017). In most prior studies, staff motivation was a result of different factors including, better salaries, promotions and other tangible benefits. However, the current study investigated a different human resource framework (employee training, career development and employee job security) within the informal mining sector to show its influence on firm performance. As expected, employee training had a favourable impact on organisational performance. The study supports findings from other related studies (Burgess et al., 2020; Chibundu, 2017; Úbeda-García et al., 2013; Wulandari & Indartono, 2021). The study also found a clear and advantageous relationship between career growth and organisational success. These results are consistent with prior researches (Adeniji et al. 2019; Febrianti et al., 2020; Jain & Sullivan, 2020; Kiran et al. 2019; Napitupulu et al., 2017; Ogueyungbo; 2019; Rehman, 2017; Saina et al., 2015). Moreover, the study's results also show that employee job security has a favourable impact on organisational performance, which is consistent with previous related researches (Abolade, 2018; Imran et al., 2015; Nasution et al., 2018; Selenko *et al*., 2017). This implies

that small size mining firms must consider staff training, career growth, and job security when developing methods for enhancing organisational performance.

Furthermore, the study findings validate Bandura's Social Learning Theory which calls for managers to comprehend that individuals' lack of motivation results in workers underperforming. In this study, it was concluded that human resource framework factors (employee training, career development and employee job security) influence the performance of small-scale miners. The study results are also in line with the Behaviourist approach which sees training as a combination of favourable factors that lead to a change in one's conduct.
The link between employee training, career advancement, job security, and organisational success is better understood as a result of these discoveries especially within the informal small-scale mining sector. As a result, this study adds to the body of knowledge in human resources by offering an empirically supported human resource paradigm. This study adds to existing knowledge that employee training, career development and job security are important variables that influence organisational performance.

Implications to management

For small scale gold mining organisations to achieve high level performance, management is advised to look into aspects like employee training where issues such as identifying and developing skills needed for the future and rewarding employees who upgrade their skills are to be considered. On career development, management ought to ensure that their organisations have career development policies which are fair or favourable to employees. Managers should show superior care about employees' career development. Additionally, it is the duty of management to provide information about various promotion opportunities within the organisation and to show that there is a really high chance for promotion in all posts within the structure of each firm. As for employee job security, small scale firms should offer open contracts to their employees so that workers do not feel insecure because of short contracts. Policies to protect workers in case of disability are recommended as part of job security. Additionally, there has to be a good early retirement plan for employees with all workers allowed to join any workers' union of their choice.

Small scale gold mining organisations are further advised to consider all these variables as a set of predictors of organisational performance instead of viewing them separately. Primary, small scale mining organisations are encouraged to improve on employee training by paying

attention to the level of competence of employees, assisting employees in developing skills needed in the future and offering rewards to anyone who upgrades their skills. Furthermore, small scale mining organisations ought to improve career development by offering a fair career development policy, caring about career development of employees, and providing information to employees about various promotion opportunities. Finally, small scale gold mining organisations are advised to improve on employee job security by offering open contracts and regular advancement opportunities, as well as putting in place policies to protect workers in case of disability, offering employees good early retirement plans and allowing employees to join any workers' union of their choice.

Implications for future studies

Only Mashonaland West Province in Zimbabwe was included in the sample. Therefore, it can be challenging to generalise the results. By expanding relevant studies to additional provinces within Zimbabwe and outside, future studies might be made better. Also, cross-sectional design limits causal inference, hence the study suggests longitudinal or qualitative follow-up. Only employee perceptions were utilised in the current study to determine how employee training, career development and job security affect organisational performance. Future research may enhance the study's findings by incorporating managers' perspectives to evaluate the impact of employee training, career development and job security on organisational performance.

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