




Qualitative Analysis with MAXQDA: Effect of HRM Practices on Organization Performance with Mediation of Employees' Work Attitude in Textile Industries of Ethiopia

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Received : December 4, 2022

Revised : February 22, 2023

Accepted : February 24, 2023

Online : February 28, 2023

Abstract

Businesses cannot ignore the critical issue of employee work attitude since it affects how committed both current employees and recruits are to the company. It is now simpler to access many resources, especially with the advancement of technology. However, locating motivated human resources has never been as simple. Now that motivated individuals have been found, performance appraisal to, and worked with for a while, a critical role has been assigned to employee commitment. In this vein, the study's goal is to look into how HRM procedures help recruit individuals to the company for job openings. The study employed content analysis, a qualitative analytical technique. The results of this investigation were made accessible using the MAXQDA 2020 software tool. The study outcomes revealed a significant overlap in the usage of employee commitment and human resource management ideas. The study's findings have led to a better understanding of how organizations can use employee commitment and effective external rewards to attract motivated workers. It has been observed that this contact helps the business selection, which has been crucial in raising the company's visibility, favorability, and dependability.

Keywords *Human Resources Management; Employee Commitment; Employee Work Attitude, organization performance*

INTRODUCTION

The importance of employee commitment has increased due to organizations' need to control the current employee image. By clearly articulating an employee's distinctive qualities and the associated employment value proposition, employee work attitude practices help make employees more appealing to possible qualified candidates in particular (Tortia et al., 2022). At this moment, employee work attitude practices are crucial for the retention of current personnel, successful stakeholder reward, and corporate selection (Shiferaw, 2022). The unique feature of this study is how it addresses candidate training in relation to staff commitment. Semi-structured interviews with the human resources managers who implemented the employee commitment for the study were conducted for this reason (Gupta, 2022).

Between June and December 2022, a total of 5 months were spent on the study, which involved interviewing 50 human resources managers from five textile industries located in the Industrial Park of Ethiopia. To uncover the latent web of relationships, the research poses a number of key questions which contains these questions: Positive and negative functions of HRM practices depend on employee work attitudes? What practices are followed by textile industries located in the Industrial Park of Ethiopia? What practice/s in this relationship is more effective if any?

These questions' responses are thought to be extremely significant. The goal of human resources management, which in essence encompasses a wide range of tasks like planning, recruitment and placement, performance management, training and development, career management, reward, and wage management, is to ensure the greatest possible harmony between the organization and its employees.

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Nowadays, one of the fundamental skills that will provide firms a competitive edge is human resources management, which is seen from a strategic perspective. In particular, a new aspect of rivalry has been added to the races between companies vying for a larger piece of the market, at least in terms of intensity (Gobena & Kant, 2022). This competition is about hiring qualified personnel (Kant & Asefa, 2022). Therefore, companies must be viewed as desirable employers by prospective and current employees (Danilwan & Dirhamsyah, 2022). When seen from this angle, it becomes clear that employee work attitude practices serve to persuade potential recruits. Businesses that want to differentiate themselves from their competitors through their workforce must do so by increasing internal productivity capability (Asefa & Kant, 2022).

In fact, research has shown that each generation has different justifications for their training with regard to the workplace. Thus, it has been highlighted that several alterations may be necessary to current human resource management approaches (Jashari & Kutillovci, 2020). The functional structure of human resources management has been introduced for the study's conceptual framework. This section specifically mentions business responsibilities for locating potential candidates. The implementation procedures for employee commitment will be covered in the following phase (Otoo et al., 2022). The final stage will convey the relationship between the working approach, the result, and the employee commitment to human resources management.

LITERATURE REVIEW

Human Resources Management

Although some theorists assert that human resource management began in England in the 1800s, according to the literature, official human resource management operations are believed to have begun in the United States during the industrial revolution (Boon et al., 2019). When it comes to that time period, human resources management has a structure that is more oriented towards personnel management because it previously had more static responsibilities to perform. By dealing with personnel, filing, and recording processes—which can be thought of as the follow-up of more employees on documents—it becomes a conventional and ineffective role (Tanova & Bayighomog, 2022; Shiferaw, 2022).

Human resources management now engages in an inventive, change-focused, and deliberate modernization process that increases labor law with the goal of adapting traditional people management to contemporary circumstances (Saks, 2022). Numerous definitions suggest that human resources management is a valuable component of contemporary business administration from this point of view. Cooke et al. (2022) defined human resources management (HRM) as the application of the ideas and practices of hiring, assessing, training, and evaluating people using human or human resources. Human resources management is the strategic positioning of a highly motivated workforce with the goal of generating competitive advantage through the fusion of a number of cultural, structural, and personnel management strategies (Aguinis et al., 2022).

A component of corporate operations, human resources management derives internal motivation from the harmonious interrelationship of numerous functions with the organizational level. From this perspective, human resources management is a complicated system that depends on the fact that the individuals, who find, oversee, and carry out these operations are human. Human resources management has quite diverse responsibilities in internal processes (Amrutha & Geetha, 2020).

To create goal harmonization between employees and the company for high performance of business processes, human resources management, which places a strong emphasis on employee competencies, is used. There are significant output targets for performance appraisal of potential candidates and keeping engaged candidates in harmonization (Mammadova, 2022; Mohiuddin et

al., 2022).

These objectives can be established, altered, and directly affect how people behave within the organization (Chowdhury et al., 2022). It serves as a bridge by assisting workers in the design of their work, the recruitment and selection of the best candidates for open positions, and the training and development of workers as a crucial element of the workplace (Armstrong & Taylor, 2023). Accordingly, the primary goal of human resources management is to utilize the available people in this system in the most productive and effective manner possible in order to achieve the desired results (Pramestari et al., 2022). Faisal (2023) additionally, improving organizational effectiveness and employee job satisfaction is also taken into account in the context of this goal. Of course, completing a number of tasks will enable the goals' action direction.

It entails motivating duties, including determining the workforce required to increase the organizational added value given by human resources management, supplying the required workforce, and training the workforce (Garcia et al., 2023). In addition, one of the interests of human resources management is providing for every requirement of employees and assisting the department they work for in the best possible way (Palmer & Winters, 1993). Naturally, managers in human resources management have a lot of duties when disclosing these benefits. While many human resources professionals work as business partners within the company, they actively participate in order to give the company they work for a competitive edge. (Chapano et al., 2023). In order to preserve their existence and continuity, organizations today that strive for competitive power and high performance implement high-performance human resources management strategies (Hamouche, 2021). High performance-based human resources management is a collection of relationships that support the organization's strategy, boost motivation with superior knowledge, skills, and rewards, guarantee the continuity of competent people, and improve organizational performance (Collins, 2021). Businesses that embrace high-performance-based human resources policies seek to hire individuals who are driven, capable of exceeding performance standards, and who uphold the company's culture and values (Garcia et al., 2023).

Employee work attitude

Employee work attitudes are the result of a three-stage process. Making a concrete commitment proposition in the first step awakens the notion that it is the greatest place to work. The second step involves making external marketing efforts to draw in the institution's top reward. The final phase entails boosting loyalty and having faith in the pledge, according to an internal marketing study (Adula & Kant, 2020). Employee work attitude refers to how applicants, both past and present, feel about the company. Employee work attitude is investigated in three dimensions in order to scale these perceptions.

The training for well-known and well-known companies has been higher than that of unrecognized companies in the first dimension of being a well-known company. A positive company selection is the second factor. Businesses with a good selection are preferred to those with a bad selection. Employee image is the third dimension, which is described as the beliefs of job searchers. Employee image and corporate image are two distinct images, and they should not be confused with one another (Mammadova, 2022). In order to be favored by candidates in job applications, using these dimensions to make a committed effort, constructing a suitable reward channel, building recruitment through this channel, and utilizing this sense of recruitment, can create a successful image promotion.

The employee's commitment symbolizes companies and represents the efforts made as an employee to communicate to internal and external audiences what makes it both preferred and unusual (Mammadova, 2022). In other words, employee work attitude refers to all of an organization's attempts to present itself as a "performance appraisal place to work" to both current

and potential employees (Nurhasanah et al., 2023). In conclusion, the actions of performance appraisal of potential candidates and looking for and hiring employees are definitely influenced by the company's selection (Kant et al., 2023). The compatibility between the individual and the organization is one of the key elements in the performance appraisal of employee commitment. One of the main objectives of human resource management is exactly this. These firms are more appealing to those individuals when they associate these attributes with the corporate image of the organization to which they are applying.

When seen from this angle, prospective employees favor companies that have a positive selection. Business scale, corporate social responsibility, and efficient use of social networks all contribute to a business's appeal (Tilman, 2021). According to some academics, more motivated job applicants will choose to apply to companies with a strong commitment to their employees (Wata et al., 2022). In addition, by improving business performance, well-planned employee work attitude policies can save recruitment expenses (Nurhasanah et al., 2023).

As a result, employee work attitude practices play a crucial part in luring clients to businesses by cultivating a positive selection among the general public. By cultivating a positive selection and image among the general public, HRM practices play a significant role in recruiting and retaining customers (Kant et al., 2023). It should not be overlooked that the goal of employee work attitude is to make the company appear to potential employees as a fantastic place to work (Tian et al., 2020).

The Relationship Between Employee Work Attitude in HRM Practices and Organization Performance

The human resources department is in charge of developing an organizational commitment to HRM practices in businesses (Hamouche, 2021). Building human resources processes, methods, structures, and incentives to encourage employee engagement is the primary responsibility of the human resources department (Sugiarti et al., 2021). Employee work attitude influences the entire job experience and promotes the perception of a great place to work, according to Mira et al. (2020). According to Capiña et al., (2021) recruiting new employees has recently gained a lot of attention and is viewed as a competitive advantage for businesses. In terms of positioning businesses at a distinct moment in time, employee commitment completes a crucial duty in fulfilling its goal of drawing applicants to the institution.

The human resources department is in charge of adopting employee work attitude practices, which is a task that is particularly crucial for maintaining the internal structure of the business and projecting the right image externally. From this vantage point, it would appear helpful to shed light on the connection between employee work attitude and human resources management. Thus, the following factors are related to the relationship between human resources and employee commitment: planning the workforce in accordance with the level of work intensity, creating a successful recruitment strategy, reducing employee turnover, supporting top management policies, fostering the best workplace culture, managing social networks and public relations effectively, creating new working spaces, and integrating with the commitment (Ababneh, 2021). We can infer from this that an employee's work attitude and HRM practices.

Businesses that emphasize the value of their pre-recruitment human resources procedures and the employment chances they provide through a solid and long-term employee commitment will have a strategic advantage in the competition for rewards. In this regard, the strong collaboration between the marketing and human resources departments is thought to be significant in terms of creating a favorable and distinctive commitment image in the minds of potential applicants (Meijerink et al., 2021). In this situation, leveraging the employee value proposition as a tool to improve employee work behavior will help the company recruit highly motivated applicants

(Ciobanu et al., 2019).

Employee commitment is at the top of the new strategies to invest in performance appraisal-motivated employees, according to Ababneh (2021) poll of 1,600 human resources professionals from diverse industries. Employee commitment, in the view of human resources management, encompasses and unites aspects like recruitment and recruiting motivated individuals, development, motivation, and flexibility with regard to target groups (Hamouche, 2021). Organizations should be more successful at luring, selecting, and keeping these rewards, according to Mira et al. (2020) stated that since they are uncommon, valuable, challenging to duplicate, and challenging to replace. Better recruitment, retention, and performance appraisal were the three key advantages found in studies of 23 employee commitments conducted by The Conference Board and The Economist (Meijerink et al., 2021).

RESEARCH METHOD

This study aimed to investigate what factors, in terms of employee work attitude, are taken into account by human resource practices for performance appraisal businesses. A case study approach was taken in the process of recruiting human resources with a positive work attitude, and qualitative analysis was employed.

Fifty human resources managers, ten each from 5 textile industry human resources departments, were interviewed in-depth for this exploratory and descriptive study. The evaluations of these studies have been taken into account. A wide range of research has been used to assess the effectiveness of business locations in luring prospective applicants to the institution.

One of the qualitative analysis techniques employed in this study was content analysis. Focus group interviews are favored in sampling due to their methodical structure since they offer the chance to create a strong foundation with thorough one-on-one interviews with the data (Tilman, 2021).). For this research, a semi-structured in-depth interview technique was employed by following the previously arranged interview flow. The semi-structured interview technique was used to gather data for the study because it allowed human resources managers to convey their perspectives regarding the employee commitment process in a more organized manner by using pre-made interview forms. This method has been advantageous in terms of giving the interviewer a certain level of standard and flexibility (Gaber, 2020).

In-person discussions happened between July and December of 2022. Due to the companies' directions procedure, interview forms were designed and recorded over the paper in order to prevent data loss. MAXQDA 2020, one of the computer-aided qualitative data analysis programs, was used to evaluate the collected data. The programme made sure that the interview texts were organized in a specified way. The MAXQDA 20 application makes it simple to analyze multiple texts at once and systematizes content analysis. The programme was also favored for its usefulness, a thorough study of the texts, sound data management, thorough analysis of the material, and the thorough relationship between concepts. Coding on the interviews conducted with human resources managers resulted in the creation of analysis tables and figures. A technique in the programme used to methodically examine and categorize texts is called coding (MAXQDA, 2020).

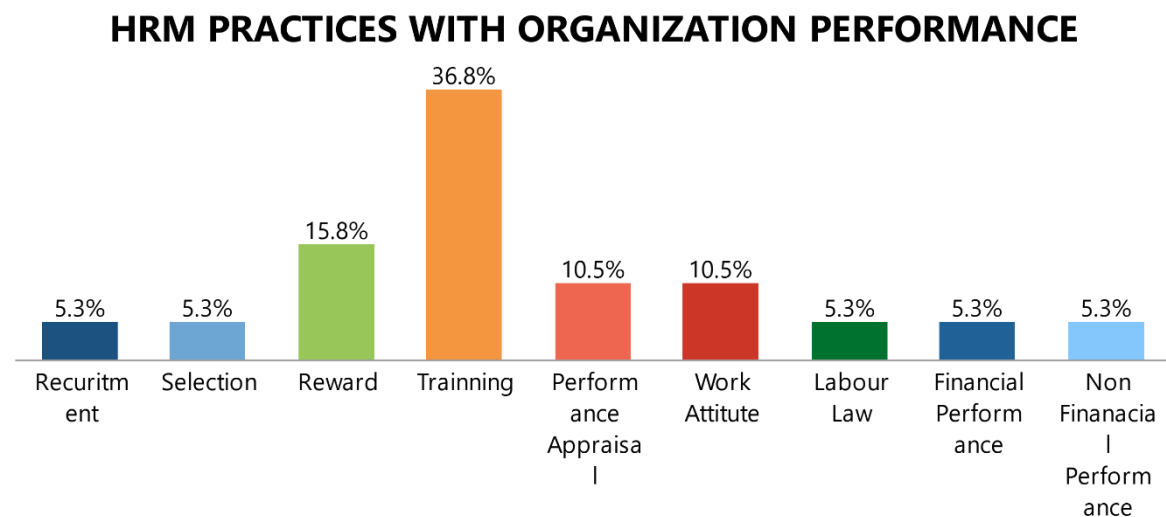
FINDINGS AND DISCUSSION

Implication

The data from the audio recordings of the interviews with human resources managers were encoded and fed into the MAXQDA 2020 programme in order to uncover themes, arrange themes, define the findings, and interpret the findings. According to professional advice, coding was created

using the code key specified in the programme. The meanings of each interview text, such as a word, sentence, or paragraph, were studied and coded. The interview findings were organized into texts and read one at a time in order to be able to code. The differences between the same code across individuals or between sectors were then established by taking into account the linkages between the codes. The coding groups and then the data were arrived at using the identified partnerships. The readings led to the creation of "recruitment," "selection," "performance appraisal," "reward," "effect," "training," and "labor law" codes. Interviews with managers of human resources were moved to the MAXQDA 2020 package software. The codes containing the elements in each interview were examined at the level of the interview's words, phrases, and paragraphs.

When the interviews in Figure 1 were analyzed on a code basis, startling circumstances were seen across 7 different codes. In their responses to the questions, 36.8% of the managers mentioned the training code. Once more, 10.5% mentioned the work attitude code, 5.3% the selection code, 15.8% the reward code, 5.3 mentioned the labor law code, and 10.5% the performance appraisal code, and 5.3% the recruitment code.



Code Frequencies: Indepth Interview

Figure 1. Code Frequencies

As seen in Figure 1, the coding-related MAXQDA single-case model map has been created. The interview forms that were collected as a consequence of the interviews were evaluated to create the codes. A single case model map was generated using the fundamental codes that the words, sentences, and paragraphs in the text were associated with during reading after the codes and interview forms were uploaded to the MAXQDA qualitative research package programme. It can be noted that "training" and "work attitude" coding predominate as a consequence of the interviews performed in accordance with the single case model map displayed in Figure 3. Following these codes are the respective "Reward," "Selection," "Performance appraisal," and "Recruitment" codes. Figure 3 displays the codes' distribution order.

Interviews with HR managers at Industrial Park Development Council (IPDC) manifested those priorities like profit generation and growth are evident when examining the business's economic goals as depicted by a single case model map. Businesses compete with their rivals in the market for these objectives, but they do so with resources that are close to the sector average. At this time, some businesses stand out more than others, even when financial resources are close to

one another. On the other hand, some businesses are able to survive economically and stop operating. Even while organizations in such close organizational structures have the same industry expertise and utilize comparable resources, identifying the factors that set them apart from one another is crucial for sustainability.

Single-Case Model

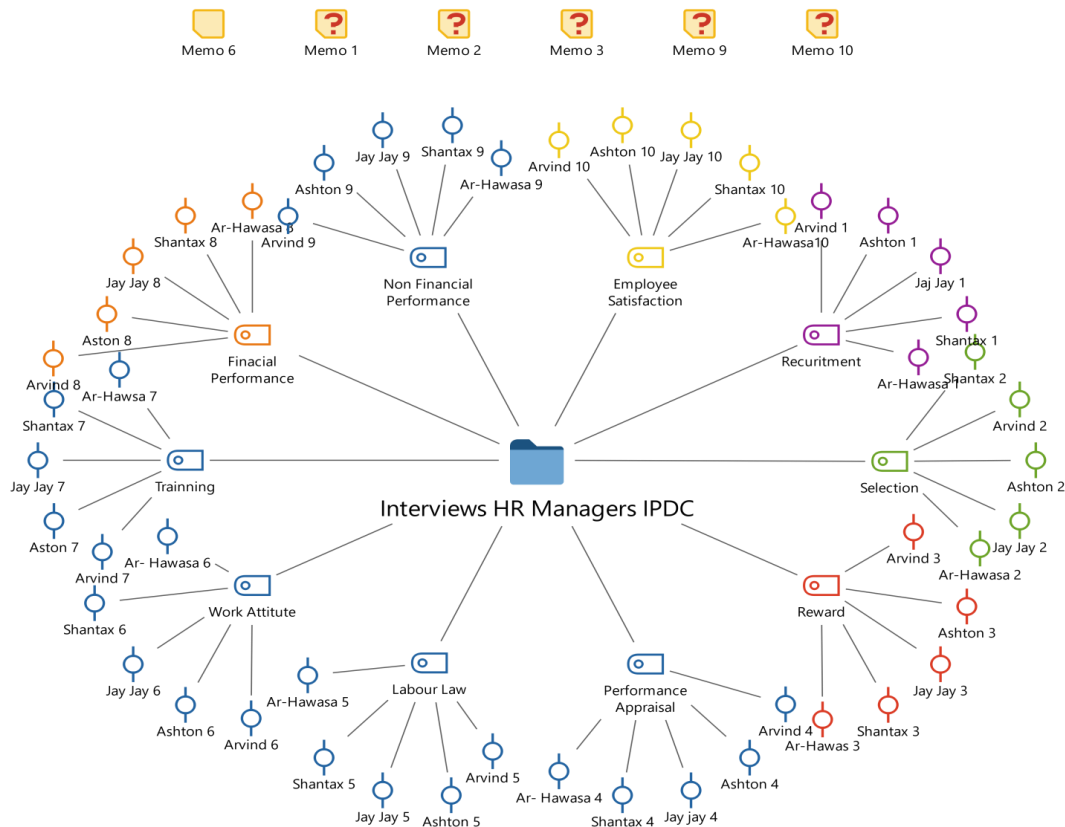


Figure 2. Single Case Model Map

An interview with HR managers at Industrial Park Development Council (IPDC) stated that an organization's performance is determined by its capacity to employ its own assets. Even if many firms have comparable physical assets, they still differ from one another due to their unique business-specific skills. Intangible assets operate in a similar manner. These competencies are connected to the organization's human resources capacity and capabilities. For instance, owned flour, sugar, and oil are examples of the company's tangible assets. Halva is produced utilizing these ingredients in certain ratios for rewards. The knowledge of the masters who can impart certain flavors is an intangible ability and is connected to the skill of the human resources of the firm. As a result, the halvahs created have various tastes. In reality, this article also emphasizes how human resources affect organizational performance through work attitude.

Two Cases Model

Interviews with HR managers at Industrial Park Development Council (IPDC) with Ashton company and Shantax company helped the researchers to develop a two-case model with MAXQDA 2020. Both companies are located at Addis Ababa IPDC, the Capital city of Ethiopia.

Two-Cases Model

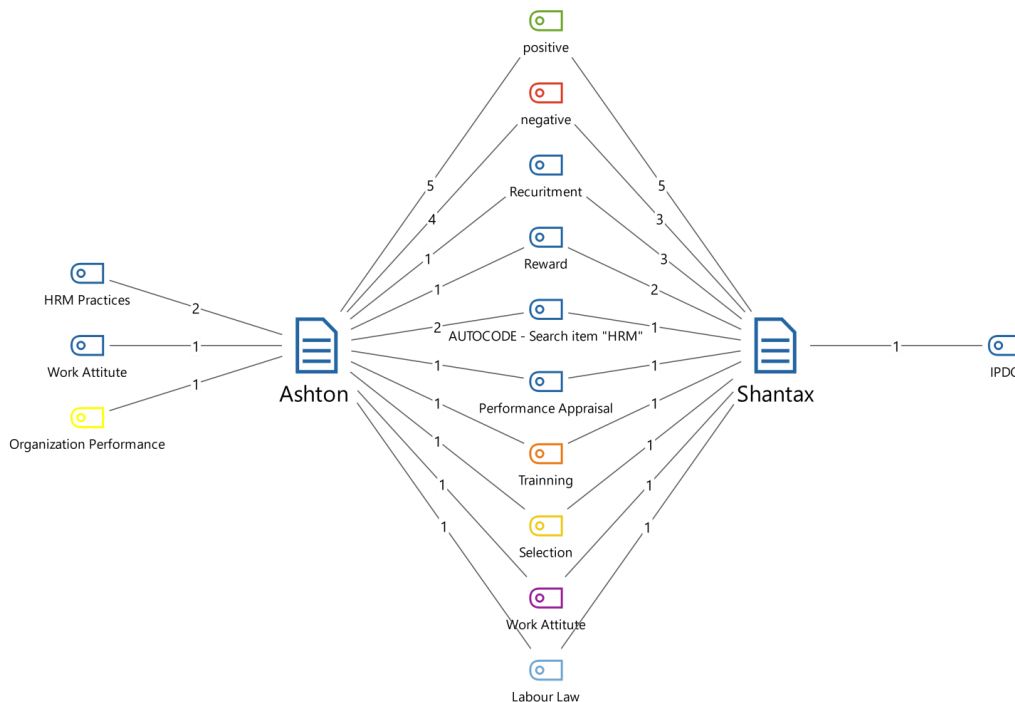


Figure 3. Two Cases Model (MAXQDA 2020)

Both companies are positive about HRM practices and functionalism towards the development of work attitudes. Both companies agreed that they seek to achieve their financial objectives and have thus come to the realization that employees' work attitudes should come first. The findings from the studies and evaluations indicate that employee work attitude is a comprehensive process created for the company's image as employees and potential future candidates.

Employee commitment stands out as a targeted long-term approach to achieving employee perception and labor law, according to Raskind et al. (2019). Through employee work attitude practices, human resources managers hope to manage current employees and incorporate them into the company. The most significant source of rivalry in the industry is currently the knowledge, skills, and capacities of the personnel.

Single-Case Model (Code Hierarchy)

The focus of this model template, as with the standard Case Model, is a case that takes the shape of a document, document group, or document set. However, in contrast to the typical single-case paradigm, the codes utilized in the case are organized from top to bottom while keeping their hierarchy. This model does not display any coded segments. The result appears as seen in the accompanying figure. The arrows represent the hierarchy of codes. A code that an arrow points to denotes a subcode of the code the arrow starts at.

Non-directional connecting lines join the different components of the document together. The amount of segments accessible for each of the seven levels of codes is shown by the thickness of the line connecting the document and the code; the thicker the connection line, the more

segments are available with that code. Of course, it is possible for a document to have a lot of codes or memos assigned to it or for a lot of different parts of the document to be coded. The number of coded segments, the maximum number of codes and memos that can be displayed, and the selection criteria can all be configured as options as a result.

Single-Case Model (Code Hierarchy)

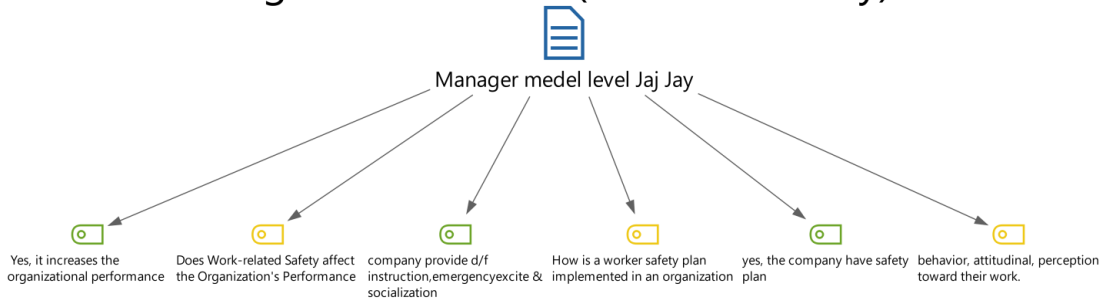


Figure 4. Single Case Model (MAXQDA 2020)

Jay Jay textile company manifested that HR managers should put emphasis on the devotion of their employees, as well as continue and grow its goods and services, as well as its internal and external clients. This need is particularly important because it is one of the key aspects of the firm competitive structure. Because of this, it is thought to be crucial to recruit people who are driven and have the proper employee work attitudes.

Single-Case Model (Code Hierarchy)

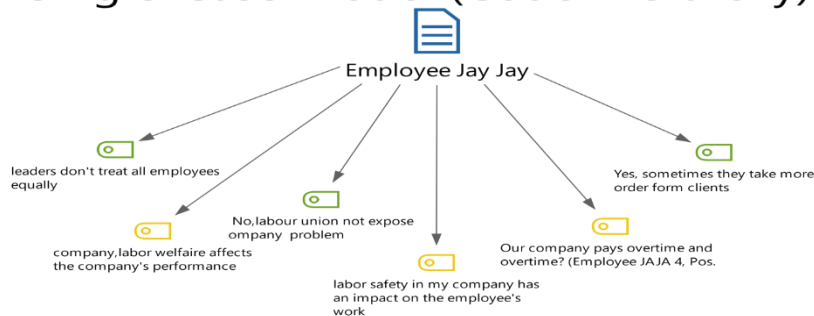


Figure 5. Single Case Model (MAXQDA 2020)

Employees of Jay Jay Company, Ethiopia, contradictory the views of their managers manifested in a single case (code hierarchy model) that labor safety and labor welfare are not at the centre of the working practices that the human resources management strategy highlights. The ability of an enterprise to compete with intangible resources may be feasible with strong image promotion, taking into account the resources owned by businesses. At this stage, the corporate labor legislation contributes more to the establishment of recruitment and selection in the company, performance appraisal potential motivated individuals to the organization, and the stronger the image of the employee commitment. The company faces challenges with low-motivated and unwilling employees in terms of productivity, job quality, and competition with other companies. The company does not care about employee commitment. In this regard, managing the changing internal and external environmental conditions by integrating them with new management approaches is important in order to boost productivity, which is the primary goal of human resources management.

Two-Cases Model

With the help of the two-cases model, you can see whether certain codes, like Relevant topics, occur in two cases or just one. The codes' frequency, as well as their memoranda integration, can be prepared for each scenario. You can compare two documents, document groups, document sets, or a combination of these levels using the two-cases methodology.

The number you choose here determines how many codes can be displayed at once in the middle and on the sides of the map. The code above in the code system is favored if the frequencies of the codes are equal. Choose this option to show codes with many coded segments larger than codes with few segments. Code size reflects code frequency. For the code representation, MAXMap employs three alternative sizes: The average size is used to indicate codes whose frequencies are within a standard deviation of the mean value. A larger or smaller symbol is used to represent codes with more or fewer coded segments. MAXMaps only utilizes the least or the smallest along with the mean symbol size when the coding frequencies are close together.

Two-Cases Model

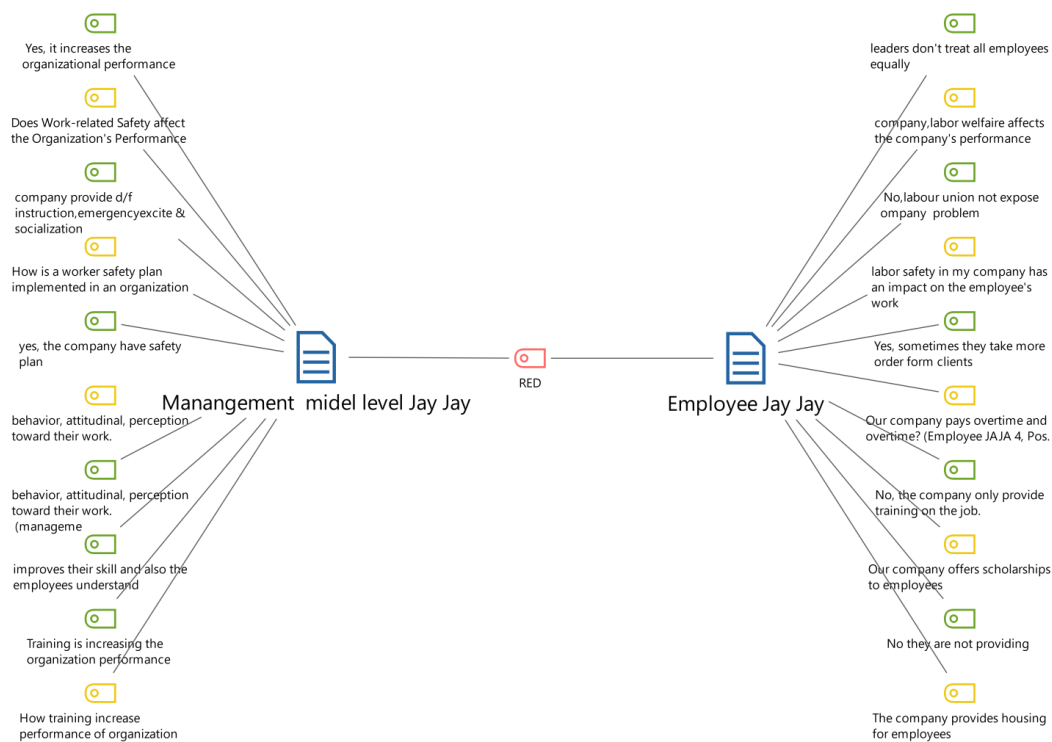


Figure 6. Two-Case Model (MAXQDA 2020)

Two-case models showed the opinion difference between Middle managers and employees of the same company that was Jay Jay company, Addis Ababa. A direct difference and nexus were found between the two groups' views and objectives. Finding prospective employees who are motivated is a major challenge for firms. Employing the proper employee work attitude practices is seen to be crucial for companies that do not wish to run into this issue in luring enthusiastic applicants with promise. A manager crosses a high degree of retention in the organization when discussing corporate selection as a result of the evaluation. Once more, it was discovered that there was a high rate of coincident corporate selection with labor law. The association between candidate work attitude and corporate incentive was also more strongly associated with a manager who discussed corporate rewards. Additionally, a strong correlation between being preferred and the

labor legislation code was discovered.

CONCLUSIONS

This study's results indicate a considerable correlation between an organization's employee work attitude and its ability to performance appraisal prospective rewards. Employee work attitude practices play a significant part in firm selection in human resources management, making them one of the most crucial factors to consider when implementing human resources practices. The study's findings have led to a better understanding of how organizations can use employee commitment and effective external communication to attract motivated workers. It has been observed that this connection promotes corporate selection, which has significantly increased the company's labour law as well as the training and reward.

Besides offering a long-term high corporate performance of firms, the emphasis on drawing the employee commitment to inspired employees is considered an important consequence. In terms of generalization, the research's qualitative nature can be taken into account within its bounds. However, viewing the research's coverage of a specific time frame as a constraint is also possible. This study makes a serious forecast regarding the factors that candidates will consider when selecting an employer, which can give companies that compete in the human resources market a competitive edge.

Companies must use outside personnel for specialized divisions even if their human resources strategy often favors' internal promotion. These cadres are typically where strategic choices are made and management-level competence is needed. In these and comparable positions, there can be a critical vacancy that needs to be addressed right away. They must now employ the external assignment mechanism. Businesses can maintain their competitive advantages by quickly performing an appraisal of significant managerial job deficits to the institution with effective employee work attitude practices. This will affect economic growth, ensure the continuity of the process, and ensure the effectiveness of strategic decisions made. It is advised that real sector firms pay attention to employee work attitude practices as a result of this study in order to draw motivated human resources to the organization. In academic investigations, it is advised to use quantitative approaches to fill in any potential gaps in order to make the research generalizable.

LIMITATION & FURTHER RESEARCH

Limitation

If you start Stats from within a MAXQDA project file, only the first 1,000 variables and codes will be transferred to Stats. If you open an external file, a maximum of 1,000 variables will be imported. Qualitative research has many limitations, which include possible small sample sizes, potential bias in answers, self-selection bias, and potentially poor questions from researchers. Rigor is more difficult to maintain, assess, and demonstrate. The volume of data makes analysis and interpretation time-consuming. The researcher's presence during data gathering, which is often unavoidable in qualitative research, can affect the subjects' responses.

Future Research Agenda

Contributors to the qualitative interview analysis offer brief interview analysis of 50 HR managers of the human resource management department to pave the way for future research. Each comprehensive interview on human resource management practices reveals the research knowledge's strengths and shortcomings, sketches out the field's key intellectual limits, and describes the present and upcoming research goals and how they will be addressed. The current study provides a clear and thorough assessment of the interviewed primary data that is currently accessible on human resource management for beginning researchers. Furthermore, a qualitative

evaluation of the interviews identifies research implications in the area of human resource management practices that need to be filled.

ACKNOWLEDGEMENT

This manuscript was jointly written by Metasebia Adula, Dr. Shashi Kant, and Dr. Zerihun Ayenew Birbirs. The research for Metasebia Adula's Ph.D. thesis was completed with the help of Drs. Shashi Kant and Zerihun Ayenew Birbirs. The personnel of Bule Hora University in Ethiopia who helped the writers finish this research are gratefully acknowledged by the authors. In this piece of research, the authors declare no conflicts of interest. The researchers paid for the study themselves. The writers did not use any outside funding support. Research novelty was a qualitative MAXQDA-new concept that might result in new knowledge or contribute to already-existing knowledge.

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