

## Entrepreneurial Behaviours: The Influence of Personal and Organizational Characteristics

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**Abstract** Nowadays, in organizations, entrepreneurial behavior and performance can't be neglected. Supporting entrepreneurial behavior and entrepreneurial performance is essential at all hierarchal stages for increasing competitive advantages and progress. Emotional Intelligence, job autonomy, perceived organizational support plays an essential role to improve the business performance and entrepreneurial behavior. The purpose of the study is to investigate the impact of Emotional Intelligence on Entrepreneurial performance also examine the effect of Emotional Intelligence on Entrepreneurial Behavior by considering the mediating role of creativity and also to examine the impact of Emotional Intelligence Job Autonomy, Perceived Organizational Support on Entrepreneurial Behavior by considering the moderating role of Organizational Commitment. This study is deductive in nature. Survey questionnaire scheme was used and data have been collected from 204 respondents by applying simple random sampling technique. After apply desirable tests on AMOS and SPSS, findings declared that Emotional Intelligence, Job Autonomy and Perceived Organizational support have positive and significant impact on Entrepreneurial behavior. Conclusions also states that Emotional Intelligence has positive and significant impact on Entrepreneurial performance. However result also informed that Creativity significantly and partially mediates the relationship between Emotional Intelligence and Entrepreneurial Behavior. It also examine that Organizational Commitment significantly and positively moderates the connection among Emotional Intelligence, Job Autonomy, Perceived Organizational Support and Entrepreneurial Behavior.

**Key words** Emotional intelligence, job autonomy, perceived organizational support, entrepreneurial behavior, entrepreneurial performance, organizational commitment, creativity

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### 1. Introduction

Earlier scholars (Mair, 2005; Zampetakis *et al.*, 2009) claimed that emotional intelligence foresees leader's entrepreneurial behavior. Leaders who enjoy great emotional intelligence are expected to have the high forbearance to ecological stressors and pressure (Zampetakis *et al.*, 2009). Furthermore, personalities who observed intense positive feeling from their working surroundings will be encouraged to perform more entrepreneurially (Brundin *et al.*, 2008; Zampetakis and Kafetsios 2010). Another variable, job autonomy gives a great chance to participate in entrepreneurial actions (Kuratko *et al.*, 2005; Hornsby, Kuratko and Zahra, 2009). In organizations, another variable that takes a prominent role in promoting entrepreneurial actions is perceived organizational support. Moreover, later organizational commitment is reflected as a basic element in an organization that promotes persons strength of involvement and behaviors, and organizational success (Hult, 2005; Rutherford and Holt, 2007), this variable in the relationships between emotional intelligence, job autonomy ,perceived organizational support, and entrepreneurial behavior recognized as potential moderator. Kamil and Nasuridin (2016) Predicts the correlation of emotional intelligence, job autonomy and perceived organizational support with entrepreneurial behavior by

considering organizational commitment as moderator in their previous study and shows a positive and significant relationship between them.

When there is no tolerance to pressure and no emotional intelligence then entrepreneurs can't behave and perform positively towards their tasks. If entrepreneurs are not satisfied with their professions and organization doesn't give importance to their employee's opinions then entrepreneurs can't complete their tasks efficiently and effectively. Creativity is also an important factor through which entrepreneurs can take new steps and promote business activities to achieve their goals and organizational commitment act as moderator also without persuasion and inspiration it is impossible to work passionately. Some scholars emphasized that emotional intelligence could be the absent feature in entrepreneurship study (Cross and Travaglione, 2003; Mair, 2005). In globalization framework, this is a great exposure of this study includes in the banking sector, hospital sector, educational sector, health sector and in the business sector but In Pakistan, this study is ignored and limited, therefore, we are continuing this in our country specifically in telecommunication sector. Kamil and Nasurdin (2016) Said creativity can be added in our multi-structural model. Here creativity acts as a mediator between the relationship of emotional intelligence and entrepreneurial behavior.

## **2. Literature review**

### **2.1. Entrepreneurial Behavior**

According to Hisrich and Antoncic (2003), entrepreneurship may be understood as an organization or individual -level behavioral phenomenon that is built on intentions or behavior, for example, the establishment of new organization or establishment of new schemes. More, Kuratko (2007) explicated that person entrepreneurship in organizational situation includes the activities of "key players" and intentions in an organization at all grades, and the perception is meant to value creation. In this manner, Audretsch and Kuratko (2009) settled a combined definition that acknowledges the acute role of entrepreneurship as a vibrant process of change, vision, and formation of new thoughts. Furthermore, entrepreneurial behavior is an additional component of entrepreneurship (Stearns and Hills 1996). According to intellectuals (Kuratko *et al.*, 2005; Zampetakis *et al.*, 2009), entrepreneurial behavior is multidimensional. It is a broad term that holds all activities occupied by an organization's followers that rely on the evaluation, exploitation, and discovery of entrepreneurial occasions (Ireland, Hitt and Sirmon 2003; Kuratko *et al.*, 2005). Entrepreneurial behavior is normally viewed within an organization as an automobile to increase (a) organizational development and profitability (Thornberry, 2001), (b) strategic regeneration (Zahra, 1996), also with (c) organizational revolution and customer value-added facilities (Kuratko *et al.*, 2005). This emotional intelligence Capacity can be predominantly critical for conferences, the collection of workforces or companions and the fascinating and supervision of customers, workforces, dealers, and associates.

### **2.2. Emotional Intelligence**

According to Salovey and Mayer (1990), emotional intelligence is "the branch of social intelligence that requires the skills to watch one's own and people's feelings and emotions, to differentiate and to use this information to show people's thinking and action". Those who have better emotional intelligence might be well in utilizing their capabilities to determine and maintain the emotions of other persons. According to Wong and Law (2002), high emotionally intelligent persons are more expert in estimating and managing their own emotions, which increases their confidence levels. They are also controlling their work environment requirements through their own feelings. Such positive feeling encourages greater levels of entrepreneurial behavior. Moreover, experts who skilled with more positive emotions from their work environments will be more motivated to take actions entrepreneurially (Brundin *et al.*, 2008; Zampetakis and Kafetsios, 2010). Amy (2010) explained that the capability to know and exactly explicit nonverbal emotions as well as clarify the emotional interpretation of other persons will support entrepreneurs. Hence,

**H1:** *There is a significant and positive relationship between Emotional Intelligence and Entrepreneurial behavior.*

### **2.3. Job Autonomy**

According to the Job Characteristic Model (JCM) (Hackman and Oldham 1976), job autonomy is a process that encourages empowerment and self-determination (Niemic and Ryan, 2009). Nevertheless, this study emphasis on job autonomy and its connection with entrepreneurial behavior built on researchers' recommendation that job autonomy enforces practical things on individual work behaviors. Volmer *et al.* (2012) define job autonomy, where a worker can determine the sequence, methods, and pace in completing a task. In the same way, Zhou and Shalley (2008) observed job autonomy as independence and freedom to determine the usefulness of one's work responsibilities. According to Breugh (1985), job autonomy has favorable effects on work behaviors. Jong and Kemp (2003) find that job autonomy has a positive relation with employees' innovative behavior. Moreover, it is found that job autonomy also provides to employee a freedom to try out the new and useful sequence of work action (Wang and Cheng, 2010). It can be expected that individuals working with autonomy may show entrepreneurial behavior. Hence,

**H2:** *There is a significant and positive relationship between Job autonomy and Entrepreneurial behavior.*

#### **2.4. Perceived Organizational Support**

According to Eisenberger, Huntington and Sowa (1986) perceived organizational support describe as "employees develop international trust relating to the degree to which organization attentions about well-being and standards their contributions" (p.501). Furthermore, Rhoades and Eisenberger (2002) considered perceived organizational support as defining an employee's approach to the scope to which the employer is faithful to him or her as an individual employee. Inventive people need a supportive and stressless working environment for innovative activities (Sarfraz and Nouman, 2017). Middle-level managers in telecommunication sector are workers in the intermediate level of administration, who oversee their minions by control daily activities (Zampetakis, 2011). In this way, the social argument theory Blau (1964) is usually used to define how perceived organizational support results in a positive reaction for the organizations and their employee. According to that theory, when employees evaluate their organization as a caring one (i.e. have high levels of perceived organizational support), they are probably to repay the employing organization by supporting positive beliefs and behaviors. According to Rhoades and Eisenberger (2002) employees with high perceived organizational support contribute to being more pleased with their jobs and more faithful to the organization where they work. Based on the exchange model, when employees have high levels of perceived organizational support, they are likely to assist the organization in achieving its goals. In such situations, they are more likely to apply effort above and after their call of duty by appealing in entrepreneurial behaviors. Hence,

**H3:** *There is a significant and positive relationship between Perceived Organizational Support and Entrepreneurial behavior.*

#### **2.5. Mediating Role of Creativity**

Gino and Ariely (2012) explored that creativity is the expansion of a product or idea that is innovative, new, and has real value, aptness or usefulness. Showing of creativity by staffs at work involve invention of useful and new ideas related to office's services and processes (Hirst *et al.*, 2009; Shalley and Gilson, 2004; Zhou and George, 2001). A creative person is someone who search for new information and understanding energetically, who wishes to attain goals and inspired by interest. Zampetakis *et al.*, (2009) said our assumption was creativity might have an influence on emotional consequences and persons with the greater point of emotional intelligence can display a greater level of creativity. To the degree that creativity is concerned, there is an increasing literature evaluating the relations among creative outcomes and emotional processes (Amabile *et al.*, 2005; George and Zhou, 2002; Zhou and George, 2003). Farahbod *et al.* (2013) stated that emotional intelligence had a positive relationship with creativity. Farshid *et al.* (2011) in a reading tried to sightsee the affiliation between creativity and achievement motivation and the consequences designated an expressive relationship between the two variables, that entrepreneurship and creativity were too meaningfully related. Keeping in front both of the studies it can be hypothesized that,

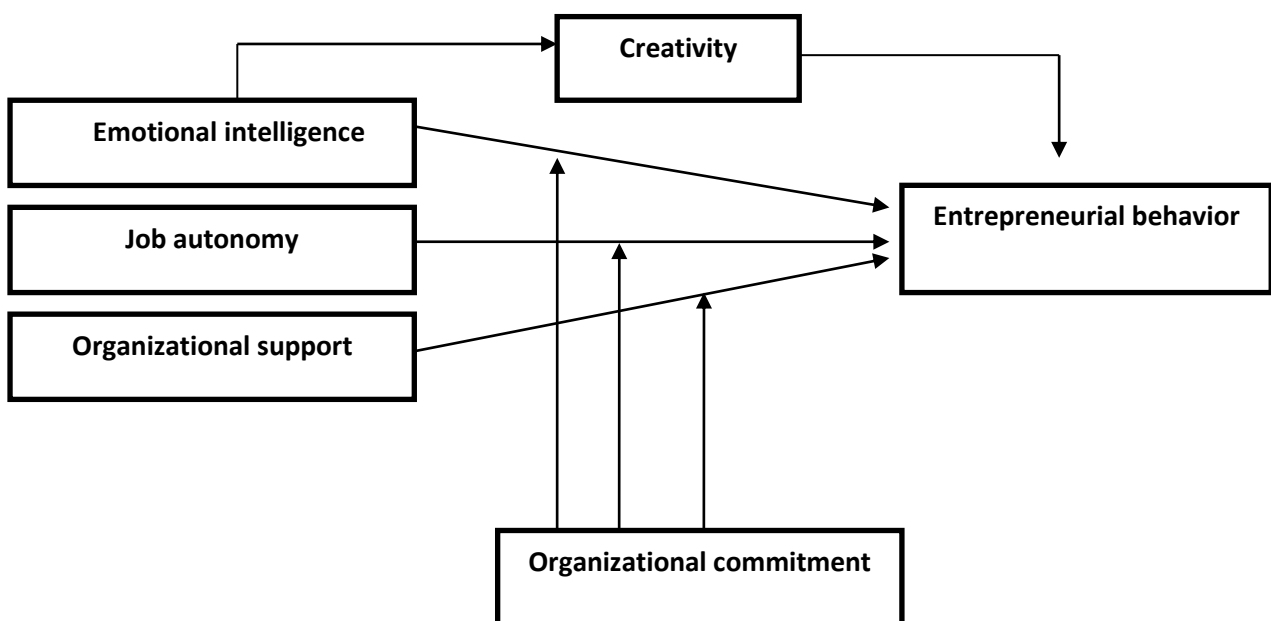
**H4:** *creativity significantly and positively mediates the relationship between emotional intelligence and entrepreneurial behavior.*

### 2.6. Moderating Role of Organizational Commitment

Organizational commitment is “the comparative power of an individual’s participation and recognition with the organization” (Mowday *et al.*, 1979). Furthermore, Meyer and Allen (1991) intellectualized organizational commitment as “a perceptual relation among the worker and her or his association that forms it fewer likely that the worker will willingly exit the organization” (p. 252). Temporarily, various studies have given sense experience on the relationships between personal characteristics (such as emotional intelligence, proactive personality, and self-efficacy), and organizational commitment (Fuller and Marler 2009; Rutherford and Holt, 2007). According to Joo and Shim (2010) precisely, a single’s emotional relation to an organization as a whole has been observed by an organizational commitment. Baun and Locke (2004) examined that those entrepreneurs who show sentiment (intense positive feelings) relating to their ventures lead to achieving more positively than others who show calmness. However, Chung-Yan (2010) stated that job characteristics also play the great motivational role by assisting basic human needs while acting a job. The roles played by employees are the specific actions constituting their job description (Janssen and Yperen, 2004) which may include mental, behavioural or physical activities. Creativity is a mental act of turning imaginative ideas into reality being included in most of the job descriptions (Sarfraz and Nouman, 2017). An individual can behave like an entrepreneur being independent and supportive creative process. Various earlier researchers have originated positive interactions among organizational commitment and contextual characteristics (such as communication climate, perceived organizational support and leadership support) (Mathieu and Zajac, 1990; Rhoades and Eisenberger, 2002; Riggle *et al.*, 2009). Dirani and Kuchinke (2011) enlightened that workers essentially have minor levels of job stress, less job-home life clashes and have great points of job satisfaction that have done promise to an organization. Individuals who enjoy great commitment would achieve more entrepreneurial actions when they are autonomous at their work environment practicing positive emotions along with the organizational support. In short, organizational commitment can perform further weaken or strengthen the positive impacts of job characteristics (such as job autonomy), contextual characteristics (like perceived organizational support) and personal characteristics (like emotional intelligence) on an individual’s want to involve in entrepreneurial behaviors. Hence,

**H5:** Organizational commitment significantly and positively moderates the relationship of Emotional Intelligence, Job Autonomy, Perceived Organizational Support and Entrepreneurial Behavior.

#### Theoretical Model



### 3. Methodology of research

#### 3.1. Data and sample

This study is descriptive and quantitative in nature as it concerning and logical to the underneath variables and relationships which discussed in the literature section. So, a questionnaire technique has been used in order to amass the responding data. We acquired the list of call centers from the official website that registered under the special ordinance then distributed 250 questionnaires among the employees of telecommunication sector following by simple random sampling. The sampling method is used in this study (Hair *et al.*, 2010). We collected back 235 responses and screened out the biased and incomplete questionnaires we remained with the net 223 response for data analysis.

#### 3.2. Measures

A questionnaire comprised two parts. First one contained demographics and second one contained the behavioral extent and its antecedents. All Scales are taken from past study that followed in this study. Section two involves behaviors.

*Entrepreneurial Behavior* has been measured by 6 items scale from Pearce, Kramer and Robbins, (1997).

*Emotional Intelligence* has been measured by using 16 items scale taken from Wong and Law (2002).

*Job autonomy* has been measured by using 4 items scale adapted from Breugh (1985).

*Perceived organizational support* has been measured by 5 items scale taken from Eisenberger *et al.* (1986).

*Organizational commitment* has been measured by using a 4 items scale adapted from Netemeyer *et al.* (1997).

*Creativity* has been measured by 10 items scale used by Zhou and George (2001).

### 4. Analysis and findings

#### 4.1. Demographics

Study undertakes in telecommunication sector and target population consists of all the workers in Gujranwala. Only 204 were valid act in response with 78.95% response rate out of 220 questionnaires. According to this analysis, 46.6% were male and 53.4% were female. Many of the respondents were between the age group of 25 with the percentage of 82.4%. Further 17.6% were age group of 26-45 correspondingly. Moreover, respondents were 71.6% belonged to bachelors, 17.6% belonged to masters, 8.3% were of Ph.D. and 2.5% were others group of educational phase correspondingly. 69.6% respondents were performing their works as contractual employees, 16.2% of permanent employees and 14.2% were others respectively. 55.9% defendants have up to 1-year length of service and 35.3% have 2-5 years, 6.9% have 2-5 years and 2% respondents have more than 10 years length of service at visited telecommunication sectors.

Table 1. Descriptive statistics

Construct	Mean	SD	$\alpha$	1	2	3	4	5	6	7
1 Emotional Intelligence	3.92	.72	.92	–						
2 Entrepreneurial behavior	3.62	1.07	.94	.537*	–					
3 Creativity	3.86	.72	.93	.570*	.514*	–				
4 Organizational commitment	3.69	1.01	.94	.437*	.656*	.480*	–			
5 Job Autonomy	3.75	.83	.78	.492*	.555*	.493*	.622*	–		
6 Perceived organizational support	3.67	1.04	.94	.476*	.683*	.510*	.708*	.629*	–	
7 Entrepreneurial behavior	3.79	.69	.76	.380*	.436*	.451*	.489*	.466*	.498*	–

Table 1 shows descriptive statistics, reliability and Pearson correlation between all under observation variables. The highest correlation happened among perceived organizational support and organizational commitment which is valued at 0.708. It means that perceived organizational support and organizational

commitment are positively linked with each other with a modest standard deviation. Other all variables called as emotional intelligence, job autonomy, creativity, entrepreneurial behavior, entrepreneurial performance are also correlated with each other. Mean values are presenting the trend of responses that most of them are lie towards agreeableness. Outcome designates that alpha values for all variables are under satisfactory range to prove data reliability.

Table2. Fit indices for CFA model

Index of fit	Chi-square (df)	P	GFI	AGFI	CFI	RMSEA
Value	112.426	.004	.923	.818	.936	.045

Table2 of Fit Indices Model elucidates the perfectness of Fit Chi Square and further values to define that either the selected model has been a suitable fit for validity and reliability check or not. The goodness of Fit Index (GFI) must be larger than 0.95, Adjusted Goodness of Fit must be larger than 0.8, CFI must be >0.95, Root Mean Square Error of Estimation ought to be <0.5. Hence, the outcomes value of our measurement model being AGFI=0.818, GFI=0.923, CFI=0.936, RMSEA=0.45 being in the standard range of acceptance proofs than this model is fit to determine the validity and reliability of scale being used presenting an optimistic indication to continue.

Table3. Confirmatory Factor Analysis

Items	Factor Loadings	AVE	CR
<b>Emotional Intelligence</b>		<b>0.515</b>	<b>0.746</b>
E1	.76		
E2	.58		
E3	.74		
E4	.69		
E5	.51		
E6	.76		
E7	.66		
E8	.61		
E9	.83		
E10	.71		
E11	.66		
E12	.76		
E13	.58		
E14	.83		
E15	.48		
E16	.91		
<b>Job Autonomy</b>		<b>0.556</b>	<b>0.798</b>
JA1	.66		
JA2	.78		
JA3	.53		
JA4	.67		
<b>Perceived Organizational Support</b>		<b>0.824</b>	<b>0.886</b>
POS1	.77		
POS2	.64		
POS3	.81		
POS4	.79		
POS5	.60		
<b>Organizational Commitment</b>		<b>0.520</b>	<b>0.893</b>
OC1	.76		
OC2	.91		
OC3	.64		
OC4	.78		

<b>Creativity</b>		<b>0.602</b>	<b>0.846</b>
C1	.72		
C2	.71		
C3	.61		
C4	.69		
C5	.72		
C6	.77		
C7	.76		
C8	.78		
C9	.79		
C10	.82		
<b>Entrepreneurial behaviors</b>		<b>0.762</b>	<b>0.764</b>
EB1	.67		
EB2	.86		
EB3	.77		
EB4	.79		
EB5	.87		
EB6	.67		

The measurement model has shown to check the Confirmatory Factor Analysis. Table3 demonstrates the CFA Model. In this wayto explored the convergent reliability of the data and its discriminant validity. That model and its fit indices have been proved. Demonstrated by Fornell and Larcker (1981) In a way to test the reliability there are three key stages these include the factor loading constructs avalue of CFI Model must be more than 0.7, the AVE values must be more than 0.5 and the Composite Reliability (CR) value would be larger than 0.5. Consequently, the consequences exposed in Table3 clarifies that the maximum values of factor loading are higher than 0.7 and significant at 0.001. However, the CR and AVE values are all greater than 0.8 and 0.5. Therefore, this outcome defines our scale convergent reliability and verifies the discriminant validity, that means the items presenting variances are for their specific variables that the other. This enhances the reliability and validity feature of the study and affiliation of the variables involved.

Table 4. Index of fit of the model

Index of fit	Chi-square (df)	P	GFI	AGFI	NFI	CFI	RMR
Value	14.456	.004	.822	.644	.903	.912	.048

Table 4 exhibits the fit indices of SEM. The fit indices define the fitness among the suggested and the actuality variance medium. The foremost value offered by the table of fit shows chi-square (df)=14.456 designates the suitability of model that is being used. Additionally, the GFI concludes the variance in the model that is 0.822 being fairly reasonable, AGFI value is 0.644confirmsfairly a good fit, the NFI value specifies the modification among two models and 0.903 value is better, the RMR value signifying the change among predictable variance and covariance from experimental value being minor as 0.048 is well, CFI relative fit index value 0.912 is measured fine. Hence, the outcome concludes that data is acceptable accordingly with the model.

Table 5. Mediating effect of creativity

Paths	Coefficients	SE	t	P-Value
Emotional intelligence to creativity (a path)	.5690	.0577	9.8670	.0000
creativity on Entrepreneurial behavior (b path)	.3350	.0728	4.6001	.0000
Direct effect of Emotional intelligence on Entrepreneurial behavior (c' path)	.1746	.0727	2.4026	.0000
Total effect of Emotional intelligence on Entrepreneurial behavior (c path)	.3652	.0626	5.8342	.0000

Table 5 signifies that all paths (a, b, c and c') justify the state of partial mediation. Consequences specify that emotional intelligence positively and significantly linked with creativity (Path a) with ( $b=0.569$ ). Likewise creativity also significantly and positively relates to entrepreneurial behavior ( $b=0.335$ ), which demonstrates that path b is also significant.

Table 5 reveals that path c and c' also significant by clarifying the direct and total effects. There is significant relationship between emotional intelligence and entrepreneurial behavior with ( $b=0.174$ ) and coefficient value displays emotional intelligence on entrepreneurial behavior (Path c). The total effect of emotional intelligence on entrepreneurial behavior is also significant with ( $b=-0.365$ ) at the existence of mediating variable. These outcomes prove that creativity significantly and partially mediates the relationship between emotional intelligence and entrepreneurial behavior and it increased the positive impression of emotional intelligence.

Table 6. Regression analysis

Variables	B	SE	$\beta$	t	Sig.
Constant	1.060	.222		7.779	.000
Emotional intelligence	.127	.067	.132	1.878	.062
Job autonomy	.175	.066	.211	2.654	.009
Perceived organizational support	.202	.052	.303	3.858	.000
<b>R<sup>2</sup> = 0.29</b>					

Results state that Emotional intelligence, Job autonomy, and Perceived Organizational Support has a positive and significant relationship with Entrepreneurial behavior with ( $R^2=29\%$ ). It tells the overall goodness. It indicates that  $R^2$  is 29% significant. P value for the beta coefficient of Emotional intelligence is .062 which is not significant at 5% level of significance and the beta value .127 is statistically significant and P value for the beta coefficient of Job autonomy is .009 which is significant at 5% level of significance and beta value .175 is statistically significant. P value for the beta coefficient of Perceived Organizational Support is .000 which is significant at 5% level of significance and this means that beta value .202 is statistically significant.

Table 7. Moderating effects of organizational commitment

		R <sup>2</sup> change	F	df1	df2	P
EI & EB	Interaction	.051	15.32	1	200.00	.001
JA & EB	Interaction	.023	.3994	1	200.00	.048
POS & EB	Interaction	.035	.9984	1	200.00	.031

## 5. Discussions and conclusions

The core purpose of the study was to explore the impact of Emotional Intelligence, Job Autonomy, Perceived Organizational Support on Entrepreneurial Behavior by considering the moderating role of Organizational Commitment, also the mediating role of creativity.

H2 predicted that emotional intelligence and entrepreneurial behavior are positively linked with each other. Earlier this outcome is supported by (Zampetakis et al., 2009; Kamil and Nasurdin, 2016; Wong and Law 2002; Brundin et al. 2008; Zampetakis and Kafetsios, 2010). Similarly, conclusion proved that job autonomy significantly related to entrepreneurial behavior. Earlier studies (Breugh, 1985; Jong and Kemp, 2003; Slåtten and Mehmetoglu, 2011; Williams and Turner, 2006; Wang and Cheng, 2010; Kamil and Nasurdin, 2016; Hornsby et al., 2009) supported H3 that presented the positive affiliation among job autonomy and entrepreneurial behavior. Moreover, Perceived organizational support and entrepreneurial behavior are positively interrelated with each other; this supports H4. Preceding research (Zampetakis et al. 2009; Rutherford and Holt, 2007; Hornsby et al., 2009; Rhoades and Eisenberger, 2002; Kamil and Nasurdin, 2016) supported our findings. In addition, H5 revealed that organizational commitment moderates the connection among emotional Intelligence, job autonomy, perceived organizational support and entrepreneurial Behavior. (Meyer and Allen 1991; Joo and Shim, 2010; Chung-Yan 2010; Dirani and



Kuchinke, 2011; Mathieu and Zajac, 1990; Rhoades and Eisenberger 2002; Riggle *et al.*, 2009) supported our findings. Consequences exposed that creativity mediates the relationship amid emotional Intelligence and entrepreneurial Behavior supported back by (Zapetakis *et al.*, 2009; Amabile *et al.*, 2005; George and Zhou, 2002; Zhou and George, 2003; Farshid *et al.*, 2011; Zampetakis, 2009; Farahbod *et al.*, 2013) this supports H6.

### 5.1. Practical Implication

Global war and economic suspicions have twisted countless challenges for conventional and well-known organizations, especially services providing organizations. In the framework of the Pakistan telecommunication sector, in the current years, this sector has appeared as the rapid increasing sector beyond Asia, in such a way to provide better quality services and value-added goods to consumers. In view of growing market complexity and global competition, it is expected that this learning will be helpful for the telecom sector to progress operative schemes in motivating entrepreneurial performance and behaviors between its administrative staffs. Henceforth, it is vigorous for reputable organizations to improve entrepreneurial performance and behavior, particularly through all middle-management stages in order to boost their competitive gain.

### 5.2. Limitations and future directions

The existing study has a few limitations that need to be addressed in future research. Furthermore, the problem was due to the responses of the interrogations which depended upon the Likert-type scale. It is the big problem that people do not give careful answers. As concerned toward the future research it could be carried out in other sectors including software houses, banking, and textile to present across-sector examination of HR practices and their effect on performance and use mixed approach for data collection. Future research should also consider using multiple sources of data to enhance the ability to generalize the results. In future sample size should also be increased.

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