

Systematic Literature Review on Human Resource Management Effect on Organization Performance

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Abstract

Purpose: The current study is the outcome of a thorough evaluation of the literature on functionalism in human resource management as it relates to organizational performance. It examines the role of human resource management and looks into various issues with human resource management in firms in such situations.

Research Methodology: The theoretical underpinnings are accomplished through a systematic review and subsequent thematic content analysis of literature, including reports from published literature and research papers that have been published. These were critically examined, and the best matching documents were then carefully chosen for inclusion to reach a conclusion.

Result: The result emphasizes the necessity for human resource management managers to implement cutting-edge strategies for faculty and staff empowerment so they may traverse the fast-changing environment and perform to their full potential against the odds. To engage stakeholders in amicably avoiding recalcitrance, a conceptual qualitative framework is established and recommended for the functionalism of tailored human resource management. This approach can help managers of human resources find opportunities during this crisis and help them come to significant conclusions about how to address issues and create a positive culture.

Limitation: Risks of bias such as selection bias, insufficient blinding, attrition bias, and selective outcome reporting may be among the limitations.

Future Implications: By working together to overcome predicted difficulties, this framework can help an educational leader manage stakeholders' expectations and benefit academics and practitioners alike.

Novelty: Research novelty was a brand-new concept that might result in new knowledge or contribute to already-existing knowledge.

Keywords: Human Resource Management, Functionalism, Organization Performance, Systematic Literature Review

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1. Introduction

The globalization of economies has accelerated in recent years, with the goal of promoting international trade through connectivity and technology advancements (Carnevale & Hatak, 2020; Libert, Mosconi, & Cadieux, 2020). This increase has also fueled increased competition in domestic

and international markets, which has further motivated businesses to hire and hold on to highly, qualified individuals (Forozandeh, 2022). For a competitive edge in the market, many businesses rely on their staff (Seran, Kase, & Nursalam, 2022).

As a result, they are closely tied to how effectively they manage and use their human resources (Collins, 2021; Lombardi, Manfredi, Cuozzo, & Palmaccio, 2020). HR planning, HR management, strategic hiring, employee training, growth compensation management, effectiveness, worker relations, health care, employee happiness, and provision of employee benefits are just a few of the duties that fall under the umbrella of human resource management (Mousa & Othman, 2020). HR planning, HR management, strategic hiring, employee training, growth pay management, effectiveness, worker relations, healthcare, employee happiness, and provision of employee services are just a few of the duties that fall under the umbrella of human resource management (HRM) (Othman & Abdullah, 2016). It consists of methods and policies aimed at enhancing organizational effectiveness, worker engagement, and the caliber of output (Asefa & Kant, 2022; Khan & Abdullah, 2019).

Effective HRM enables managers to set plans and hire qualified personnel while also assisting people in finding meaningful employment with opportunities for career advancement (Komakech, Obici, & Mwesigwa, 2021). Investing in HR, the main goal of HRM is to improve organizational performance and employee performance (Jacob & Bajama, 2022; Pham, Thanh, Tučková, & Thuy, 2020). Human resource management involves conducting a systematic examination of human resource requirements to make sure that the appropriate amount of personnel with the required capabilities is on hand when needed (Khancharovna, 2022). The purpose of employing human resource management is to determine how many employees an organization has, what types of employees it has, how to use the organization's resources, and how to keep and sustain its personnel (Susanto & Rambano, 2022). The productivity of an organization can be influenced by its degree of performance (Adula & Kant, 2022a; Zhao & Zhou, 2021). Therefore, productivity refers to the pace of output, level of success, and degree of the outcome, all of which have a direct impact on profitability and turnover (Prabhu, Abdullah, Ahmed, Nambirajan, & Pandiyan, 2020; Usmani, Ajonbadi, & Mordi, 2022). In a methodical manner, this research study examines the possible literature review of the impact of human resource management on organizational performance. Control is made feasible by management, which allows for the comparison of contractual outcomes with performance requirements and the implementation of remedial action if necessary. Last but not least, human resource management functions involve staffing, which entails hiring the right amount of suitable employees for a company, as well as identifying, procuring, and allocating other resources (Biekowska et al., 2022). Additionally, coordination of all members and departments' actions inside an organization also enhances (Huettermann & Bruch, 2019).

1.1 Statement of the Problem

The acute lack of skilled resources is one of the most serious issues organizations around the world are currently dealing with (Katou, Budhwar, & Patel, 2021). A number of reasons, including colonial administrative practices that offered the local population more opportunities to flourish, can be linked to the issue of a lack of skilled labor (Danilwan & Dirhamsyah, 2022). The following are some of the issues the human resources planners found in earlier literature: Top management always transfers monies intended for the organization's proper management into their personal accounts (Adula & Kant, 2022b; Jacob & Bajama, 2022). Due to a lack of desire, funds from our experts have been given to a board, who will be paid and have access to a comfortable home (Amegayibor, 2021; Anwar & Abdullah, 2021).

Because of inadequate facilities in our higher education institutions and a curriculum that is irrelevant to the demands of the economy, the rate of labor turnover is rising (Bizri, Wahbi, & Al Jardali, 2021; Othman & Abdullah, 2016). The lack of qualified human resources due to inadequate management is one of the issues commercial organizations are facing (Kant & Tufa, 2022; Usmani et al., 2022). To be effective, human resources, the group of people who comprise the workforce of a company and enable productivity, must be well-planned for and placed in the proper roles (Irani, Kiliç, & Adeshola, 2022; Kant & Asefa, 2022). Emmanuel (2021) noted that a primary profit-generating tactic employed

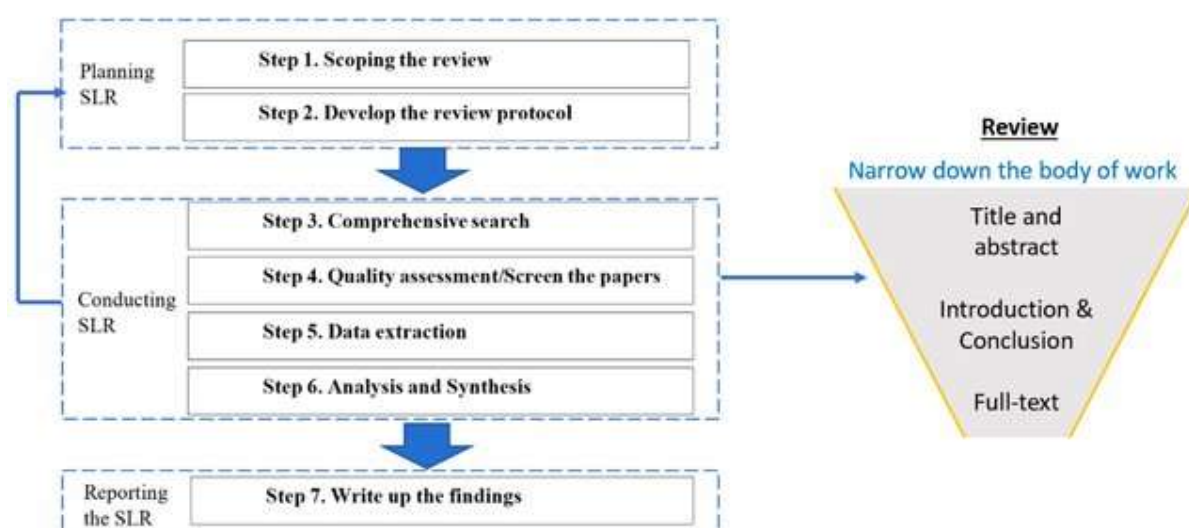
by HRMs is a recruitment procedure that is time-consuming and expensive. Other research by Zhao and Zhou (2021) and Kant and Adula (2022) revealed that hiring the proper personnel enables a company to make the most of its resources, improves overall effectiveness, and lowers training and development expenditures.

1.2 Objectives

1. To cover the possible literature review of HRM on Organizational Performance in a systematic way.
2. To Meta analyze the possible literature review of HRM on Organizational Performance with PRISMA.

2. Research Methodology

An organized review of the literature based on bibliographical citations and literature of previously published work has been done to attain the aforementioned aims. The search approach was implemented using PRISMA approach. In doing this search, pertinent bibliographic references were gathered from publications published by reputable publishers like Sage, Taylor & Francis (Routledge), Springer, and others.



Source: Chompunuch (2019)

E-databases such as Emerald insights, Science Direct (Elsevier-Scopus), JStor, Springer Journal Archives, Sage Publications, Search EBSCOHost and Google Scholar, ResearchGate, and Academia.edu were used to find research journals (full text and abstracts). Additionally, searches were done on Amazon and in the online catalogs of the National Library of India, the American Library, the British Council Library, and the National Digital Library of India. Grey literature, including published documents, was found using a Google Scholar electronic search. In addition, newspapers, white papers, and websites were investigated. Other searches were conducted utilizing the references from pertinent articles, which created a snowball effect. Figure 01 shows the search and inclusion strategy, and Table 01, using the PRISMA method, shows the standards for document inclusion and shortlisting of research.

2.1 Inclusion/Exclusion Criteria

The following criteria were met by studies to be included: (1) empirical investigation, regardless of the research techniques; (2) concentrating on relationships between HRM and performance outcomes; (3) SSA region; (4) hospital setting; (5) English language; and (6) published in a peer-reviewed scientific journal.

Studies were excluded based on the following exclusion criteria: (1) a sole focus on capacity building through HRM; (2) HRM interventions; and (3) studies that only target technical skills as opposed to non-technical abilities (e.g., teamwork training, personal communication training). Studies that just discuss capacity shortfall reduction are not included because by definition they are intended to increase effectiveness.

2.2 Selection strategy

- (1) Researchers used a structured Excel format to carry out a four-stage selection procedure, starting with a title and abstract screening for inclusion and exclusion criteria. Two authors independently worked on this. When the two authors couldn't agree, the third author made the call or moved the choice to the next step. The first stage decreased the 35 hits from the first search to 46 hits.
- (2) Reading the inclusion and exclusion criteria in their entirety. Two authors worked on the second stage as well. In the event of a tie, the third author was brought in to reach a consensus. The publications were whittled down to 30 items in the second stage.
- (3) A summary of all entire articles made by the first author.
- (4) One more article was included after the summary articles' references and biographies were checked, bringing the total to 25 included articles (Fig. 1).

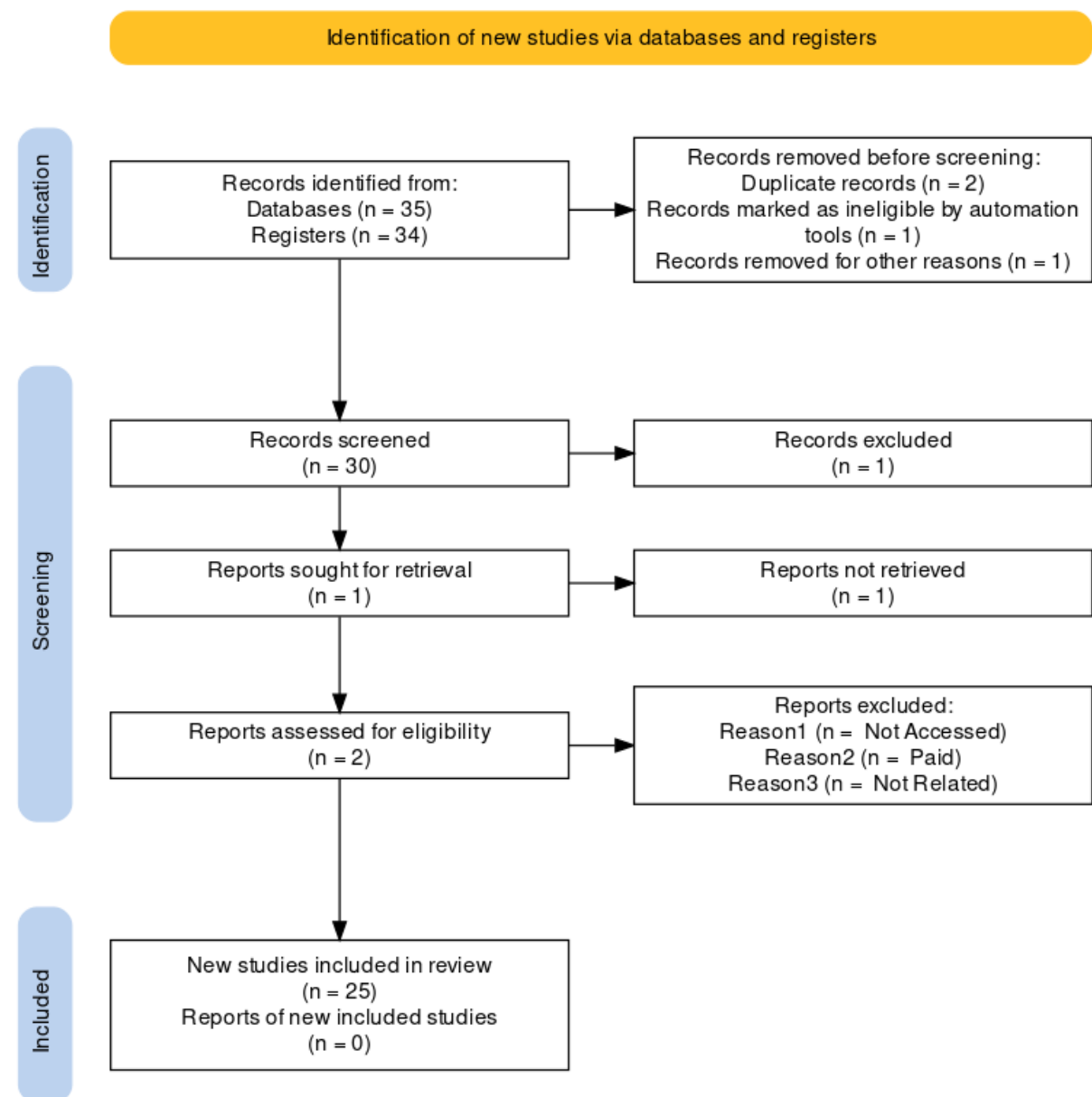


Figure 1. PRISMA Methodology
Source: PRISMA Output (2023)

Researchers visually represent the process of locating published data on the subject and how they chose whether to include it in the review using PRISMA flow diagrams. Preferred Reporting Items for Systematic Reviews and Meta-Analyses is known as PRISMA. A minimal set of items for reporting in systematic reviews and meta-analyses was shown in Figure 1. A 4-phase flow diagram and a 27-item checklist make up the PRISMA statement. It contained details on the characteristics of the studies that were included, the risk of bias (quality evaluation within studies), and the findings from various studies. Include the strength of the evidence and the review's limitations in your summary of the main findings.

Figure 1 was useful in displaying the key findings from a systematic review of 25 related research on HRM, specifically the odds ratios or risk differences. Include the magnitude of the evidence and the review's limitations in your summary of the main findings. Figure 1 was useful for a variety of measures of the main findings, such as the odds ratios or risk differences or sensitivity and specificity, etc., from a systematic review of 25 linked research on HRM. A funnel plot to test the text for publishing bias may also be necessary. The standards for figure arrangement in note journals differ.

3. Results and discussion

The initial stage in the data analysis process was to compile every HRM practice and every performance result from the studies that were included. The study team discussed these "raw" practices and outcomes and iteratively processed them to come up with common "labels" for the activities and outcomes. These labels were then used to organize these practices and results into categories. Researchers identified five categories of HRM practices, based on previous syntheses of research on HRM effectiveness:

- (1) Training and instruction;
- (2) Salary and reimbursement;
- (3) Reward and development;
- (4) Job shifting; and
- (5) Supervisionrecruits

3.1 Systematic literature review *HRM effect on organization performance*

Table 1. Systematic Literature Review

Author(s)	Objective of the study	Methodology and Findings	Research Gaps	How the study seeks to fill the gaps
Usmani et al. (2022)	To determine the internal and external factors influencing HRM practices in Pakistan's textile sector.	Research design was descriptive. Selection practice, hiring, trading, and development as well as other factors that influence HRM on OP.	The study adopts only descriptive and quantitative.	The study will be conducted in both approaches qualitative and quantitative. Uses inferential statically tools.
(Abukhader & Onbaşıoğlu, 2021)	Examine the relationship between two main categories of total quality management	The study explanatory research design. The study revealed that the association of infrastructure	The study seeing the relationship of the variable did not show their effect.	The study focuses on Ethiopia textile industry And use inferential analysis.

	practice and some new human resource management in Iran supply.	quality management and HRM has positive and significance but not quality management.		
Azizi, Atlasi, Ziapour, Abbas, and Naemi (2021)	An investigation on the connection between organizational success and human resource management.	Identify the beneficial link between HRM practices and organizational performance.	The study uses secondary Data only.	The study uses both data primary and secondary as well as qualitative and quantitative.
Gomes, Sabino, and Antunes (2023)	The researcher examined the various aspect of HRM practice in terms of human capital management and organization development in Portugal hotels.	Qualitative approach & Case study design. HRM is the key element of the competitiveness of a hotel unit, not only to respond to increasing customer challenges but also to ensure competitiveness in the face of large-scale competition.	The study was conducted The qualitative approach only is not showing the relationship and the level of effects of variables on organizational performance.	The study focuses on the textile industry and also uses both approaches qualitative and quantitative.
Mousa and Othman (2020)	Investigate how the human resource management process affects the productivity of manufacturing SMEs in Nairobi. country, Kenya	Explicit research methodology. HR procedures have a beneficial impact on business performance.	The research was conducted in Kenya and limed Geographical location. And only qualitative.	The Ethiopia textile industry. Use both qualitative and quantitative.
Pham et al. (2020)	Analyze how employee capabilities play a mediating role in the link between human resource management and organizational performance.	Using cross-sectional, the study revealed that all variables are positive and significant effects on OP except career management and performance appraisal.	The study focused on the hotel business. And use cross-sectional design.	The study uses an explanatory design. The result may vary Because of different organizations and designs.

Irani et al. (2022)	Look into whether the demographic characteristic affects this particular set of HRM practices in Indian hospitality businesses.	There is no correlation between age and size and HRM practice variables, however, there is between category and type (capital or employees).	Generalized other study areas. The study's primary focus is on how HRM procedures in hotel businesses affect OP. It's possible that the scale employed in the questionnaire doesn't always precisely reflect the interviewee's ideas.	The study focuses on different industry the result may vary. And is not show the cause-effect. The study will use an explanation.
Nadeem, Riaz, Iftikhar, Ahmad, and Shamshad (2019)	Employee service performance and OCB are impacted by high-performance work systems: The mediating role of psycap.	Cross-sectional research designs revealed that HRM practice has a positive and significant relationship with OP.	The study only sees the relationship between variables	The study focuses on different organizations and different designs and analyses the result may vary.
Halid, Yusoff, and Somu (2020)	To further explore HRM in the digital age with regard to organizational performance.	An archive-based methodology was used to perform a systematic review of the literature. The results of the study show that digital transformation has a favorable effect on all factors.	Organizations must adapt to the evolving HRM practices in the age of digital transformation.	It is advised that the researchers look more closely at how performance has changed from the past to the present, how much it has impacted the companies, the function of the HR manager, and the evaluation of the implementation's return on investment.
Alshammari (2020)	This study examines the relationship between organizational performance and knowledge management competence, as well as the mediating effects of organizational learning (OL), human resource	To test the hypotheses, this study uses structural model estimations. The concept was proposed by earlier research and is connected to HR procedures. The results of this study looked at how HRM methods in Saudi	The survey was conducted via email, which is one of the study's shortcomings. Some questions may have biased responses. The information gathered is concentrated in the Kingdom of Saudi Arabia's non-industrial	Previous research has looked into the idea that firms might increase their earnings by making greater investments in human capital. While developing their human resource management plans, the Saudi Arabian non-industrial organization will

	management (HRM) techniques, and knowledge management (KM).	Arabia in 2019 affected organizational learning, performance, organizational culture, and knowledge management capacities.	sector. The characteristics of the chosen companies may differ from those in other parts of the nation.	find this study useful.
Danilwan and Dirhamsyah (2022)	To investigate how human resource strategies affect organizational performance in Indonesia's manufacturing sector	As a measurement tool, PLS-SEM is utilized. The literature on OP and HRM practices has benefited from the research findings on the moderating and direct effects.	When discussing the performance of the business, the author should include additional elements in addition to these five HRM practices for a more thorough examination.	A thorough study is lacking when pertinent data are only obtained from one source. Because of this, scholars will need to employ more sources in the future to get data.
Nyathi and Kekwaletswe (2022)	In this work, a model for improving employee and organizational performance in developing economies is proposed and tested.	A survey of 35 firms employing e-HRM systems was used to gather data. Process macro was utilized in regression analysis. Employee performance mediation increases the benefits for the entire organization.	The usage of electronic HRM in conjunction with best practices for human resources that improve individual performance is likely to increase organizational performance improvements.	Further research on the mediation effect of employee performance is anticipated to improve the impact of e-HRM use on organizational performance.
Bieńkowska, Koszela, Salamacha, and Tworek (2022)	To describe how HRM tactics that are MISMANAGEMENT OF HRM focused affect how employees behave in the workplace.	Descriptive statistics were computed with IBM SPSS and path analysis was done with IBM AMOS to test the hypotheses. The outcome demonstrates that a combination of "hard" HRM tactics pertaining to financial considerations and "soft" HRM strategies pertaining to maintaining	The purposeful selection of the components for the sample was constrained only by the activity's geographic reach. The usage of a qualified respondents' panel eliminated the non-response bias.	A Disaster OF The HRM contagion is a process that has upended the previously established and largely stable order in modern firms' management. Further research will be done on how the corona flu epidemic has affected management, especially human resource management.

		employees' wellness throughout the crisis produces the best results in molding OP.		
Katou et al. (2021)	A multilevel and multipath study on the relationship between organizational performance and line manager application of employee HR attributions in the HRM system.	Utilizing the social exchange and attribution theories. According to employee HR attributions, the relationship between HRM content and line manager HR implementation is totally mediated by (a) HR strength between firms.	First, the information was gathered all at once utilizing a questionnaire. Therefore, the evidence does not support assumptions about dynamic causality. Second, the fact that every measure was self-reported raised questions regarding common method bias.	Bias's origin. The unbiased results were improved by the use of multilevel analysis. Recall bias issues arose due to the retrospective reporting of all variables. Fourth, the size of the organizational sample (N 14 158) is relatively low for examining such vast and intricate models.
Anwar and Abdullah (2021)	The current study investigates how human resource management affects how well public organizations perform.	The research methodology used in the present study is the quantitative research method. All of the hypotheses were shown to be false, with the exception of the fifth, which claimed that "Decentralization is positively associated with organizational success."	Different scholars and researchers have reached different conclusions about the relationship between human resource management practices and organizational success.	Delegating authority and giving employees the freedom to make decisions can sometimes result in lower-level employees producing significant profits that were not expected of them. However, this only appears when lower-level employees have the freedom to make decisions.
Tensay and Singh (2020)	The relationship between human resource management, employee engagement, and organizational success in Ethiopian federal public sector agencies.	This study investigated how employee engagement affected the relationship between HRM and performance.	Research hasn't given much thought to public service in emerging nations.	This outcome runs counter to the HRM performance discussion.

Thathsara and Sutha (2021)	Organizational agility has a mediating function in the investigation of the impact of e-HRM practices on organizational performance.	Sobel test and the Baron and Kenny mediator analysis approach. The analysis's findings showed that while organizational agility modulates the association between E-HRM practices and OP, it has a significant and favorable impact on OP.	Only a small number of Sri Lankan financial institutions are used in this study, hence the results only apply to this region. To generalize the conclusions from the study may therefore not be possible.	The conclusion cannot be applied to the entire population. Additionally, cross-sectional data were used to create this study. As a result, to test the hypothesis, future research should move beyond cross-sectional designs and use longitudinal or experimental study approaches.
Othman and Abdullah (2016)	E-HRM practices and their effect on organizational performance: a study of Bangladesh's manufacturing sector	The quantitative and qualitative method was used.	The respondents may not have intended to take their time answering the question or they may have felt awkward.	The bias of the respondent may affect the results. Data was gathered using a google form, which may somewhat differ from the actual situation.
Libert et al. (2020)	mutual benefits Organizational performance, collective well-being, and health-related HRM	The study examines the connection between health-related human resource management (HHRM), employees' collective well-being (in terms of collective emotional exhaustion and collective engagement), and organizational performance, building on the signaling theory and conservation of resources theory.	Because analysis is cross-sectional, it is impossible to deduce causes from it.	Future research on the "stress mentality" notion might look at how "organizational mindsets" emerge as a group. Given the small variation in employees' stress attitude that our study's organizational membership can explain.
Pradhan (2022)	Impact of HRM on OP of service sector institutions in Nepal.	Explanatory and descriptive design. HRM has positively and significantly affected OP.	Measured the performance of the organization using employee turnover and productivity.	The study focused on the textile industry in Ethiopia. Measure the performance financial and non-

				financial.
Jacob and Bajama (2022)	Nigeria Breweries Kaduna Plc is used as a case study to illustrate the effect human resource management has on organizational performance in Nigeria.	Explanatory and descriptive design. Show a positive linkage between HRM practice and firm performance.	Show only, the extent of effect in SMEs.	The study focused on analyzing the effect of HRM & OP in mediating variables industry. Use primary and secondary data.
Khancharovna (2022)	The importance of the functionalism of human resources management in the management of the public sector	The research employed a descriptive design.	Descriptive design It is not showing the relationship between the variables.	This study will use inferential analysis.
Susanto and Rambano (2022)	Improvement of Performance Analysis of Local Government Financial Reports through HRM Factors	The study employed explanatory design and descriptive and inferential analysis. HR practices are more effective in improving the OP than opportunity-enhancing.	The study was not showing the extent of the effect.	The study will use different variables and different performance measurement techniques.
Anwar and Abdullah (2021)	Investigates how human resource management practices affect business performance in the banking industry.	Descriptive design and descriptive static tools and correlation. Significant and positively correlate with OP	The study uses a quantitative approach & descriptive design.	The study focuses on the textile industry and inferential static.
Bizri et al. (2021)	To assess the extent to which HRM practices on OP in the Lebanese bank sector.	Research design was descriptive & explanatory. HRM practice and mediating variables influence OP.	The study did not show the extent to which the dependent variable clearly affected results.	The result may be differing in other organizations. The study will conduct in the textile industry

Source: Researchers own Systematic Literature Review, 2023

3.2 Meta-analysis: Forest Plot

Study Id:

OR (95%CI) Wt.%

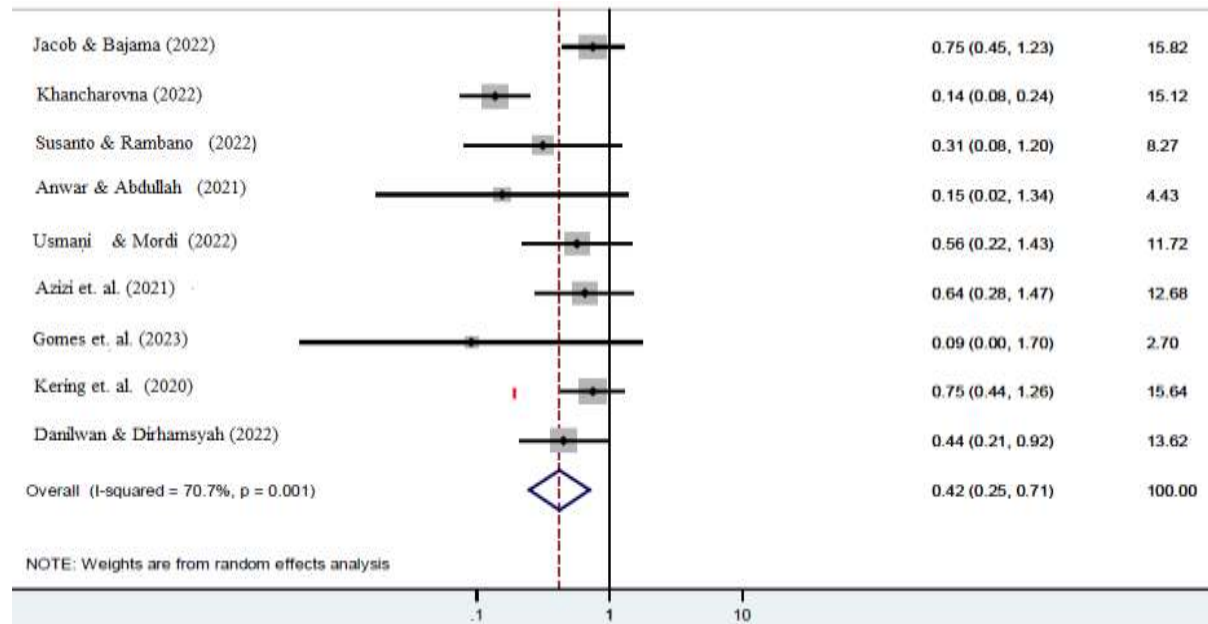
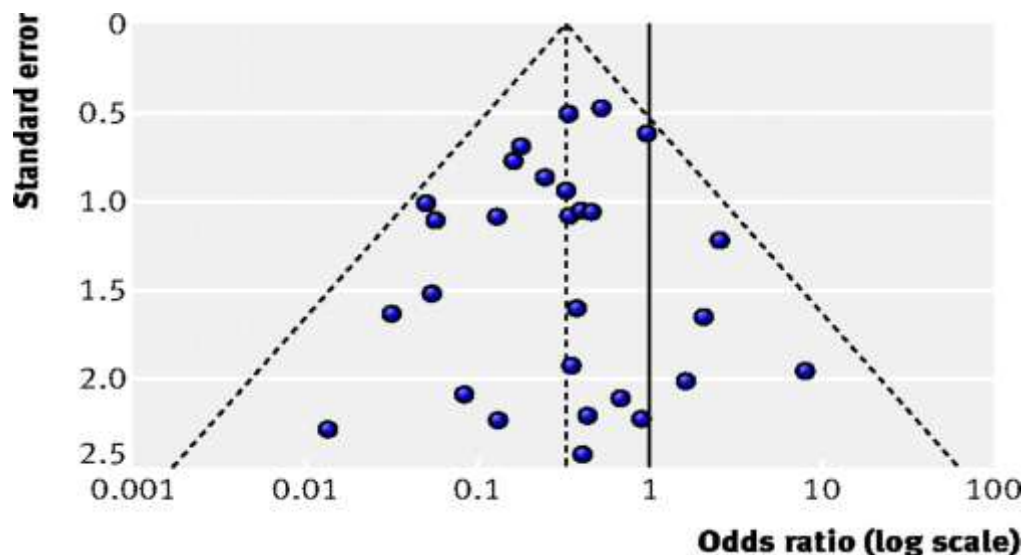


Figure 2. Meta-Analysis (2023)

A forest plot often referred to as a blobbogram, is a graphical representation of the estimated outcomes from a number of scientific studies addressing the same subject, together with the overall outcomes. The thing that the forest plot shown in 3.2 compiling all the pertinent research that addresses the same issue, find a common statistic among them and presents it on a single set of axes. By doing this, you may compare immediately what the research reveals and the caliber of the outcome in a single location. The study's vertical line crosses it, it indicates that the null result is contained within the 95% confidence interval. This suggests that the study's finding is actually the null value and that no statistically significant difference between the treatment and control groups was found.

3.3 Funnel Plot for Systematic Literature Review

A funnel plot was used by the researchers to examine a systematic review for systematic heterogeneity, other reporting biases, and publication bias. These biases originate from the exclusion of data from unpublished sources (missing studies) or from the selective reporting of a study's findings (missing outcomes).



A funnel plot is used to examine a systematic review for systematic heterogeneity, other reporting biases, and publication bias. These biases originate from the exclusion of data from unpublished sources (missing studies) or from the selective reporting of a study's findings (missing outcomes). The inclusion of diagonal lines for the 95% confidence intervals around the summary treatment effect, which depicted a summary effect estimate [1.96 standard error] and summary effect [estimate + (1.96 standard error)] for each standard error on the vertical axis.

As funnel plot depicted in figure 3, was basically a depiction of the research effect magnitude vs its precision. For continuous data, the effect size is typically expressed as a mean difference or standardized difference, and for dichotomous or event-like data, as a relative risk or odds ratio. Idealized dispersion owing to sample variance should resemble a pyramid or an inverted funnel on the plot in figure 3. The research's wide range of standard errors accounted for the log scale is depicted in the funnel plot in figure 3. The studies would all lie on a horizontal line if the standard errors had the same size.

5. Conclusion

In order to determine how commentary on writing about human resource management has changed and is still changing, this review looked at the patterns in studies on the subject during the previous four years. According to the studies we've looked at, the evaluative commentary is a highly important and common practice in human resource management in today's firms. Along with this, it is also evident that the field of human resource management studies is diverse and is still being researched and examined for the greatest possible benefit to human resource management scholars as well as society at large. However, the controversy over corrective vs. evaluative literature reviews in human resource management still rages on and is evident in the reviewed studies as well as in the writing about human resource management. This area of research in human resource management is crucial since it centers on encouraging scholars to write more effectively. In our contemporary society, where research budgets are shrinking and the liberal arts are losing support and patronage, it is crucial to assist researchers in becoming better writers and to help them see the value of developing as independent writers.

5.1 Future Research Agenda

Contributors to the systematic literature review offer brief summaries of 25 important studies on human resource management in order to close the gaps that remain through future research. Each comprehensive literature review on human resource management 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 data that is currently accessible on human resource management for

beginning researchers. Furthermore, a systematic evaluation of the literature identifies research gaps in the area of human resource management that need to be filled.

5.2 Limitation

Meta-analyses can be abused if the distinction between a patient seen in the clinic and those included in the meta-analysis is not taken into account, just as systematic reviews can be misleading, useless, or even harmful when data are handled improperly. Risks of bias such as selection bias, insufficient blinding, attrition bias, and selective outcome reporting may be among them. Inconsistency such as clinical or statistical heterogeneity may also be present, as well as imprecision that may result in Type I and Type II errors. Inappropriate or misdirected research topics, resistance to numerous reviewers, the exclusion of grey literature, and a lack of information sources are only a few of these difficulties. Risks of bias such as selection bias, insufficient blinding, attrition bias, and selective outcome reporting may be among the limitations.

5.3 Compliance with Ethical Standards

The Institutional Review Board at the author's university, "Bule Hora University," in Oromia, Ethiopia, and the collaborating college strictly enforced all ethical criteria for the research activity. The "Department Graduate Committee" (DGC) for the College of Business and Economics at Bule Hora University in Ethiopia, which is presided over by the college dean, assessed the study. The study participants' consent to share their information was secured in advance, and it was made clear to them that it would only be used for academic research. It is evident that the rules laid out in the Declaration of University were adhered to.

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Research novelty was a brand-new concept that might result in new knowledge or contribute to already-existing knowledge.

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