

HUMAN RESOURCE MANAGEMENT SYSTEMS – THE SOCIAL AND ENVIRONMENTAL PERFORMANCE OF SOME OF MOROCCO'S LARGEST CORPORATIONS

HUMÁNERŐFORRÁS-MENEDZSMENT RENDSZEREK – MAROKKÓ NÉHÁNY LEGNAGYOBB VÁLLALATÁNAK TÁRSADALMI ÉS KÖRNYEZETI TELJESÍTMÉNYE

This study, which is founded on the configurational approach's principles, aims to determine how well-coordinated human resources management systems that are tailored to the company's business plan perform in terms of society and the environment. In this study, a collection of standard human resource practices serves as the framework for the human resource management system. Through „social commitment” and the „existence of an environmental strategy,” social and environmental performance is assessed. To find the simultaneous relationships between HRM systems, business strategies, and the two measures of performance, we carried out a confirmatory quantitative survey on a sample of 107 major Moroccan enterprises. The primary findings demonstrated that the internal consistency of HRM systems and their external consistency with corporate strategy can serve as significant levers for enhancing social and environmental performance.

Keywords: human resources management systems, configurational approach, Moroccan enterprises, complementarity, social/environmental performance

Jelen tanulmány, amely a konfigurációs megközelítés elvein alapul, azt kívánja meghatározni, hogy a vállalat üzleti tervéhez igazodó, jól koordinált humánerőforrás-menedzsment rendszerek hogyan teljesítenek a társadalom és a környezet szempontjából. Ebben a tanulmányban standard humánerőforrás-gyakorlatok gyűjteménye szolgál az emberierőforrás-menedzsment rendszer keretében. A „társadalmi elkötelezettség” és a „környezeti stratégia megléte” révén értékeli a társadalmi és környezeti teljesítményt. Az EEM-rendszerek, az üzleti stratégiák és a teljesítmény két mérőszáma közötti egyidejű összefüggések felderítése érdekében megerősítő kvantitatív felmérést végzett a szerző 107 nagy marokkói vállalatból álló mintán. Az elsődleges megállapítások azt mutatták, hogy az EEM-rendszerek belső konzisztenciája és külső konzisztenciája a vállalati stratégiával jelentős eszközként szolgálhat a társadalmi és környezeti teljesítmény fokozásához.

Kulcsszavak: emberierőforrás-menedzsment rendszer, konfigurációs megközelítés, marokkói vállalkozások, kiegészítő jelleg, társadalmi/környezetvédelmi teljesítmény

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Throughout the years, several theoretical and empirical studies have been conducted on the relationship between Human Resource Management (HRM) and organizational performance. This is a critical problem, particularly in the realm of human resource management. The

purpose of this study is to investigate the impact of human resource management methods on the social and environmental performance of Moroccan businesses. Social/environmental performance is more than just meeting legal duties; it also includes investing in human capital.

ensuring environmental sustainability, and cultivating constructive connections with stakeholders.

Our research will answer these main questions: How does the level of resemblance between the HRM system in a company and the theoretical HRM system correlate with social/environmental performance? Does a higher level of similarity between the HRM system in a company and the theoretical HRM system, combined with a stronger alignment of the latter with a corresponding business strategy, lead to an improvement in the environmental strategy?

This study is significant because it investigates the relationship between HRM and social/environmental performance. Organizations can obtain significant insights into supporting sustainable practices and stakeholder engagement by investigating how HRM practices contribute to social and environmental consequences beyond legal requirements. The insights can be used by firms in Morocco and internationally to link their human resource strategies with social and environmental goals, resulting in greater overall performance and long-term sustainability.

Prior research has highlighted the relationship between HRM and organizational performance. Notably, Commenne (2006) emphasized the significance of a company's commitment to social and environmental aspects, extending beyond legal requirements. Additionally, Doty et al. (1993) introduced the configurational approach to organizational effectiveness, exploring the fit between HR practices and strategic orientations. This study draws inspiration from these works and builds upon them by employing a quantitative confirmatory approach. The research utilizes data obtained from a questionnaire administered to a panel of 107 large enterprises in Morocco. The analysis involves the use of SPSS for classification based on HR practices and strategic orientations, and STATA for running multiple regressions while considering control variables.

Literature review

Several empirical perspectives are mobilized in an attempt to validate and explain the relationship between HRM and business performance. These perspectives are classified according to their unidimensional or multidimensional character. However, three main approaches to the multidimensional perspective often occur and are used in several studies, namely the universalist approach, the contingent approach, and the configurational one. Indeed, these are the three dominant empirical approaches to the „HRM performance” relationship.

Nevertheless, the „universalist” approach stipulates that certain HR practices called „good practices” have a significantly positive effect on the performance of the company regardless of the context in which they are introduced. As for the “contingent” approach, it offers a nuance and suggests that HR practices, to be effective, must align with other contingency factors of the organization, in particular strategy.

It is the „configurational” or „systemic” approach that states that HR practices have a greater effect on business

performance when they are considered in a coherent system rather than when they are considered individually (Miller, 1987; Meyer, 1993). In other words, it is „patterns” or profiles, rather than individual independent practices, that are at the origin of maximum effectiveness (Becker & Gerhart, 1996; Delery & Doty, 1996). Also, it puts as a second condition the coherence of the system of HR practices with the business strategy of the company.

Indeed, considering that HR practices taken in isolation have a limited effect on performance, the configurational approach calls into question the universalist approach and finds that the contingent perspective is insufficient. As a result, it incorporates the principle of horizontal adjustment into the latter.

Thus, HR practices must be complementary and considered in a coherent system to positively and effectively impact the performance of the company. They must also be in sync with the major organizational contingencies. (Fericelli & Sire, 1996; Carrière & Barrette, 2005; Ndao, 2012). This is why this approach is more complex and comprehensive, in our opinion than the other two approaches.

Among the empirical studies aimed at confirming this approach, are the following: Arthur (1992), Delery & Doty (1996b), Barrette & Ouellette (2000), Jalette & Bergeron (2002), Allani-Soltan B. (2004), Aït Razouk & Bayad (2007a), Navarrete et al. (2020), Zaibunnisa et al. (2021) (see Table 1).

Some studies show the superiority of the work system based on the grouping of innovative practices compared to that based on more traditional or control practices (MacDuffie, 1995).

Although all the theoretical developments seem to recognize the interest in grouping HRM practices into coherent work systems, the number of empirical studies having tested and measured the effect of the synergies generated by these groupings remains low. Moreover, the empirical studies carried out up to now reveal numerous contradictions that remove certain reliability from the results obtained. These contradictions are due in some cases to methodological weaknesses. In any case, these studies only allow half-tone validation of the configurational approach as a whole.

Contrary to the universalist and contingent approaches which are based on solid, recognized, and tested theoretical bases, the configurational approach seems to sit on less spectacular theoretical bases. This latter approach is, however, the most complex and complete theoretical model.

Beyond the theoretical bases, some empirical studies have tried to assess the effect of grouping HRM practices on the performance of organizations (Arthur, 1992; Delery & Doty, 1996).

The configurational approach unquestionably presents the most comprehensive and complex modeling of the relationship between HR practices and organizational performance. It is therefore a very interesting approach that we cannot do without.

Empirical studies provide interesting information to identify a number of the grouping of HRM practices into coherent work systems that make it possible to achieve

Some empirical studies validating the configurational approach

Author(s) (year)	Publication title	Sample	Main results
Arthur (1992)	“The Link Between Business Strategy and Industrial Relations Systems in American Steel Minimills”	30 American small steel mills	The results of this study confirm that the more the company has internal consistency in its system of HR practices and external consistency of the latter with the business strategy it follows, the more it can increase its performance. Selected HR practices: · Commitment; · Valuing employees. Performance indicators: · Productivity; · Output quality.
Delery & Doty (1996)	“Modes of Theorizing in Strategic Human Resource Management: Tests of Universalistic, Contingency, and Configurational Performance Predictions”	192 US bank branches	The results of this study confirm that the greater the similarity between the system of HR practices implemented by the company and that noted from the literature (ideal work system), the better the financial performance of the firm.
Barette & Ouellette (2000)	„Performance management: impact on organizational performance of the integration of the strategy and the coherence of HRM systems”	177 Canadian companies likely to have implemented a performance management system	The results of this study confirm that the more we integrate the elements of strategy (vision, values, and strategic orientation) in the management of the company, the more we increase its efficiency by increasing its competitiveness, its competitive positioning, and its sustainability. These results also confirm that the increase in the coherence of HR systems with that of performance management is linked to an increase in the competitive positioning of the firm.
Jalette & Bergeron (2002)	“The impact of industrial relations on organizational performance”	241 Desjardins credit unions in Quebec	The results of this study confirm that when the influence of other determinants is held constant, IR practices and the IR climate have a significant impact on organizational performance. In other words, a bad IR climate has a generally negative impact on performance. Organizational performance indicators: · Productivity; · Labor costs.
Allani-Soltan Bayad & Arcan (2004)	“Study of the effectiveness of HRM in French companies: the configurational approach”	1983 French establishments representing several sectors	The results of this study confirm that the more HR practices are combined and consistent with each other, and are also consistent with a cost minimization strategy, the better the economic efficiency of French establishments will be. They also confirm that the social climate index is maximized if HR practices are consistent internally and with a business strategy of differentiation and innovation.
Ait Razouk & Bayad (2007)	“Human Resource Management: A Longitudinal Analysis”	962 French establishments	The results of this study confirm that the more an establishment minimizes the gap between the ideal type of HR practices and its HRM system, and the more this distance indicates a similarity between the theoretical strategy and the strategy followed by this establishment, the more it increases its profitability.
Navarrete et al. (2020)	“Using a configurational approach to understand information and technologies in human resources management”	40 American Tech companies	The results show that the study contributes to human resources management research by investigating the impact of firm performance, specifically profit growth, on company ownership, CEO educational level, human resources-specific optimization tools, and device replacement methods.
Zaibunnisa et al. (2021)	“The Relationship between Human Resource Management and Corporate Social Responsibility: A Critical Review”	75 papers based on the study objectives	The findings suggest a proposition for future research to indicate a dynamic, interdependent, and collaborative link between CSR and HRM. Changes in HR practices to incorporate CSR practices will have an impact on company performance.

Source: constructed by the author

performance levels higher than the sum of the performance levels achieved by the implementation of the various constituent practices of these systems (Arcand, 2000).

Human resource practitioners and managers must have a thorough understanding of the organization's strategy and goals. This includes determining the organization's key strengths, market positioning, and long-term

ambitions. They can coordinate HR practices to directly contribute to the attainment of these objectives if they understand the strategic direction.

Analyze HR Practice Configurations: HR practitioners and managers can use the configurational method to analyze the various HR practice configurations that are likely to support the organization's strategy. This entails considering the interdependence and synergy of various HR practices, as well as their overall impact on organizational performance. Configurations must be carefully developed to produce an integrated system that reinforces the desired strategic results (Boxall & Macky, 2009).

These elements can have an impact on the success of HR practice settings. HR practitioners and managers should tailor the configurations to the specific corporate context to ensure that they resonate with employees and capitalize on the organization's strengths. Implementation and communication are critical for the success of the configurational approach. HR practitioners and managers must properly convey the new HR practices to employees, emphasizing the reasoning for the changes as well as the anticipated benefits. They should provide employees with training and assistance to ensure they understand and embrace the new practices (Paauwe & Boselie, 2003).

The configurational approach is a continuous process. Human resource professionals and management should promote a culture of constant learning and adaptability. They should keep up with current market trends, best practices, and emerging research to optimize HR practice designs over time. This iterative process enables the organization to adapt to changing business strategies and enhance the contribution of HR practices to performance (Boxall & Macky, 2009).

HR practitioners and managers who embrace the configurational approach can create and implement HR practices that are closely linked with the organization's strategy and improve overall performance. By using the power of HR practice configurations to accomplish desired objectives, this strategy enables HR to be a strategic partner in achieving company success.

Theoretical framework

Scholars such as Mark Huselid, Brian Becker, and David Ulrich have made substantial contributions to HRM research using the configurational approach. They contend that the effectiveness of human resource management methods is dependent on their alignment with one another and with the broader corporate plan.

Our study's two primary hypotheses, (H1) and (H2), are based on the association between the resemblance of a company's HRM system and the theoretical HRM system, and the ensuing impact on social/environmental performance. These ideas emerged from a thorough review of the literature on HRM practices and organizational performance, with a special emphasis on the configurational approach.

Empirical research has shed light on the relationship between HRM practices and performance outcomes.

According to this research, integrating HRM practices into coherent work systems is a critical factor in obtaining performance levels that exceed the sum of individual practices. This implies that when HR practices are linked and integrated, they can operate together to improve corporate performance.

Our hypotheses (H1 and H2), based on this literature study, propose that the greater the similarity between the HRM system found in a company and the theoretical HRM system, the better the social/environmental performance. This suggests that firms whose HRM systems are closely aligned with the theoretical model are more likely to achieve greater levels of social/environmental performance. Furthermore, H2 contends that the greater the link between the HRM system and the appropriate company strategy, the better the social/environmental performance, emphasizing the necessity of strategic alignment in obtaining positive results.

Overall, the configurational approach's emphasis on the coherent work system and the empirical evidence supporting the benefits of aligning HRM practices show a correlation between these hypotheses and the literature review. Our research aims to add to this understanding by providing useful insights into the interaction between HRM systems, strategic alignment, and social/environmental performance.

Our empirical research is based on a sample of 107 significant enterprises, including national and global subsidiaries, that represent the main sectors of activity in Morocco. The detailed structure of our sample (see Table 2) will be presented in the following sections to verify its distribution and gain information on variables that are likely to influence various elements measured in the context of our investigation.

Table 2

Structure of our survey sample

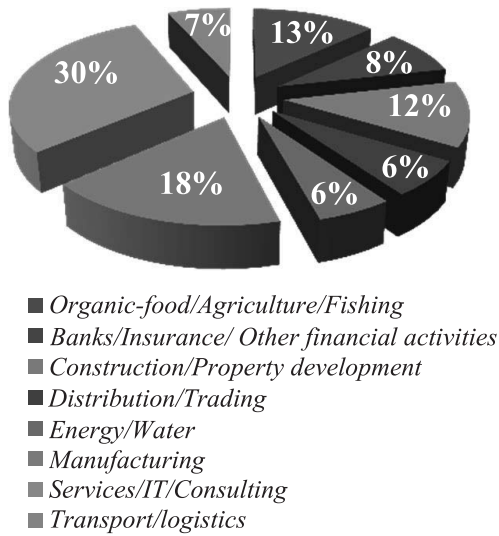
Activity	Number of companies	Number of employees
Organic food/Agriculture/Fishing	14	1251
Banks/Insurance/Other financial activities	9	1382
Construction/Property/Development	13	1445
Distribution/Trading	7	1209
Energy/Water	6	1088
Manufacturing	19	1445
IT/Services/Consulting	32	1442
Transport/Logistics	7	1374
Total	107	Average:1329

Source: constructed by the author

The average workforce of the companies in our study is 1329 employees, as shown in the table above. They also operate in the key sectors of activities that make up Morocco's core economy, giving us a well-balanced panel with 30% service companies, 18% industrial companies,

and 13% agricultural, fishery, or agri-food companies (see Figure 1).

Figure 1
Structure of the sample by sector of activity

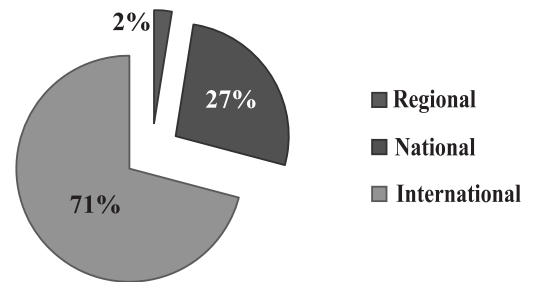


Source: constructed by the author

To ensure that we have a sample of companies that possess a strong HR system (administrative, strategic, or hybrid), our sample is split between national enterprises and global company subsidiaries. This type of organization provides fertile ground for this research topic. In addition, the Casablanca Stock Exchange lists 14 of the companies in our sample. We further state that a high percentage of the enterprises that responded sell their goods and/or services overseas (see Figure 2).

Figure 2

Structure of the sample according to the size of the market



Source: constructed by the author

Table 3

Measurement of the performance of indicators and social/environmental items

Vi	Indicators	Ii	Items/ratios	Credibility (alpha of cronbach)	Source
ESEP 1	Social Engagement	Eng_1	Social commitment	0.852	Q11
		Eng_2	Contributing to the human and economic development of the business environment.		
		Eng_3	Promoting and organizing social actions (Example: visiting and/or financing of orphanages, supporting costs of medical operations, etc.)		
		Eng_4	Promoting culture and art.		
		Eng_5	Organizing sports initiatives.		
		Eng_6	Fighting against corruption in all its forms, including extortion and bribes.		
		Eng_7	Choosing suppliers according to their social commitment		
		Eng_8	Contributing to any initiative or action of a national or local scope dedicated to preventing or mitigating the effects of natural disasters, and ecological or social imbalances.		
PSEP 2	Presence of an environmental strategy	Stra_1	Presence of an environmental strategy	0.941	Q12
		Stra_2	Definition of a framework of action dedicated to the protection of the natural environment, providing in particular for the improvement of environmental performance.		
		Stra_3	Reduction of water consumption.		
		Stra_4	Reducing energy use.		
		Stra_5	Usage of renewable energies and/or environmentally friendly technologies.		
		Stra_6	Definition of action plans allowing prevention mitigation of accidental damage to environment, safety, or health.		

Source: created by the author

Method of analysis

Operational variables

Dependent variable

The dependent variable of our study is represented by social and environmental performance. To measure it, we have chosen two indicators, namely: “social commitment” and the “presence of an environmental strategy”. We specify that we have determined them, on the one hand, from our readings and documents relating to the assessment of corporate social responsibility and, on the other hand, following our discussions with specialists in human resource departments, asking questions related to CSR ‘corporate social responsibility’ (exploratory survey). In the same way, we created a measurement scale for each of these indicators, by meticulously drafting their items and then testing them during our preliminary survey.

To do this, we discussed with the respondents of the pre-survey to ensure their relevance and we performed a reliability analysis by calculating Cronbach’s alpha.

In this sense, to measure the social commitment of the responding companies, we have retained 8 items that present a largely satisfactory internal consistency coefficient of the order of 0.852. Similarly, to measure the presence of the overall strategy within the companies in our survey, we kept 6 items which together constitute a measurement scale with a very satisfactory internal consistency of 0.941. It should be noted that we did not have to eliminate any item to improve the reliability of the measurement scales for this dimension. In the following table, we summarize all of the items that we have just mentioned, specifying the codifications, which we attribute to them (see Table 3).

Independent variable

Business strategies and HRM systems are the independent factors in our research. As previously stated, we do not investigate the impact of a single HR practice on social and environmental performance, but rather the dynamic effects that exist within the systems, which go beyond the simple additive effects implied by the interaction, using the deviation from an ideal-type method (Doty & Glick, 1994).

Before detailing how we created our ideal types, we’ll go over the things related to the company’s strategy and the measurement of the 10 HR practices we chose for our study in the following paragraphs.

“Business strategies” variables

The section of our questionnaire titled „Strategic positioning of your company” has been dedicated to the investigation of the strategic orientation of the businesses in our survey. To do so, we asked employees to rate their companies’ concerns about each of the ten main strategic dimensions (technological innovation, product/service offer, product/service innovation, quality, price, marketing, resources, strategic process, risk, and proactivity in management style) on an Osgood-type 7-point scale (Segev, 1989).

The ten main strategic dimensions can have a significant impact on the contribution of Human Resource Management (HRM) to a company’s social and environmental performance:

1. *Technological Innovation*: HRM may help organizations improve their social and environmental performance by encouraging the use of environmentally friendly technology and practices. This can include educating staff on the use of sustainable technologies, fostering green technology innovation, and promoting the incorporation of sustainability principles into product development processes.
2. *Product/Service Offer*: HRM can help companies match their product and service offerings with social and environmental goals. This can include creating sustainable products or services, promoting eco-friendly practices throughout the value chain, and engaging in responsible sourcing and production.
3. *Product/Service Innovation*: HRM can allow employers to match their product and service offerings with social and environmental goals. This can include creating sustainable products or services, promoting eco-friendly practices throughout the value chain, and engaging in responsible sourcing and production.
4. *Quality*: By emphasizing quality standards that include sustainability requirements, HRM can contribute to social and environmental performance. Integrating sustainability into quality control procedures, maintaining compliance with environmental legislation and standards, and encouraging a culture of continuous improvement in social and environmental performance are all examples of how this can be accomplished.
5. *Price*: HRM can assist in determining a pricing strategy that considers social and environmental issues. This can include doing cost-benefit evaluations that include the social and environmental consequences of pricing decisions, experimenting with creative pricing structures that incentivize sustainable behavior, and conveying to customers the value of sustainable products or services.
6. *Marketing*: Sustainable marketing methods can help HRM contribute to social and environmental performance. Incorporating sustainability messages into marketing efforts, participating in cause-related marketing activities, and cultivating relationships with customers who value social and environmental responsibility are all examples of how this can be accomplished.
7. *Resources*: Human resource management can support social and environmental performance by managing human and material resources. Developing policies and procedures that encourage resource efficiency, implementing recycling and waste reduction initiatives, and training personnel on sustainable resource management approaches are all examples of what this entails.

8. *Strategic Process*: HRM can include social and environmental concerns in strategic decision-making. Involving HR professionals in sustainability-related discussions and initiatives, aligning HR strategies with the company's overall sustainability goals, and ensuring that social and environmental performance indicators are included in strategic planning and performance evaluation processes are all examples of how this can be accomplished.
9. *Risk*: HRM can include social and environmental concerns in strategic decision-making. Involving HR professionals in sustainability-related discussions and initiatives, aligning HR strategies with the company's overall sustainability goals, and ensuring that social and environmental performance indicators are included in strategic planning and performance evaluation processes are all examples of how this can be accomplished.
10. *Proactivity in Management Style*: Human resource management can foster a management style that stresses proactive approaches to social and environmental challenges. Encourage employee participation in sustainability activities, promote a culture of sustainability awareness and responsibility, and provide training and development opportunities to improve employees' knowledge and abilities in sustainable practices.

By considering and integrating these strategic dimensions into HRM practices, organizations can enhance their social and environmental performance, aligning their business goals with sustainability objectives.

It should be emphasized that we adapted this way of assessing a company's business strategy from the literature, which has been employed in various HRM research. Indeed, we chose to adapt (Segev's, 1989) questionnaire, and more specifically, we employed an adaptation of its French form translated and used by (Arcand, 2000).

"HRM systems" variables

We looked into all of the HRM aspects we needed for our research in the portion of our questionnaire titled „Human Resources practices of your organization.” These elements are shown by the indicators of the seven HR dimensions that make up our HRM systems, which we detail in Table 4.

Similarly, we used a typological analysis to identify these firms based on the HR practices that represent our HR dimensions. As a result of the typological analysis, three types of companies were identified, each of which was categorized based on their attempts to embrace the HR practices that were seen in our study. We then built a crosstab with varied responses that contained the classes of the „HRM cluster” to distinguish these groups.

The results of this analysis indicated the presence of 3 classes of HRM:

- Class 1 represents high percentages for all administrative practices while most of the percentages for strategic practices are low. This finding allows us to

say that companies in this class use an administrative HRM system.

- Class 2 represents high percentages for both strategic and administrative practices. Thus, we can conclude that companies in this class use a hybrid HRM system.
- Class 3 represents high percentages for all strategic practices and low percentages for administrative ones. The companies in this class follow a strategic HRM system.

As a result, the companies there use a strategic HRM system. Thus, our results are consistent with our methodological choice to mobilize three theoretical HRM systems, namely:

- Strategic HRM: which aims to invest in the development of human capital and includes mobilizing activities or engagement practices.
- Administrative HRM: which brings together traditional HR activities and aims to control employees that are considered as a cost to be minimized.
- Hybrid HRM: which is a mix between the two previous systems.

In the same way, the typological analysis applied to the business strategy adopted by the companies in our survey gives us three classes of companies. To differentiate these classes, we compare the means between the classes of the “Strategy cluster”, formed following the application of the Ward method, and the strategic dimensions.

Given the ordinal structure of our variables, the choice of the comparison criterion is founded on the use of the median. To compare the classes based on medians instead of means in the given text, we would focus on the medians of the percentages for each class's practices. Here's a comparison of the classes based on their medians:

Class 1:

- High percentages for all administrative practices.
- Low percentages for most strategic practices.
- Companies in this class use an administrative HRM system.
- Corresponds well to a cost-minimization strategy.

Class 2:

- High percentages for both strategic and administrative practices.
- Companies in this class use a hybrid HRM system.
- Focus on price strategy, innovation (technological and product/service), and quality strategies.
- Represents a strategy profile focus.

Class 3:

- High percentages for all strategic practices.
- Low percentages for administrative practices.
- Companies in this class follow a strategic HRM system.
- Emphasize innovation and quality strategies.
- Consistent with a differentiation strategy.

By comparing the medians, we can infer the following strategic profiles for each class:

Class 1 corresponds to Porter's cost strategy. Class 2

combines elements of differentiation and cost strategies, and Class 3 aligns with Porter's differentiation strategy.

By considering Porter's typology, we can further under-

Table 4

Dimensions and items for measuring human resource practices

HR dimensions	Vi	Indicators	Items	Reliability (alpha of cronbach)	Reliability (after deletion of items)	Source
Work organization	WO 1	Autonomy	Autonomy			Q 28
	WO 2	Description of tasks	Description of tasks			Q 29
	WO 3	Control	Control			Q30
Anticipation	An 1	GPEC	Professional job and skill management			Q31
	An 2	Recruitment	Formalized recruitment and integration process	0.712	-	Q32
			Periodic frequency of recruitment planning			Q33
An 3	Social data management	Dashboards			Q34	
Adaptation	Ad1	Evaluation of performances	Performance appraisal system	0.782	-	Q35
			Links of assessment results to training			Q36
			Links of assessment results to the promotion			Q37
			Links of evaluation results with internal mobility			Q38
	Ad 2	Training budget	Training budget			Q39
	Ad 3	General training actions	General training actions			Q40
Ad 4	Specific training actions	Specific training actions			Q41	
Ad 5	Internal mobility	Internal mobility			Q42	
Management skills	MS1	Employability level	Employability level			Q43
	MS2	Management of key skills	Management of key skills			Q44
	MS 3	Transfer of skills	Transfer of skills			Q45
Wages	W1	salary	Presence of a remuneration policy	0.389	0.816	Q46
			The presence of a salary grid			Q47
			Periodic salary review		Item deleted	Q48
			Salary negotiation		Item deleted	Q49
	W2	Collective increases	Collective increases			Q 50
	W3	Individual increases	Individual increases			Q51
W4	Incentives	Individual performance bonuses			Q52	
Steering of human resources	SHR1	HRIS	Presence of an HRIS			Q53
	SHR2	Internal communication	Information Sharing	0.738	-	Q54
			Collective discussion			Q55
	SHR3	Relationship Management professional	Social dialogue	0.718	-	Q56
			Social dialogue and decision-making			Q57
			Staff representative bodies			Q58
Hygiene, health and safety at work			Q59			
Participation in deployment of CSR	P1	Participation of the HR function in the implementation of a CSR policy	Resource mobilization	0.887	-	Q60
			Raising awareness of CSR issues			Q61
			Communication around CSR issues			Q62
	P1	Diversity Management	Combating discrimination and promoting equal opportunities in all HR processes			Q63

Source: constructed by the author

stand the strategic orientations of each class of companies concerning their HRM practices (Porter, 1985).

- Class 1: Companies in this class prioritize administrative HRM practices and exhibit a cost-minimization strategy. They focus on controlling costs and operating efficiently, aligning with Porter's cost strategy. The emphasis on lowering costs suggests that these companies aim to offer competitive prices to attract customers.
- Class 2: This class represents companies that adopt a hybrid HRM system, combining administrative and strategic practices. They prioritize both cost-related activities and strategic aspects such as innovation and quality strategies. This aligns with Porter's differentiation strategy, where companies aim to differentiate their products or services through innovation and quality while still considering cost competitiveness.
- Class 3: Companies in this class follow a strategic HRM system, focusing on strategic practices such as innovation and quality strategies. This class aligns with Porter's differentiation strategy as these companies prioritize standing out in the market through unique offerings and superior quality, targeting customers who value differentiation. Their emphasis on innovation and quality reflects their commitment to creating distinctive products or services.

Control variables

We dedicated part of our questionnaire „Information about your business” to the collection of data used as control variables. These will allow us to control the effect of the characteristics of the organization and the environment to ensure the statistical accuracy of our analytical procedures. Thus, for our study, we have chosen to introduce the following two variables as control variables: sector of activity and market elasticity (Sedo, 2015; Ait Razouk & Bayad, 2007b, 2010, 2011; Carrière & Barrette, 2005; Barraud-Didier, 2003).

To ensure the validity and dependability of our findings, we divided our analysis into two rounds and applied certain procedures.

We employed a measuring method in the first round of research to examine the deviation from the ideal type in connection to our independent variables, which in this case are HRM systems (Human Resource Management systems) and strategic profiles. We obtained two indices that measure the level of internal and external complementarity within the companies in our panel by assessing this deviation. This step implies that we are evaluating how well the HRM systems and strategic profiles match the ideal kind or desired features.

Several strategies were used to avoid confounding effects:

- Randomization: The study assigns participants to different groups (for example, different HRM systems), which helps disperse potential confounding factors evenly across the groups. This reduces the effect of confounding variables on the study's results.

- Statistical Analysis: To adjust for the impact of confounding variables, we applied statistical approaches. We can separate the individual effects of HRM systems and strategic profiles by statistically adjusting for the influence of control factors in the analysis.
- Sample Selection: We have taken pains to guarantee that the sample includes a varied variety of businesses from various industries and market situations. This improves the study's generalizability and decreases the danger of skewed results due to a limited sample.

The use of indices to assess internal and external complementarity implies that we are aiming to quantify the link and alignment between various aspects within the companies under consideration. This method gives a systematic manner to assess how well the variables under consideration are aligned or complementary to one another.

Several criteria must be considered while determining the validity and reliability of our research. The amount to which our study measures what it wants to assess is referred to as validity, while the consistency and stability of the measurements or findings are referred to as reliability. We do not give extensive information in this statement on the precise measurements we employed or the validity and reliability assessments we performed. As a result, we must ensure that the measures and analysis methodologies we use are acceptable and have been verified in past studies.

We examined the following steps to improve the validity and reliability of our research:

- Ensuring construct validity: For our variables of interest, we have built measuring scales or devised valid and reliable measures (HRM systems, strategic profiles, social and environmental performance). To justify the selection and operationalization of these variables, we did a thorough literature review.
- Evaluating internal consistency and reliability: To assess the internal consistency of the measures employed in our study, we performed reliability analyses (e.g., Cronbach's alpha). This would ensure that the variables' items or indices are dependable and offer consistent results.
- Sampling and generalizability: Our sample and sampling techniques have been well specified. We justified the sample's representativeness and evaluated any biases or restrictions that could affect the generalizability of our findings.
- Confounding variables were adjusted to establish a causal relationship between the detected complementarities and social/environmental performance. This has increased the internal consistency of our findings.
- Addressing any constraints: We have identified any limitations in our study, such as sample size, potential biases, or measurement restrictions. We can improve the transparency and trustworthiness of our research by addressing these limitations.

Results

As previously stated, our goal is to draw attention to the connections between HRM systems and social/environmental performance. In this regard, the configurational method is the most comprehensive and complicated theoretical model available in HRM strategic literature, providing us with this opportunity. The first hypothesis, which was discarded from our theoretical framework, seeks to prove the logic behind internal complementarity HR practices (H1). If the HRM systems we developed from the literature are truly cohesive collections of activities capable of improving organizational performance, then:

(H 1) The greater the similarity between the HRM system found in the company and the theoretical HRM system, the better the social/environmental performance.

(H 1.1) The greater the similarity between the HRM system found in the company and the theoretical HRM system, the better the social commitment.

(H 1.2) The greater the similarity between the HRM system found in the company and the theoretical HRM system, the better the environmental strategy will be. As for the second hypothesis, it completes the previous one by considering, this time, the logic associated with external complementarity (H2). If our theoretical groupings are plausible, then:

(H 2) The greater the similarity between the HRM system found in the company and the theoretical HRM system, and the more the latter will be linked to a corresponding business strategy, the better the social/environmental performance will be.

(H 2.1) The greater the similarity between the HRM system found in the company and the theoretical HRM system, and the more the latter will be linked to a corresponding business strategy, the better the social commitment.

(H 2.2) The greater the similarity between the HRM system found in the company and the theoretical HRM system, and the more the latter will be linked to a corresponding business strategy, the better the environmental strategy will be. Because we include control variables in our procedures to avoid bias in the estimate of the parameter of interest, these sub-hypotheses will be examined using multiple regressions.

Association between indicators of social/environmental and internal complementarity

To begin, our data provides strong support for our first hypothesis, showing the existence of internal complementarity and its relationship with indices of social and environmental success. In the following investigation, we validated the sub-hypotheses (H1.1, H1.2). The estimation findings revealed that the internal complementarity variable (Fit IT) had a statistically significant positive effect on social commitment ($t=4.44$, $p=0.000$). A 1% increase in internal complementarity, for example, resulted in a significant 63 percent rise in social commitment. Furthermore, when compared to the control sector of activity variable, employment in the „Services/IT/consulting” or „Transport/logistics” sectors harmed social

commitment. However, the market size variable did not affect social commitment. The model’s explanatory power was defined on Table 5.

Table 5
Summary of results verifying hypothesis 1

	Social/environmental performance			
	Social Commitment		Environmental Strategy	
Internal complementarity	Coef.	t	Coef.	t
	0.635	4.44***	0.454	3.17***

* $p<0.1$; ** $p<0.05$; *** $p<0.01$

Source: constructed by the author

These findings, which reveal links between internal complementarity of human resource practices and multiple indices of social and environmental performance, provide significant validity for our two sub-hypotheses (H 1.1 and H 1.2) and, as a result, validate our fundamental study hypothesis. (H1).

Association between indicators of social/environmental and external complementarity

Several measures were used to improve the reliability of our findings while keeping the current sample size. First, we used robust statistical approaches that are less vulnerable to outliers or assumptions breaches. These procedures assure the stability of the predicted coefficients and improve the trustworthiness of the results.

The estimated results show that the external complementarity variable (Fit CIT) has a significant and favorable effect on social commitment ($t=4.42$; $p=0.000$). A 1% increase in internal complementarity equates to a 29% rise in social commitment. Furthermore, we discovered that working in the „Services/IT/consulting” or „Transport/logistics” sectors, as opposed to the sector of the activity control variable, harms social commitment. However, the market size variable does not show a meaningful correlation. Furthermore, we discovered that working in the „Services/IT/consulting” or „Transport/logistics” sectors harms social commitment, as opposed to the sector of the activity control variable. However, the market size variable has no discernible effect on social commitment. Notably, the model’s overall explanatory power remains around 28% ($R\text{-squared}=0.278$).

Furthermore, the estimation findings show that the external complementarity variable has a substantial and positive effect on the environmental strategy ($t=2.89$; $p=0.005$). A 1% rise in the level of internal complementarity equates to a 19% advancement in the environmental strategy. Working in the „Banking/insurance/...”, „Services/IT/consulting,” or „Transport/logistics” sectors, as opposed to the sector of the activity control variable, harms the environmental strategy, similar to social commitment. Furthermore, the market size variable has no substantial impact on the environmental approach. The

overall significance of the model's independent variables stays at 27% (R-squared=0.266).

Table 6
Summary of results relating to the verification of the hypothesis

	Social/environmental performance			
	Social Commitment		Environmental Strategy	
	Coef.	t	Coef.	t
External complementarity	0.295	4.42***	0.194	2.89***

* $p < 0.1$; ** $p < 0.05$; *** $p < 0.01$

Source: constructed by the author

These findings support our central study hypothesis (H 2) by verifying our two sub-hypotheses (H 2.1 and H 2.2) (see Table 6). We ensure the dependability of our findings by employing strong statistical approaches that account for potential outliers or assumption violations. It is critical to recognize that, while these measurements increase the trustworthiness of our findings, no study is without limits or potential sources of errors.

Discussion

Our sample can be considered reasonably representative in certain aspects:

- **Geographical Representation:** Since all the companies in the sample are based in Morocco, they represent the country's corporate environment and human resource practices. This is especially important if the purpose is to explicitly investigate HR systems in Moroccan enterprises.
- **Size and Sector Representation:** The sample size is 107 firms, which is a reasonably substantial quantity for the study. However, the representativeness of the larger population may vary based on its size and sector distribution. The possibility of capturing the overall characteristics of the population increases when the sample contains a varied variety of company sizes and sectors.
- **Strong HR System:** The inclusion criterion of having a solid HR system shows that the sample is skewed toward organizations that prioritize and invest in their human resources procedures. This criterion may remove firms with less established HR systems, perhaps resulting in an overrepresentation of firms with superior HR practices.
- **National Enterprises and Global Subsidiaries:** The distinction between national firms and global corporation subsidiaries provides another layer of representation. It recognizes the existence of both local and multinational enterprises in Morocco, providing insights into various organizational structures, strategies, and HR practices.
- **Listing in the Casablanca Stock Exchange:** The presence of several companies registered on the Casablanca

Stock Exchange diversifies the sample even further. These publicly traded organizations may be subject to additional reporting and financial transparency obligations, which may have an impact on their HR policies. However, because just a subset of companies is included, the sample may not represent the complete spectrum of companies listed on the stock exchange.

Overall, the sample may not be fully representative of all companies in Morocco. To generalize the findings to the entire population, it is crucial to consider potential biases and limitations introduced by the sample selection.

Our study enabled us to validate our configurational research assumptions by detailing the impact of internal and external consistency on the carefully chosen social and environmental performance metrics. We can conclude that the association between internal complementarity and measures of social commitment and environmental strategy was validated, as was the relationship between internal and external complementarity and the same indicators.

As a result, we have noticed that the more a Moroccan company cares about creating a system constituted of consistent HR practices, the better its social/environmental performance will be. Furthermore, the more concerned a Moroccan company is with external uniformity inside this framework, the better.

With that being stated, caution should be exercised when generalizing the findings or making broader conclusions about HR practices in Morocco or other contexts based solely on this specific sample. It is important to consider several limitations that the study may have:

- **Limited generalizability:** The sample is limited to 107 Moroccan businesses. As a result, any conclusions obtained from this sample may not be indicative of Morocco's or other countries' overall commercial scene. The conclusions may not apply to industries or organizations that do not match the same requirements.
- **Sampling bias:** Bias may be introduced during the sample selection procedure. For example, if the enterprises were chosen primarily on convenience or accessibility, the overall population of Moroccan companies may not be correctly represented. Companies with poor human resource management systems or those not listed on the Casablanca Stock Exchange are omitted from the sample, potentially skewing the results.
- **Limited scope of HR systems:** The statement focuses on HR systems and how they are classified as administrative, strategic, or hybrid. This, however, may ignore other essential dimensions or components of HR practices that may have an impact on organizational performance. This restricted focus may not fully capture factors like as talent acquisition, training and development, remuneration and benefits, and employee engagement.
- **Potential reporting bias:** The data on the strength of human resource systems is based on self-reporting or subjective assessment, which may add biases or mis-

takes. Companies' perceptions of what constitutes a strong HR system may differ, and their self-assessment may differ from objective assessments of effectiveness.

- **Dynamic nature of HR systems:** Human resource systems are always evolving and adapting. The statement does not specify a timeframe or the stability of the HR systems in the sample. The data obtained may represent a snapshot in time and may not reflect any changes or developments that occurred before or after the study.
- **External factors:** The statement does not consider external factors that may have an impact on HR systems and overall organizational effectiveness. Economic conditions, industry-specific issues, the regulatory environment, and cultural factors can all have a substantial impact on HR practices and outcomes.

Conclusion

Our article's major goal was to address the most common concerns about human resource management's capacity to improve a company's social/environmental performance. In this regard, we have attempted to investigate the relationship between HR practices, defined as a cohesive whole internally and externally with business strategy, and company social/environmental performance in the Moroccan setting throughout this work, particularly during the empirical phase.

Our research found compelling evidence to show the favorable relationship between the internal complementarity of HR practices and metrics of social commitment and environmental strategy. We also discovered a similar favorable association between internal and external HR practice alignment and the aforementioned performance indicators. These findings support the critical importance of human resource management in improving the social and environmental performance of Moroccan firms.

Our investigation resulted in a significant theoretical contribution by completing a literature evaluation, which clarified essential words such as social/environmental performance and human resource management. Furthermore, the configurational approach to human resources was used as the theoretical framework for our empirical inquiry. We were able to delve into the intricate relationship between HR practices and firm performance by using this approach—a mystery that has piqued the interest of management scientists.

We used a careful process to ensure the rigor and validity of our findings. Instead of using traditional business categorization or clustering, we used the ideal-type method to measure each company's divergence from its ideal type. This method allowed for a more detailed assessment and a better understanding of the relationship between HR practices and social/environmental performance. Furthermore, to examine our empirical data, we used multiple regression analysis, a widely used statistical approach in the field of management science.

Our study's practical implications are extremely important for HR managers and organizational leaders. Our findings enable HR managers to advocate for the inclusion of HR policies in strategic planning by demonstrating the potential of HR practices to improve a company's social/environmental performance. We underline the significance of building a holistic HRM system that is connected with the company's business goal, which outperforms the limited impact of isolated HR practices. Organizations can effectively improve their social and environmental performance by implementing this strategic strategy, promoting long-term competitive advantage. Furthermore, our research emphasizes the need for HR managers to consider the interests of diverse stakeholders, enabling a more inclusive and sustainable approach to organizational management.

In conclusion, our research adds to our understanding of the relationship between HR practices and social/environmental performance in Morocco. We bridge the gap between academic knowledge and practical application by using strong empirical evidence and theoretical insights. HR managers can use our findings to advocate for the inclusion of human resource practices in strategic planning, thereby advancing the interests of many stakeholders and encouraging enhanced social and environmental performance in Moroccan enterprises.

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