

Investigating the Role of HRM Practices to Support Social Entrepreneurship – The Case of Social Entrepreneurship in an Emerging Country

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Abstract

Social entrepreneurship is an emerging area of interest as it has become a vital driver for economic growth and development (Nicholls, 2006; Pless, 2012; Erpf, 2017). As entrepreneurs represent an essential driving force in the growth of the world's economy, HRM practices can help foster both that growth and social entrepreneurship (Bornstein, 2007; Dacin et al., 2011; Deborah & Sarah, 2012). The purpose of this research is to investigate the role of HRM practices in social entrepreneurship to enhance performance and contribute to sustainable growth for better societal impact in the context of an emerging country. For this purpose, this research adopts a multiple case study approach (Yin, 2003), including Azrou Center and l'Artisanal of Azrou in Morocco. The study used a triangulation approach for data collection, including observation, interviews and focus groups. The participants were selected following a systematic sampling procedure. For the data analysis, discourse and narrative analyses were adopted. The research demonstrates that three HRM practices are fundamental drivers of performance in social entrepreneurship, namely motivation, rewards, and training.

Keywords: Social entrepreneurship, sustainable entrepreneurship, human resource management, HRM practices, hiring, training, performance management