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Efficacy of human resources management practices on the performance of small and medium scale enterprises

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Ково Соломон Акповіро, Одумесі Аболаджі Оладіміджі, Ігве Нненво. Ефективність практик управління людськими ресурсами щодо результативності малих та середніх підприємств. Економіка та управління АПК. 2025. № 1. С. 52–61.

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Human Resources Management Practices (HRM) is recognized as being essential to the success of Small and Medium Scale Enterprises (SMEs). The objectives of this research was to examine the effect of human resource management practices on SMEs growth in Ogun State and also to determine the adoption of human resource management practices on performance of SMEs. The primary data was gathered using structured questionnaire. The survey method was used and a cross-sectional design was adopted. Selected SMEs in the two local government area of Abeokuta (Abeokuta South LGA), and (Abeokuta North LGA) were object of the study. The data was analyzed using statistical package for the social sciences, (SPSS). It also made use of analysis of variance (ANOVA), Simple linear regression analysis was used to test hypotheses one and correlation analysis was employed to test hypothesis two. The study indicates that Human resources management practices is a significant predictor of SMEs in Ogun state and there is a significant effect between Adoption of HRM practices and SMEs performance in Abeokuta, Ogun state. The study recommended that Organization need to have an effective recruitment policy to promote scientific selection of prospective employees. The departments should participate in selection process as they have different preferences in the candidates. Candidates need to be selected based on requisite skills knowledge, attitude and qualification using appropriate selection techniques.

Key words: HRM, SMEs Performance, SMEs Growth.

Problem statement and analysis of recent research. The practice of human resource management does occur in a setting with just one person. The practice starts at the household level, when members of the home take on a variety of tasks and responsibilities in order to accomplish the goals of the household. Unquestionably,

the specialization of cooperative household members depends on their views, doctrines, and aspirations that are ingrained in the larger world, whether it be a civilization, a tribe, or a religion (Bailey, 2017). Frye (2016) argued that human capital has long been held to be a critical resource in most firms. Companies

are now trying to add value with their human resources and human resource (HR) department has been set up in order to manage their human capital, whereas organization in last decade, managed their human capital through personnel department which is only a small division of the company.

Effective and efficient production of goods and services has persisted as one of the most viable and reliable strategies for the development, growth, and survival of any economy, and small and medium-sized businesses have been acknowledged as a driver, engine, and panacea of economic growth and development and, in fact, as a major factor by extension in promoting the realization of placing Nigeria as one of the world's top economies. SMEs have been recognized as a key component of economic growth and development in any country, whether they are developed or emerging (Armstrong, 2016). This is why SMEs occupy place of pride in virtually every country or state. SMEs are seen to represent an engine of growth and catalyst of socio-economic transformation in any country as they represent a veritable vehicle for the achievement of national economic objectives of employment generation and poverty reduction at low investment cost as well as the development of entrepreneurial capabilities including indigenous technology (Author, 2018). Thus, such enterprises as SMEs require HRM to gain competitive advantage in today's rapidly changing competitive business environment.

Due to factors like globalization, accelerated environmental change, shifting investor and customer demands, and competitiveness to offer cutting-edge goods and services, the current business environment is changing quickly. Businesses must constantly increase their competitiveness by lowering prices, raising quality, and distinguishing their goods and services in order to compete successfully in the market. The ability to keep up enviable competitiveness depends on employee productivity. People are the most valuable resource of firms. In order to be more competitive, businesses have had to embrace and grow the value of their human resources operations in order to overcome the shortcomings associated with SMEs failing. This topic has been answered in nations with mature economies as well as those with developing ones, like the United States, Japan, and Taiwan, where SMEs are recognized for consistently using the services of strategic human resource management to achieve a variety of performance goals (Brewster, 2020).

It is clear in today's firms that managers place a greater emphasis on output rather than developing and training their staff to be more

productive and satisfied (Hill, 2018). With this advancement in the field, employees who lack sufficient training in the growing competitive landscape would be rendered obsolete, with their old knowledge and skills becoming obsolete (Lee, 2017; Demings, 2017). Obsolete skills and knowledge must be refreshed through appropriate training and development. Employers' primary priority is to motivate employees to devote their all to the achievement of company goals.

The aim of the study. There is little research on how HRM affects the performance of SMEs, which is the primary engine of economic growth and development. Kaplan (2018) asserts that despite the fact that HRM is recognized as being essential to the success of both small and large enterprises, the majority of study in the literature has focused primarily on large businesses. There is a huge need for empirical research on the relationship between HRM practices and small firms because the field of research on HRM and SMEs is still developing and very fragmented.

Training though accepted as a vital part of any administrative functions is still carried out in an ad-hoc way which wastes a considerable proportion of money without identifying the need for such exercise. Many companies do not regard Human resources development as a professional activity and in many cases training officers are employees sent to colleges without any serious thought being given to the real training needs of a company. (Pitfield, 2016).

Monday (2018) sums up how training and development influences organization performance by arguing that developing human capital through continuing training may increase the productive output from each employee either through improvement in skill level or through improvement in morale and job satisfaction. An employee properly trained with the right skills for the job will be more committed to the job being trained for, this in the long run improves the organizational performance.

Material and research methods. Conceptual, Theoretical and Empirical Review. HRM practices have been viewed as a communication of modes of practice and action from an employer to an employee (Campbell, 2019; Kate, 2016). As modes of communication, HRM practices are developed within the organisation, consistent with the policies and philosophies of the organisation and implemented to elicit acceptable behaviour patterns that lead to business objectives (Bondreau, 2015; Dessler, 2019). In addition, HRM practices in a broad sense establish the link between managing the employees, developing required competencies and generating organisational

mechanisms that gain and sustain competitive advantage (Mongo. 2015).

Therefore, the effectiveness of HRM practices lies in their ability to communicate the firm's goals, control the employees' behaviour and encourage employees' involvement in the practices. That HR practices elicit and reinforce appropriate behaviours (Lowry et al, 2016; Heras, 2016; Boxal et al 2017) suggests that they should take into account the individual differences that exist in employees' abilities and employ their skills to facilitate organisational performance. The need to guarantee higher performance has led to HRM studies suggesting different specific HRM practices emanating from four distinct theoretical perspectives (Huselid, 2019), namely the universality, contingent and configurationally perspectives, and, most recently, the contextual perspective. The universalistic perspective, often regarded as the best practice approach in literature (Campbell, 2019; Guzzo et al, 2020), proposes the traditional HR practices: employment security; selective hiring; team working; performance-related pay; training and development; egalitarianism; and information sharing (Adams, 2020).

The universalist perspective is linked with a High Performance work system (HPWS) approach that identifies a set of HRM practices that is tested to improve employee performance, given that variables remain constant (Holbeche, 2017). This implies that universalistic best practices could be dependent on a non-turbulent, fairly constant and predictable approach, irrespective of societal and organisational peculiarities. The downside to the approach is perceivably the negligence to acknowledge differences and distinctions between different contexts and different societies. Although the Universalist perspective has had great influence on the practice of HRM and the choice of HRM practices, it still cannot account for flexibility of choice of practices, therefore giving rise to the contingent 'fit' perspective. Taking cognizance of the obvious unpredictability of the business environment, the contingency perspective considers SHRM practices as a set of Following on from the perspective of structural linkage among the individual HRM practices, this perspective does not give a list of HRM practices but suggests the deliberate planning that links adopted HRM practices together to achieve organisational outcomes.

More recently, the contextual approach to HRM practices has emerged to emphasise the context of HRM practices and how the choice of HRM practices is influenced by specific cultural and organisational contexts (Griffin,

2020). The contextual perspective suggests the SHRM practices that reflect not only the developments of the internal environment but also the uniqueness of the external context. This approach suggests SHRM practices that take consideration of the cultural values and what is considered by a society as acceptable norms of action. The list of HRM practices is unending and differs in structure and practices in accordance to individual firms. During the earliest years of the theoretical development of HRM practices, the best practices received greater prominence in HRM literature. However, the existence of best practice does not negate the possibility of organisations adopting other practices that suit their specific contexts and business environment (Yalokwu, 2020). In the same line, although it seems consistent to practice that organisations adopt HRM practices tailored to the changing organisational situation, the adoption of best practices to complement best fit practices could be suggested (Hoffman et al, 2020).

Concept of Small and Medium-sized enterprises (SMEs): The EU offers a definition of SMEs (table 1) defined in the EU recommendation 2003/361 – Commission Recommendation of 6 May 2003 concerning the definition of micro, small and medium-sized enterprises (European Commission 2018). The main factors determining whether an enterprise is SME are: (1) staff headcount and (2) either turnover or balance sheet total. The EU defines a small-sized enterprise as a company with fewer than 50 employees and a medium-sized enterprise as one with less than 250 employees. In addition to small and mid-size companies, there are micro-companies, which employ up to 10 employees or in some cases 5 workers. These requirements for the categories differ per nation. For example, in the United States there is no distinct way to identify small and mid-size enterprises, therefore, SMEs are considered to include firms with fewer than 500 employees. Other countries set the limit at 200 employees.

SMEs are a very heterogeneous population whose performance in terms of productivity, wages and international competitiveness varies considerably across sectors, regions and firms. Several factors can explain these differences, including the size of the economy, resource endowment, market structures, institutions, the business environment and business conduct. For instance, in Australia and Southern European countries, micro-firms are over-represented, while Japan and the United States have relatively more large firms (Hackman, 2019). Although SMEs can outperform large enterprises in some services sec-

tors, most new firm and job creation took place in sectors with below average productivity levels. In addition, new firms are often born smaller, with increased productivity gaps between small and large firms at the aggregate business level. This lower productivity has resulted in more lower-paid jobs. SMEs, even the larger ones, typically pay employees around 20% less than large firms (Korosava, 2016). As current business dynamics weigh on income and material well-being, these developments could also raise concerns about education and training prospects of the workforce, the sustainability of pension systems, the breadth of the tax base and public acceptance of technological change and globalization.

Concept of SMEs Growth: SMEs growth is one of the most important variables in the management research. Continuous growth is the objective of any organization because only through growth, organizations are able to progress. Attaining the SMEs goal depends upon the extent to which its growth is reached (Frese & Zapf, 2018). Although the concept of SMEs growth is very common in the academic literature, there is not a universally accepted definition of this concept. SMEs growth is generally indicated by effectiveness (whether an organization can achieve its objectives), efficiency (whether an organization uses resources properly), satisfaction of employees and customers, innovation, quality of products or services, and ability to maintain a unique human pool (Wright, 2015). Organizational growth can be judged by productivity and financial stability, but these can be achieved through proper initiation of human resource planning (HRP) and some other factors may also be considered like motivation, efficiency, effectiveness, trust and satisfaction of employees (Marques, 2017).

Training and Its Influence on Human Resources Productivity: Human resource is the most important factor in the improvement and growth of productivity, and training is one of the procedures to achieve and develop new skills for these resources. As Heraclitus believed "There is nothing permanent except change". The past experience also reminds us that change in the course of professions and how they are being done is inevitable. In the path of these evolutions and changes, training of human resource is the only bridge which can guide us from the world of today to the changing evolutionary world of tomorrow. Therefore, as the societies developed from traditional to industrial, and from industrial to post-industrial, science and technology is also in the course of evolution and development, and along these changes the importance and fea-

tures of training becomes increasingly evident, so that today it is being said that training is in fact the management itself. In addition, training in the work place can be regarded as a critical source of development for human capital (Kurosawa, 2016).

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Training as a process is one of the most pervasive methods to enhance the productivity of individuals and communicating organizational goals to personnel. Tsavr and Lin (2018) also supported that investing in training employees on decision making, teamwork, problem-solving and interpersonal relations has beneficial impact on the organizations' level of growth, as well as impacting on employees' performance. Training affects employees' behavior and their working skills which results into employees enhanced performance as well as constructive changes (Kaynak, 2015; Scatterfield & Huglas, 2017).

Situational Perspective Theory: The situational perspective refers to factors in the individuals' environment which stimulate and support or hinder performance. The situational perspective encompasses approaches which focus on workplace factors but also specific motivational approaches which follow for example from expectancy theory or approaches which aim at improving performance by reward systems or by establishing perceptions of equity and fairness (Ayesh, 2019, Macky & Johnson, 2019). Most of the existing leadership research can be subsumed under this perspective. Because of space constraints, we will concentrate on workplace factors as major situational predictors of individual performance.

With respect to workplace factors and their relationship to individual performance two major approaches can be differentiated: those that focus on situational factors enhance and facilitate performance and those that attend to situational factors which impede performance. A prominent approach within the first category is the job characteristics model (Goldstein & Ford, 2019). In this model, He assumed that job characteristics (i.e., skill variety, task identity, task significance, autonomy, feedback) have an effect on critical psychological states (i.e., experienced meaningfulness, experienced responsibility for work outcomes, knowledge of the results of the work activities) which in turn have an effect on personal and work outcomes, including job performance.

Additionally, they expected an interaction effect with employee growth need strength. In essence, the job characteristics model is a motivational model on job performance. Meta-analytic findings suggest that there is a small, but positive relationship between job characteristics and job performance. Grossman and Salas (2021) also reported positive effects of work redesign interventions on performance. The cross sectional nature of many studies does not allow for a causal interpretation. Basically, socio-technical systems theory describes work systems as composed of social and technical subsystems and suggests that performance improvement can only follow from the joint optimization of both subsystems. In more detail, socio-technical systems theory suggests a number of job design principles such as the compatibility between the design process and its objectives, a minimal specification of tasks, methods, and task allocations, and the control of problems and unforeseen events as near as to their origins as possible.

Performance Regulation Perspective Theory: The performance regulation perspective takes a different look at individual performance and is less interested in person or situational predictors of performance. Rather, this perspective focuses on the performance process itself and conceptualizes it as an action process. Research on expertise and excellence has a long tradition within cognitive psychology and is increasingly referred to within work and organizational psychology. It is one of the main goals of expertise research to identify what distinguishes individuals at different performance levels. More specifically, expertise research focuses on process characteristics of the task accomplishment process. It aims at a description of the differences between high and moderate performers while working on a task. Crucial findings within this

field are that high performers differ from moderate performers in the way they approach their tasks and how they arrive at solutions (Kor & Sundaramoorthy, 2019; Aguinis & Kraiger, 2019).

Gap in Literature: The major source of employment and support industry are SMEs, but they are affected by issues related to capital, credit, technology and HRM practices. HRM practice is concerned with managing and controlling workers in the workplace to achieve company objectives with labor satisfaction. Management of people is a key challenge faced by small and medium enterprises. The most important success factor in SMEs is measured by how to manage people. Curuth and Handlonten, (2018) reported that the study of human resource practices in SMEs remains under-theorized and under-researched. Very little literature has attempted to examine the influence of HRM on SMEs performance. Although SMEs managers can manage time, money, information and machine, but only can lead employees. Small and medium enterprises usually do not have sufficient knowledge and experience of personnel management practices.

For the purpose of this study, the survey method was used. It involved asking questions from a representative from the general population at a single point in time. Hence, the opinions of the selected survey respondent concerning the research topic was collated by giving out questionnaires that would ask questions concerning the impact of interest rate, savings plan and mode of operation on performance of cooperatives. The ex-post facto method which involved the use of secondary data from the internet, journals, articles, and so on was also used. The quantitative research design was used. Relevant data was collected at the same instance; a cross-sectional design was adopted as well which is the study where the exposure and outcome are observed simultaneously in the population.

The population was limited to all SMEs of the selected two local governments in Abeokuta Ogun state. The population of the study was not be limited to people of different age group, gender, educational qualification, work experience, social status or hierarchy at work. After a proper survey, it was discovered that the total population of the selected SMEs in Abeokuta South is 573 and the total population of the selected SMEs in Abeokuta North is 697. The data was analyzed at a level of significance of 5%. This value was chosen because the sample size was adopted from figures calculated on the basis 0.95 level of significance.

$$\begin{aligned}\text{Therefore, } n &= \frac{1270}{1 + 1270(0.05)^2} = \\ &= \frac{1270}{1 + 4.619} = \frac{1270}{5.619} = 226\end{aligned}$$

Where: n = the sample size
 N = population
 e = the limit of tolerance

A sample size of two hundred and twenty six (226) SMEs out of the one thousand two hundred and seventy (1270) population of the selected SMEs in Abeokuta. All member of the population had equal chances to be chosen as part of the sample because (226) questionnaires were administered randomly to the entire member population of the 2 selected SMEs in Abeokuta South Local Government of Ogun State and Abeokuta North Local Government of Ogun State. According to Osuala (1982), sampling techniques makes possible the conduct of otherwise impossible studies by selecting representative units from the population, so results can be used to draw inferences about the total population.

Sampling techniques used in data collection from respondents include; I. Probability sampling which like; simple random technique, stratified, and cluster sampling. II. Non-probability sampling technique like; convenience sampling, purposive, and judgmental sampling technique. For this study, the simple random sampling technique was adopted, whereby the researcher selected the two SMEs of the local government namely Abeokuta South and Abeokuta North as the sample frame to represent the entirety of the SMEs in Ogun State, Nigeria. It should be noted that Statistical Package for Social Science (SPSS) was used for analyzing frequencies and testing research hypothesis.

Research results and discussion. The research questionnaire was administered to two hundred and twenty-six (226) respondent which is the sample size representing the study population of the respondent, Nigeria. The research made use of a questionnaire that has practical and theoretical results which is tangible to the findings of Osuala (1982). Of this lot, two hundred and twenty-six (226) questionnaires representing 95.1% were returned, and eleven (11) questionnaires representing 4.9% were not returned. The table below shows the details at a glance. Data analysis was undertaken at five percent (5%) level of significance. The

results of the analysis are presented beginning demographical characteristics of the respondents as shown in tables below.

Test of Hypotheses: After a careful and systematic analysis of the respondents responses to the research questions formulated, hypothesis earlier submitted were tested using Statistical Packages for the Social Sciences (SPSS 20.0).

Hypothesis 1: H_{01} : Human resources management practices does not affect SMEs growth in Abeokuta, Ogun State

Decision Criteria: If the P-value is less than 5% ($P < 0.05$), the null hypothesis is rejected, otherwise accepted.

Hypothesis 2: H_{02} : Adoption of HRM practices does not affect performance of SMEs in Ogun state

Decision Rule: If the P-value is less than 5% ($P < 0.05$), then the null hypothesis is rejected, otherwise accepted.

Interpretation of Result: The result above shows a strong positive correlation existing between the dependent and independent variable with the r value of 0.746. Therefore, there is a significant effect between Adoption of HRM practices and SMEs performance in Abeokuta, Ogun state. From the table above the value of $F = 19.482$ ($DF = 1, 209$; $P < 0.05$) which indicates the effect of Human resources management practices in Abeokuta Ogun state is significant at 5%. Therefore, the null hypothesis that states Human resources management practices does not affect SMEs in Abeokuta, Ogun State is rejected. Hence Human resources management Practices is a significant predictor of SMEs in Abeokuta Ogun state.

Empirical Findings and Discussion: This paper focuses on the interconnectivity between human resource management and small and medium size performance and growth. Human resource management is an integral part of both small and medium size firms. The results of findings have proved that small and medium size enterprises cannot function well without proper human resource management practices. They play crucial roles in boosting employee performance and bringing about positive organizational results. The human resource management practices are paramount in the domain of small and medium firms which undertake recruitment and selection seriously as these steps help to get commendable employees. As a matter of fact, the progress of commercial organizations depends on the training in relation to human resource practices as implemented by the small and medium size industries.

Table 1 – X & Y

Variable	N	Mean Value	Standard Deviation	P	Tcal	DF	Decision
SMES AT ABEOKUTA NORTH LOCAL GOVERNMENT	211	1.9922	1.29600	0.000	19.482	1 209	Reject HO
SMES AT ABEOKUTA NORTH LOCAL GOVERNMENT		2.1220	1.36436				

F=19.482(DF=1,209:P<0.05)

Table 2 – ANOVA

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	.843	1	.843	19.482	.0488
Within Groups	365.773	209	1.750		
Total	366.616	210			

Source: Field Survey 2024

Table 3 – Model Summary

Model	Change Statistics				
	R Square Change	F Change	df1	df2	Sig. F Change
1	.458 ^a	75.314	1	89	.000
Predictors: (Constant), Human Resources Management Practices					
Dependent Variable: SMEs Growth					

Source: Field Survey 2024

Table 4 – ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	8.656	1	8.656	75.314	.000 ^a
	Residual	10.229	89	.115		
	Total	18.884	90			

Predictors: (Constant), Adoption of Human Resources Management Practices

Dependent Variable: SMEs Performance

Source: Field Survey 2024

Table 5 – Correlations

			It helps employees to recognize their assigned responsibility	Constant employees training improves performance and productivity
Spearman's rho	It helps employees to recognize their assigned responsibility	Correlation Coefficient	1.000	.746(**)
		Sig. (2-tailed)	.	.000
		N	211	211
	Constant employees training improves performance and productivity	Correlation Coefficient	.746(**)	1.000
		Sig. (2-tailed)	.000	.
		N	211	211

** Correlation is significant at the 0.01 level (2-tailed).

Small and medium size enterprises (SMEs) cannot work properly without apt management of human resource practices. Training, recruitment and selection of effective and efficient employees are the basics of human resource management in both corporate and social organizations. Indeed, human resource pervades in all types of organizations as without people no companies or organizations with any motto can function. Therefore, the employees are needed and their management is imperative for effectiveness and efficiency of the tasks undertaken so far in the respective organizations.

Human resource is intrinsic in all organizations ranging from small firms to big industries, from private organizations to public institutions including universities, hospitals, clubs, military department etc. The goal is attained through the involvement of people. Overall, the goal of the human resource management is to maintain the relationship in such a way that at any given time, the organization can put people at the right place rendering most economic and useful services. It helps to contribute to the sustenance and growth of the enterprise in entirety. Thus, human resource is the crux of every sort of organization.

Conclusion: The paper identifies the importance of the role of implementation of human resource management practices at the small and medium enterprises to foster its performance and growth. Business strategy as practiced in small enterprises depends on training, placement, grievance handling practices, relationship building, employees' participation, and stress management practices. Similarly, job stress depends on recruitment practices, placement, grievance handling practices, employees' participation, practices to control absenteeism, and compensation management.

The study has explored that organizational environment plays a vital role in human resource management practices in both small and medium enterprises. This environment largely depends on training, innovation, relationship building, compensation management and performance assessment practices. The commitment of employees to the organizations or firms they are working matters much. Their commitment can be measured with the help of training, stress management practices and compensation the employees receive the organizations.

The article has dealt with resource management to use the practices of human resource and their impact on small and medium enterprise performance and growth. Using the human practices help small and medium enterprises to improve their performance result that punishment and re-

ward is the most profitable practice of small and medium enterprises.

Employees are one of the critical strategic assets for any organization. Likewise, should strive to attract the talent, well trained and enthusiastic employees and improve their performance. Successful and good effective implementation of HRM empowers employees and improves their performance positively.

Employees have an important and strategic role in enhancing positioning in significant fields such as quality of research, academic reputation, and improving the quality of the organizational programs. Therefore, best practices of HRM stimulate employee's performance which in turn improves performance. So, organization must realize the importance of stimulating employee's performance; many organizations are giving more attention from the top management of HRM.

Hence, it is vital that the organization should develop their HRM to enhance all employees in their organization. To increase organization employee's performance, the management should implement the HRM includes (selection, training and development, compensation, teamwork, cooperation and rewards, performance appraisal) in order to increase their efficiency on the performance.

Organization need to have an effective recruitment policy to promote scientific selection of prospective employees. The departments should participate in selection process as they have different preferences in the candidates. Candidates need to be selected based on requisite skills knowledge, attitude and qualification using appropriate selection techniques.

Appropriate training program for both academicians and support staff should be organized to continuously improve the skills of employees. Investing in the improvement of the knowledge and skills of employees would enable the University to develop more productive and effective employees. Performance appraisal should be guided by the performance management policy. Employee's performance should be assessed based on quantifiable standards and feedback be given to employees on their performance. The appraisal system should be explicitly described specific purpose of the appraisal. Organizations that clearly state the purpose for the appraisal reduce the confusion and ambiguity of the process. The goal should be that everyone knows why to conduct appraisals.

Meaningful and accurate evaluation and feedback requires clear goals be established beforehand. Therefore a large part of the process should be devoted to determining what actions need to be taken in the future. It is harder to correct the results of poor planning than it is to plan correctly at the beginning.

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Ефективність практик управління людськими ресурсами щодо результативності малих та середніх підприємств

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Практики управління людськими ресурсами (УЛР) визнаються невід'ємною складовою успішного функціонування малих і середніх

підприємств (МСП). Метою дослідження було вивчити вплив практик управління людськими ресурсами на зростання МСП у штаті Огун, а також визначити, як впровадження УЛР впливає на ефективність діяльності таких підприємств. Первинні дані були зібрані за допомогою структурованої анкети. Дослідження базувалося на методі опитування та крос-секційному дизайні. Об'єктом дослідження стали вибрані МСП у двох місцевих адміністративних районах міста Абеокута: Абеокута-Південь та Абеокута-Північ. Для аналізу даних використовувалося програмне забезпечення SPSS (статистичний пакет для соціальних наук). У дослідженні також було використано дисперсійний аналіз (ANOVA), простий лінійний регресійний аналіз для перевірки першої гіпотези, а також кореляційний аналіз – для другої. Результати дослідження показали, що практики УЛР є важливим чинником, який прогнозує результативність МСП у штаті Огун, і що впровадження таких практик має істотний вплив на діяльність МСП в Абеокуті. У дослідженні рекомендовано, щоб організації впроваджували ефективну політику набору персоналу для науково обґрунтованого відбору кандидатів. До процесу відбору повинні залучатися відповідні відділи, оскільки кожен з них має свої вимоги до кандидатів. Кандидати повинні відбиратися на основі необхідних навичок, знань, ставлення до роботи та кваліфікації із застосуванням відповідних методів відбору.

Ключові слова: управління людськими ресурсами (УЛР), результативність МСП, зростання МСП.



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