

**APPRAISAL OF HUMAN RESOURCE  
MANAGEMENT TOOLS IN ENHANCING  
PRODUCTIVITY OF SMALL AND MEDIUM  
CONSTRUCTION ENTREPRISES**

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**CERTIFICATION**

This is to certify that this work- APPRAISAL OF HUMAN RESOURCE MANAGEMENT TOOLS IN ENHANCING PRODUCTIVITY OF SMALL AND MEDIUM CONSTRUCTION ENTREPRISES – was undertaken by OKOLO IBE CHRISTOPHER in the department of Quantity Surveying, Auchi Polytechnic, Auchi.

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## **DEDICATION**

I want to use this profound and great privilege to dedicate this project to God Almighty for his protection and guidance, whose mercies, grace, kindness, favour and power during my programme.

## **ACKNOWLEDGEMENT**

I wish to express my profound gratitude to God Almighty for his supernatural grace and strength He bestowed on me throughout my Hnd programme. My gratitude and appreciation to my project supervisor, QS I.S Yesufu for finding time to go through my work. To other lecturers in the department Qs I.O Bejide, Mr. S.O Sumanu, Mrs M.I Amiebenomo, Qs I.S Yesufu, Qs A.O Idowu, Qs S.B Oso, and to the Hod Qs. Mr Uwadia F.E, I say thank you for your immeasurable contribution toward the period of my Hnd programme. To my parents Mr And Mrs Okolo, my Siblings Mr Joel Okolo, Mrs Odera Ekeleme, Fumnanya Okolo and to my dear friend Asalami Miracle and others that contributed to this success and supported me in financial aspect and advices, and moral support.

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## **ABSTRACT**

In today's world, the construction industry is rated as one of the key industry. It helps in developing and achieving the goal of society. Human resource management (HRM) is a practice concerned with all aspects of how people are employed in an organization. This includes human planning, recruitment and selection and talent management. The overall purpose of HRM is to ensure that the organization is able to achieve success through people. HRM aims to increase organizational effectiveness and capability. The capability of an organization to achieve goal is by making the best use of the resources available to it. Defining human resource management, Armstrong, (2020) defines it as a strategic, integrated and coherent approach to the employment, development and well-being of the people working in an organization. The identified human resource management techniques tools in enhancing productivity of small and medium construction enterprises are; ICIMS Talent Cloud, Zoho People, Jot-form, Kiss-flow and Bamboo HR. While the effects of human resource management tools are; cost overrun, time overrun, reduced quality, poor workmanship, low productivity, poor team work, low morale and job insecurity.

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the Study

Abhishek, Sutar & Mehendale, (2017) defined Human Resource Management (HRM) as the process of managing people in a company/firm as well as managing their existing interpersonal relationships. These two processes are key in the success and growth of a business. Human resource management is the management process of an organization's workforce, or human resources. It is responsible for the attraction, selection, training, assessment, and rewarding of employees, while also overseeing organizational leadership and culture and ensuring compliance with employment and labor laws. HRM plays an important role in the process of project management. Although HRM continues to operate with the most basic of personnel functions, which differ little from the traditional practices of personnel management, HRM has qualitatively developed in its strategies. According to Drucker, (2020) "Small scale industries (SSIs) represent the largest proportion of the manufacturing sector in every country". Small-scale enterprises are important for modern economy and it is widely recognized that they contribute to employment growth. About 99% of all European companies are small and medium sized and they provide 66% of all working places (ECSB Newsletter). Over the last decade, enterprises with less than 10 employees provided more new jobs than bigger companies (Mulhern, 2022). Surprisingly, personnel management of small businesses is widely ignored in popular textbooks as well as in empirical research (Hornsby & Kuratko, 2021). The construction industry is the second largest industry of the country after agriculture. It makes a significant contribution to the national economy and provides employment to large number of people. The use of various new technologies and deployment of project management strategies has made it possible to undertake projects of

mega scale. In its path of advancement, the industry has to overcome a number of challenges. Construction projects are facing many problems from day to day in their business. One of the problems that have been taken into consideration in this study is human resource management in the construction of a sustainable development project. Even though construction uses more manpower in its business activities compared to other fields, its human resource management is still inadequate and insufficient. HRM is also a significant aspect of the whole planning and project management process in construction projects, in particular international construction projects that involve foreign firms as collaborators or competitors. One of the problems that have been taken into consideration in this study is human resource management in the construction of a sustainable development project. Even though construction uses more manpower in its business activities compared to other fields, its human resource management is still inadequate and insufficient. The problem concerning human resource management in the construction industry needs to be identified and methods for improvement need to be formulated for the success of the project.

Armstrong, (2022) defines Human Resource Management (HRM) as a strategic and coherent approach to the management of an organization most valued assets; that is, the people working there who individually and collectively contribute to the achievement of its objectives. Moreover, Human resource management practices can be defined as a set of organisational activities that aims at managing a pool of human capital and ensuring that this capital is employed towards the achievement of organisational objectives (Wright & Boswell, 2002). Research has recorded a positive relationship between human resource management practices and corporate performance. Thus in order to stimulate corporate performance, management is required to develop skilled and talented employees who are capable of performing their jobs successfully Klein, (2020). This research seeks to assess the human resources management practices in the construction industry and also recommend measures

to improve them for better organisational output (Wagar & Rondeau, 2020). The adoption of certain bundles of human resource management has the ability to positively influence organisation performance by creating powerful connections or to detract from performance when certain combinations of practices are inadvertently placed in the mix. So if we think human resource management as just the services any manager may provide in recruiting and selecting, appraising, training and compensating employees, then we rather would have to take the backseat for those who understand the influence HRM has on corporate performance to take the centre stage.

## **1.2 Statement of the Research Problem**

Construction is the industry that use manpower in a large scale compared to other industries. Construction of a sustainable development project involves a variety of people starting from the clients, administrators, managers, designers, contractors, consultants, supervisors, foremen, skilled and unskilled laborers. These people all differ in terms of education, experience and views. Even though construction is viewed as an industry that uses the most of human resource due to its low technology and reliance on people, the attention given to its HRM issues is still inadequate and insufficient. In spite of the efforts being made by the Nigerian Government to improve the quality through the capacity development of human resource for effective management and instructional task performance, the quality of performance in the small and medium scale business is still relatively challenging. This situation of Human Resource Management has become a matter of concern to stakeholders in all sectors of the economy and the society at large. The dwindling efficiency and productivity to achieve its desired level of profit could be attributed to the following challenges: different managerial duties through job enrichment and job rotation to increase staff experiences, excess workload, inadequate supervision, workers' low capacity building, remuneration policy among others Management of people and management of risk are two

key challenges facing the construction industry as efficient risk management may not be possible without efficient and skilled manpower. According to the studies done on various construction projects all around the world, it shows that HRM issues and problems regarding the personnel and labor in construction greatly influenced the success and performance of a project. This project will analyze HRM in the construction of sustainable development projects, examining the strategic and operational aspects of managing people within the construction sector. Most small and medium enterprises in the Nigeria lack the capacity in terms of qualified personnel to manage their activities. As a result, they are unable to publish the same quality of financial information as those big firms and as such are not able to provide audited financial statement, which is one of the essential requirements in accessing credit from the financial institution. This is buttressed by the statement that privately held firms do not publish the same quantity or quality of financial information that publicly held firms are required to produce. As a result, information on their financial condition, earnings, and earnings prospect may be incomplete or inaccurate. Faced with this type of uncertainty, a lender may deny credit, sometimes to the firms that are credit worthy but unable to report their results (Coleman,2020). Another issue has to do with the inadequate capital base of most small and medium enterprises in the nation to meet the collateral requirement by the banks before credit is given out. In the situation where some small and medium enterprises are able to provide collateral, they often end up being inadequate for the amount they needed to embark on their projects as small and medium enterprises assets- backed collateral are usually rated at 'carcass value' to ensure that the loan is realistically covered in the case of default due to the uncertainty surrounding the survival and growth of SMEs Binks, (2022). The other type that is Asset financing, aside the long list of criteria also requires operators of small and medium enterprises to provide 50% of the funds and the financing institution providing the other half to fund the purchases of the assets. This type of financing do not

allow for growth of the small and medium enterprises sector since they are all short term in nature It is in the face of this existing state that the researcher wishes to address ways of enhancing higher productivity of small and medium construction enterprises.

### **1.3 Research Questions**

The research seeks to provide answers to the following questions:

- i. What are human resources management tools in enhancing productivity of small and medium construction enterprises in the Nigerian construction industry?
- ii. What is the degree of importance of the identified human resources management tools in enhancing productivity of small and medium construction enterprises in Nigerian construction industry?
- iii. What is the effects of human resources management tools in enhancing productivity of small and medium construction enterprises on project performance?

#### **1.4.1 Aim and Objectives of the Study**

The aim of this study is to assess the human resources management tools in enhancing productivity of small and medium construction enterprises in Nigerian construction Industry with a view to enhance performance.

#### **1.4.2 Objectives of the Study are to;**

- i. Identified human resources management tools in enhancing productivity of small and medium construction enterprises in the Nigerian construction industry.
- ii. Evaluate the degree of importance of the identified human resources management tools in enhancing productivity of small and medium construction enterprises in Nigerian construction industry.

- iii. Appraise the effects of human resources management tools in enhancing productivity of small and medium construction enterprises on project performance.

## **1.5 Justification of study**

The greater variance in profitability, survival and growth of SMEs compared to larger firms accounts for special problems in financing (Cullen & Parker, 2020). SMEs generally tend to be confronted with higher interest rates, as well as credit rationing due to shortage of collateral (Belout & Gauvreau, 2020). The issues that arise in financing differ considerably between existing and new firms, as well as between those which grow slowly and those that grow rapidly. The construction industry in recent times has been faced with challenges resulting in low productivity due to lack of human resource management. Orthman and Napiah, (2022) opined that though construction uses more manpower in its business activities compared to other fields, its human resource management is still inadequate and insufficient. The problem concerning human resource management in the construction of a sustainable development project needs to be identified and methods for improvement need to be formulated for the success of the project. This study will propose appropriate HRM strategies, policies, processes, programmes and practices and the possible outcomes in the construction industry. This situation of Human Resource Management has become a matter of concern to stakeholders in all sectors of the economy and the society at large. The dwindling efficiency and productivity to achieve its desired level of profit could be attributed to the following challenges: different managerial duties through job enrichment and job rotation to increase staff experiences, excess workload, inadequate supervision, workers' low capacity building and remuneration policy among others. It will also provide insights into adopting the best fit tools as strategic response to small and medium construction enterprises.

## **1.6 Scope of the study**

The research work focus on the human resources management tools in enhancing productivity of small and medium construction enterprises within Edo state. One will be focusing on some selected building construction projects in Edo state due to the rapid development of different building construction projects, proximity, and easy access of information. More so different categories of contractors of small, medium and large size firm will be considered in the study, also some selected professional such as; Quantity Surveyors, Architects, Builders, Engineers, etc. in Edo state will be assessed.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

## **2.1 Human Resource Management**

Human resource management (HRM) is a practice concerned with all aspects of how people are employed in an organization. This includes human planning, recruitment and selection and talent management. The overall purpose of HRM is to ensure that the organization is able to achieve success through people. HRM aims to increase organizational effectiveness and capability. The capability of an organization to achieve goal is by making the best use of the resources available to it. Defining human resource management, Armstrong, (2020) defines it as a strategic, integrated and coherent approach to the employment, development and well-being of the people working in an organization.

Dessler, (2020), according to him HRM is the process of acquiring training, appraising and compensating employees and of attending to their labor relations, health and safety and fairness concerns. But Armstrong, (2020) defines HRM as a replacement for personal management. According to him, HRM have largely replaced the term Personal Management as a description of the process involves in managing people in an organization. He then continues by adding that HRM is a strategic and coherent approach to collectively contribute to the achievement of its objectives. For some time HRM was a controversial issue, the main reservation is that HRM promises more than it delivers that its morality is suspect. Saini, (2020) evaluate the policies and practices of Human Resources Management and found out that qualification is the most important factor of recruitment at all level of employees in an organization. He also says that problem solving strategy of the organization is very effective because all methods have been used to solve problems. Subramanian, (2020) also stated that recruitment and selection process should be viewed in the wider context of the organizational future. In the context of modern age, human resource owns the responsibility of information mobilization and their profitable utilization, which ultimately increases performance of an organization Maitin, (2019).

## 2.2 Human Resource Management Practices

The term management refers to the science and art of getting people together so that they can be able to accomplish desired goals and objectives by organizing and using all available resources efficiently and effectively. Human Resource Management (HRM) is the function within an organization that focuses on recruitment of, management of, and providing direction for the people who work in the organization. It is the effective and efficient utilization of human resources to achieve organizational objectives Opatha, (2020). HRM is the human side of the organizational management. It is mostly responsible for the attraction, selection, training, assessment, and rewarding of employees for getting maximum contribution toward the organizational success. Stone, (2020) defined human resource management as productive use of people in achieving the organization's strategic business objectives and the satisfaction of individual employees. This definition clearly indicates that the organizations' objectives are dependent on their work force productivity. The effective use of HRM practices enables to link these practices with organization's goals and objectives. In order to accurately measure "human resource practices" a number of HR functions may need to be evaluated. This chapter focuses on HRM and its functions. It will be helpful for the readers to learn more about the HRM and its practice in an organization. In their studies, human resource management practices are characterized as multidimensional, and it has four major facets namely; staffing, training and development, employee performance evaluation, and compensation of employees.

**Staffing:** is the process of acquiring, deploying, and retaining a workforce of sufficient quantity and quality to create positive impacts on the organization's effectiveness. It involves recruitment, selection, hiring and induction of potential employees. Recruitment is the process of finding and attracting suitably qualified people to apply for job vacancies in the organization Opatha, (2020). Selection is the process of making the choice of the most

appropriate person from the pool of applicants recruited to fill the relevant job vacancy Opatha, (2020). Hiring is the process appointing selected candidates to the posts which are vacant. Induction is the HRM function that systematically and formally introduces the new employee to the organization, to the job, to the work group to which new employee will belong and the work environment where the new comer will work Opatha, (2020). Various tools and techniques are used by firms for the improvement of staffing process to avoid the loss in terms of time, money and potential employees.

**Training and Development:** Training and development is another dimension of human resource practices where firms invest on development of their employees“ knowledge, skills ability and other required skills to improve the productivity of employees. Training and Development is the HRM function that formally and systematically provides new learning to increase employees capabilities. The primary purpose of training and development is to increase organizational performance by increasing employee performance. Training and development can transform human resource to human capital where skilled employee would better perform in the success of organization as compared with none or less- trained employees.

**Performance Evaluation:** Performance evaluation is defined as the systematic process of identifying, measuring, influencing, and developing job performance of the employees in the organization in relation to the set of norms and standards for a particular period of time in order to achieve various purposes Opatha, (2020).This aspect of human resource practices generally involves the activities of various evaluation designs, both formal and informal, and different evaluation periodicities Shub and Stonebraker, (2019). It is a means of getting better results by understanding and managing performance within an agreed framework of planned goals, standards and competency requirements. It functions as a continuous and evolutionary process, in which performance improves over time. Moreover, it provides the basis for

regular and frequent dialogues between managers and individuals about performance and development needs Armstrong, (2020).

**Compensation management:** Compensation is the total amount of the monetary and non-monetary pay provided to an employee by an employer in return for work performed as required. It is one of the most extrinsic practices of human resource function in an organizational setting. Compensation may include payments such as bonuses, profit sharing, overtime pay, recognition rewards, and sales commissions etc. Compensation can also include non-monetary perks such as a company-paid car, stock options in certain instances, company-paid housing, and other non-monetary items. This dimension determines the level of job of an employee on the basis of their perceived knowledge and experience. However, the extent to which an employee who is getting the good compensation package will perform well would also depend on his or her overall assessment of various factors like the compensation package in other organizations in relation to the work load and the possibility of getting better compensation packages Purani and Sahadev, (2020).

### **2.2.1 Theories and Perspectives of Human Resource Management**

There are several theories underpinning the practice of HRM. Two of these theories; Resource-based View and Ability and Motivation and Opportunity theories appear to be the most popular theoretical frameworks applied in the studies that link HRM and organisational performance. The Resource-Based View (RBV) theory which blends concepts from organisational economics Penrose, (2022) and strategic management Barney, (2020) has it that HRM delivers added value through the strategic development of the organizations rare, valuable, imperfect to imitate and hard to substitute human resources. The RBV establishes that competitive advantage no more lies in natural resources, technology or economies of scale, since these are easy to imitate but rather competitive advantage is dependent on the

valuable, rare and costly and hard-to-imitate resources that reside with the human resources of an organisation. HRMs role is to ensure that the organizations human resources meet those criteria. Adding to the array of concepts and theories is the term Human Capital which was originated by Schultz, (2019). Human capital is the stock of competencies, knowledge, experience, social and personal attributes including creativity and innovation, embodied in the ability to perform work so as to produce economic value. Dess & Picken, (2022) assert human capital is generally understood to consist of the individuals capabilities, knowledge, skills and experience of the company's employees and managers, as they are relevant to the task at hand, as well as the capacity to add to this reservoir of knowledge, skills and experience through individual learning. This theory is concerned with how people contribute their knowledge, skills and abilities to enhancing organisational capability and the significance of that contribution. This is rather broader in scope than human resources.

### **Functions of Human Resource Management**

Human resource management is one of the most important departments for any organization.

There are three core functions of this department like as Managerial functions, operational functions and advisory functions. All the functions are responsible for specific area of activity.

The functions of human re-sources management department are as below.

#### **Operational Functions**

The employment of proper personnel and the right number of employees required by the organization is one of the main operative functions of the HR manager. The process of employment usually comprises of employee selection, recruitment and placement of staffs. It is the core responsibility of HR manager to determine the human resource requirement for the organization to perform various tasks to achieve the objectives of the organization. By doing so, the HR manager also determines the labour requirements in both quality and quantity and the induction and placement of the chosen employee for better job performance. Before determining

the pay package for employees, the HR manager must consider the following factors such as the basic needs of the employees, the job requirements, legal provisions regarding minimum wages, wage level offered by competitors and the capacity of the organization to pay

### **Managerial Functions**

The human resource manager of the organization has to plan and make sure that they gets things done through other employees within the organization. In this stage, the planning function is very much important as it is managerial role that basically sets out the goals of the organization policies and the procedures through which these organizational goals will be achieved. In case of HRM planning, the manager has to do managing and implementing personnel programs such as planning for job descriptions, actual job requirements and finally determine the proper recruitment source. There are three principal stages in the personnel planning stage. The first of personnel planning stage involves the forecasting of demand and supply of all jobs and it requires perfect knowledge of both labour conditions in the market and the strategic position of the organization and goals of the organization. Secondly, all the net short-ages and excesses of personnel in each of the job category should properly projected for a specific time. Finally, the HR manager develops plans to manage the forecasted shortages and excesses of all types of human resource. The HR manager needs to carry out periodic evaluation to access actual success level and growth rate of the personnel in terms of various operations which involves with appraisals, critical examination of personnel records and statistics and audit of personnel. Smriti,(2020).

### **Advisory Functions**

The HR manager also takes care of the advisory function of an organization. They basically advises management in general and top management executives on any issues related to things like the construction or evaluation of personnel programs, effective HR procedures and policies Smriti,(2020). The another most important responsibility of an HR manager is that they gives

advice to the heads of various departments in an organization on related issues such as designing job and job analysis, recruitment and selection related issues, training and performance appraisal of employees.

**2.3 Job Analysis:** Job analysis is the process of determining the tasks, skills and abilities and responsibility of a job. This could be done either by interview, observation gathering process. When resolved into writings, it becomes job description Nwachukwu, (2020). Job analysis produces the following about a job;

**2.3.1 Job Description:** Job description is the summary of tasks, and responsibility of a job. Job description should be as brief and factual as possible. A job description defines what job holders are required to do in terms of activities, duties and tasks.

**2.3.2 Job Specification:** Dessler, (2020) according to him job description is a list of job's "human requirements" that is the skills, personality, requisite education, and the like. This is another product of job analysis. Hartzall, (2022) explains that, this is a much detailed version of job description, stating as exactly as possible what a job entails. It is usually drawn up on the basis of analysis. It will be impossible for any manager to recruit the correct type of persons unless he is able to specify the requirement of each job clearly. This would help him in increasing the efficiency of the employees by giving them only those duties which fit exactly to their abilities and capacities. "He would be able to put round pegs in round holes.

## **2.4 Human Resource Management in Small and medium enterprises**

Given the importance of Small and medium enterprises employees to the national economy, it is disheartening to note that scant attention in Small and medium enterprises research is given to the study of human resource management practices. No matter where you look, in surveys

Hornsby and Kuratko, (2020) in reviews of literature Heneman and Berkley, (2020), scholars are lamenting over the dearth of information about human resource management practices in SMEs. Proper management of a company's human resources is the key to business survival in today's world. The organizational effectiveness of the firm and its ability to create a sustainable competitive advantage can hinge upon whether HRM practices are properly thought out and successfully implemented. The human potentials in a company are generally much more difficult for competitors to duplicate than the plant, equipment or even products that a company produces Flanagan and Despanade, (2020). Research indicates that inadequate and insufficient management of employees in small firms has resulted in low productivity and high turnover rates and is one of the leading causes of small business failures Huselid, M. A. & Becker, B. E. (2021). The overall goal of human resource management is to ensure that the company will be able to achieve success through people. HRM aims to increase the effectiveness and organizational skills, which means the ability of an organization to achieve its goals using the available resources in the best way possible. Arokiasamy, A. R. A. (2020).

#### **2.4.1 Human resources employment in small and medium-sized enterprises**

Regardless of the company size, the employment process involves two activities of the human resource management - recruitment and selection of candidates. Recruitment is the process of attracting potential employees for vacant positions with the necessary knowledge, abilities, skills and personal characteristics required for successful job performance. After recruitment of potential employees, a selection process follows. Furthermore, Kotey & Slade (2020) have found out that with enterprise growing the range of selection techniques, which the owners/managers of small organizations use, becomes wider. In the growth stage of the organization there are fewer candidates from a pool of relatives and acquaintances.

Consequently, the costs of recruitment are increasing, as well as the risk in the selection process.

#### **2.4.2 Training and development in small and medium-sized enterprises**

Rapid technological changes, increasing complexity and turbulence of the business environment, the growing gap between business requirements and the knowledge acquired in the formal education are only some of the factors which are imposed on the companies, regardless of their size, needs for continuous training and development of employees. According to Bahtijarevic-Siber, (2020) "investment in training and development of employees is a key indicator of understanding what is happening in today's business and competition". Enterprise development and staff development are directly connected. In other words, an enterprise cannot be developed without the development of its human resources. The design and implementation of an effective system of training and development is a challenge for small and medium-sized enterprises, because such programs generate costs in the present, while almost all of the potential outcomes of training and development will accrue in the future. However, the increasing complexity and scope of work, continuous development of technologies, and intense competition, make training and development of employees necessary. Besides, trained employees provide a competitive advantage to the business that, once acquired, is not easy to be copied by competitors Hatten, (2022).

#### **2.4.3 Performance appraisal in small and medium-sized enterprises**

In theory, performance management is considered a cornerstone because the results of performance appraisal provide relevant information for quality decision-making on the

training of employees, their promotion, career development, and rewarding Zolak Poljasevic, (2019). In large organizations, performance management includes several activities which define performance (define work standards and expectations of the employee), measure or assess performance (performance appraisal) and feedback performance information. As the results of research in a number of studies Knuckey, (2022) show, a formal performance appraisal is rarely carried out in small organizations, and performance management is implemented even more rarely. One reason for this is the possibility of frequent interaction between managers and employees, where a manager can in an informal way identify and point out to employees omissions in the performance of their work duties.

#### **2.4.4 Retention of employees in small and medium-sized enterprises**

Small and medium-sized enterprises are often faced with the problem of loyalty and employee retention. This challenge is particularly acute when it comes to employees with high growth potential. Ndung'u, A. W., and Kwasira, J. (2020). Some authors argue that a small organisation "has more difficulty in retaining employees because they are more likely to have lower levels of employer legitimacy than larger firms" Williamson, (2013) as cited in Coetzer, (2022). The most common reasons why SMEs are considered to be inadequate employers are limited space for the promotion and career development, and lack of financial resources to offer attractive compensation for the most successful employees Marlow, (2020)

**2.5 Labour Productivity:** Labour productivity is a measure of efficiency of the organization in utilizing its human resource. Productivity is the ratio of the total output to the total input, which shows how the organization is working at a particular point of time. Therefore, labor productivity is the total quantity of goods and services that an employee produces in a given amount of time. Hornsby, J. S., & Kuratko, D. F. (2021) It is computed by dividing average output per period by the total number of personnel employed in that period. It is just one type

of productivity among several others Third; the theorists pertaining to Strategic Human Resource management (SHRM) have elaborated the point that for workforce performance, productivity of labor is a crucial indicator (Delery and Shaw, 2021). Finally, in literature pertaining to SHRM much work has been accomplished using labor productivity as tool to calculate outcome Boselie and Dietz, (2020). However, labor productivity is used most often because of number of reasons. Employee productivity is a measure of the efficiency of employees in converting inputs into useful outputs. Productivity is a critical determinant of cost efficiency.

## **2.6 Ways of improving human resources management tools in enhancing higher productivity of small and medium enterprises in Nigerian construction industry**

Here are a few notable ways of improving human resource management tools:

**Accuracy:** Using automation helps reduce the risk of human error in daily processes. With automation, a human resource tool provides more data-tracking and employee-management options. While you can't avoid all mistakes, good tools can reduce potential problems and reduce the time and money required to correct errors. Deming, W. E. (2021).

**Consistency:** The need consistent human resource processes to ensure the company treats all employees fairly and equally. As human resource regulations become more complex, these systems are essential for businesses of all sizes.

**Saved-time:** Think about how much time the human resource team spends on tasks that could be automated. Human resource management tools reduce the need for repetitive manual workflows.

**Efficiency:** human resource employees have more time available each day, so they can focus on activities that add value to the organization, like improving relationships with employees

and providing training, which can help improve employee satisfaction. Improved efficiency also has an impact on the bottom line.

**Cost:** As human resource management tools reduce employee hours on busywork, savings and adding up over time, making the cost of implementing the automation tools well worth the investment Drucker, P. F. (2022).

## **2.7 Human resources management tools in enhancing small and medium enterprises in Nigerian construction industry**

In enhancing small and medium enterprises they is need to know the human resource management tools in construction industry

**1. Jot-form:** The no-code forms and templates from Jot-form are flexible, so they can accommodate all human resource processes. Jot-form is a highly customizable tool for human resource management, and it integrates with many other software applications. Choose from premade human resource templates, set up approval workflows, and even create an app to establish the optimal workflow for your team.

**2. Kiss-flow:** This HR cloud tool has pre-designed modules to cover everything from applicant tracking to employee reviews and off boarding. Managers like the data-driven approach for evaluating performance and integration options for compatibility with other tools.

**3. iCIMS Talent Cloud:** This program offers much more than just help with talent acquisition. HR modules support every stage of the employment process, from hiring and onboarding to training, performance reviews, and more.

**4. Bam-boo HR:** If you're looking for all the features in a full human resources management system (HRMS) without the expensive price tag, then Bam-boo HR is a great option. This

tool covers all of the necessary HR functions, with easy-to-implement workflows for both managers and employees.

**5. Zoho People:** While this HR management tool is designed with small to medium-sized construction company in mind, it also offers robust features that are useful for enterprise-level companies. It provides a variety of automation tools for building basic workflows.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1. Introduction**

The method that was used for this study is in this order to provide data to investigate the research questions that is raised. This comprises of research design, population of the study, sampling frame, sample size, sampling technique, data collection instrument, procedure for data collection as well as method of data presentation and analysis.

### **3.2 Research Design**

According to Dixon’s work as cited in Animam, (2022) research is defined as a structured inquiry that utilizes acceptable scientific methodology to solve problem and creates new knowledge that is generally applicable. Since this study is assess the human resources management practices in the Nigerian construction Industry in Edo State, survey research was adopted for this study.

### **3.3. The Study Population**

The research involves construction stakeholders/practitioners in the construction industry within Edo State. Therefore, the study selected corporate Clients, Contractors, Quantity Surveyors, Architects, Civil Engineers, and Builders within the study area.

### **3.4. The Sampling Frame**

The adequacy of a sample is assessed by how well it represents the population of participants from which the sample is intended to be drawn. The total population for this study includes selected registered Contractors, Quantity Surveyors, Architects, Engineers as well as client within the study area.

Table 3.1 shows the sampling frame of respondents.

**Table 3.1:** Sampling Frame of Respondents

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<b>Respondents</b>	<b>Nos.</b>
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Architects	26
Quantity Surveyors	45
Builders	33
Engineers	48
<b>Total</b>	<b>152</b>

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### 3.5. Sample size

There are several approaches to determining the sample size. These include using a census for population, imitating a sample size of similar studies, using published tables, and applying formula to calculate a sample size. The sample size in respect of the various categories of respondents were determined from the following formula, as used by (Dosumu& Adenuga, 2020).

$$\frac{1 + n^1}{N}$$

$$\text{Where } n = \text{Sample size: } \frac{n^2}{v^2} = S^2$$

N = Total population.

v = Standard error of sampling distribution.

P = the proportion of population elements that belongs to the define class.

S= the maximum standard deviation in the population element that belong to the define class, substituting the pre-determination variables, the sample size for the study population and their respective locations are as shown in Table 3.2.

**Table 3.2:** Sample Size of Respondents

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Respondents	Nos.
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Architects	26
Quantity Surveyors	45
Builders	33
Engineers	48
<b>Total</b>	<b>152</b>

---

### **3.6 Sampling Techniques**

The process of sampling or selection of part of the population, from which the characteristics of the larger population can be inferred, has long been accepted as a legitimate and expeditions method of research Dosumu & Adenuga, (2021). This is considered simple and convenient to the achievement of the targeted number of respondents for this study. Sampling theory distinguishes between probability and non-probability sampling. For the purpose of this study, convenient sampling technique will be adopted, which is one type of probabilistic sampling technique and in which case, in a population a sample/respondent is to be drawn from a group that does not constitute a homogeneous group, so as to obtain a representative sample/respondent during the administration of the questionnaire.

### **3.7 Data Collection Instrument**

Data for the study were generally be through an opinion based questionnaire survey. This approach was used in this study due to the questionnaire nature of the research. The close ended questionnaire method was to be adopted for this study because close questionnaire have a set number of response as determined by the researcher.

### **3.8 Method of Data Presentation and Analysis**

Tables, diagram and charts were used for data presentation while frequency, percentages, relative important index and mean score will be employed for data analysis

#### **3.8.1 The Mean Item Score**

This method was used to analyze the objectives. Data with numeric variables will be computed using the mean item score. The Mean Item score was gotten using the formula shown below;

$$M = \frac{5(FX5) + 4(FX4) + 3(FX3) + 2(FX2) + (FX1)}{X5 + X4 + X3 + X2 + X1}$$

Where M = mean item score

X = range 1 – 5 with 5 being the highest and 1 being the lowest

Using 5 (five) point LIKERT SCALE which corresponds to:

“5” = very high.      “4” = high.      “3” = neutral      “2” = low.      “1” = very low.

F = Frequency of respondent in each factor

### 3.8.2 Relative Importance Index

The use of the Relative Importance Index was to help in ranking the various factors according to their importance of Basic competencies, Assertions and Areas of training.

The formula used in calculating RII is stated as:

$$RII = \frac{\sum_{i=1}^5 w_i x_i}{A \times N}$$

Where; RII = Relative Importance Index

W = weighting given to each factor by respondents and it range from 1 to 5

X = frequency of response given for each factor

A = highest weight (i.e. 5 in this case)

N = total number of participants

It is valuable to understand that the closer the value of Related Importance Index of the known factor is unity (1) or 100 percent, the more important it is the greater influence on the remaining variables.

## **CHAPTER FOUR**

### **DATA PRESENTATION, ANALYSIS AND DISCUSSION**

#### **4.1 Introduction**

This chapter focuses on the organisation, structure and characteristics of the data collected from the field as well as the analysis and interpretations drawn from it to address the key research objectives and questions outlined in chapter one. The findings were analysed

and presented in the form of frequency tables. The results of other findings were also reported. Various analytical tools discussed earlier were adopted in view to achieve the aim of the research which is to discuss the human resources management tools in enhancing productivity of small and medium construction enterprises within Edo state.

Out of 104 questionnaires, 95 of the questionnaires were successfully completed and returned and were used for this analysis.

**Demographic information of the respondent.**

Table 4.1.1 Profession of Respondent

Profession of Respondent	Frequency	Percent
Contractors	15	15.79
Architects	20	21.05
Quantity surveyors	38	40.00
Engineers	22	23.16
Total	95	100.0

Source: Field survey (2022)

Table 4.1.1 shows that 22 (23.16%) of the respondents were Engineers, 38 (40.00%) were Quantity surveyors, 15 (15.79%) were Contractors while 20 (21.05%) were Architects. This indicates that the subject matter was well represented and making the result from the analysis more reliable.

Table 4.1.2 Academic Qualification of Respondent

Academic Qualification of Respondent	Frequency	Percent
HND	24	25.26
B.SC /B. TECH.	26	27.37

PGD	30	31.58
M.SC	15	15.79
Total	95	100.0

Source: Field survey (2022)

Table 4.1.2 shows the academic qualification of respondents. Out of 95 respondents, 24 (25.26%) have HND, 15 (15.79%) have M.SC, 26 (27.37%) have B.SC /B. Tech and 30 (30.58%) have PGD which reveals that the respondents are academically sound and will positively impact on the result of this research.

Table 4.1.3: Professional qualification of respondent

Membership Grade of Respondents	frequency	percent
Technician	21	22.11
Probationer	31	32.63
Corporate member	15	17.79
Fellow member	28	29.47
Others specify	0	0.00
Total	95	100

Source: Field survey (2022)

Table 4.1.3 indicates that 31 (32.63%) are probationers while 15 (17.79%) are corporate members. 28 (29.47%) fellow members and 21 (22.11%) technician. This implies that the information hereby provided is to the very best of professional ability and their level of knowledge and professional experience will contribute to the reliability of the data.

Table 4.1.4: Type of organization of respondent

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Type of organization of respondent	frequency	percent
Micro	20	21.05
Small	35	36.84
Medium	20	21.05
Large	20	21.05
Total	95	100

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Source: Field survey (2022)

Table 4.1.4 indicates that 20 (21.05%) are micro, 20 (21.05%) are medium and large respectively and 35 (36.84%) are small.

Table 4.1.5 Years of experience

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Years of experience	frequency	% of Respondent
1-5 yrs	10	10.53

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6-10 yrs	35	36.84
11-15 yrs	22	23.16
16-20 yrs	10	10.53
21 yrs and above	18	18.95
Total	95	100.00

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Source: Field survey (2022)

Table 4.1.5 shows the respondent's years of experience. It was clear that 22 (23.16%) had 11-15 years, 10 (10.53%) had 16-20 and 1-5 years respectively, 35 (36.84%) had 6-10 years, 18 (18.95%) has 21 years of experience and above. These indicate that respondents have better years of experience in construction works.

Table 4.1.6: Specialty of respondent

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Specialty of respondent	frequency	percent
Electrical services	40	42.11
Mechanical services	35	36.84
Carpentry	20	21.05
Total	95	100

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Source: Field survey (2022)

Table 4.1.6: shows the Specialty of respondent's, 40 (42.11%) electrical services, 35 (36.84%) mechanical services and 20 (21.05%) carpentry.

Table 4.1.7 Projects handled

Project handled	Frequency	Percent
1-5	21	22.11
6-10	20	21.05
11-15	29	30.53
16-20	30	31.58
21 and above	5	5.26
Total	95	100.0

Source: Field survey (2022)

Table 4.1.7 shows the respondent's number of project handled within the last ten years. It was clear that 20 (21.05%) have handled 6-10 projects, 21 (22.11%) have handled 1-5 projects, 29 (3.53%) have handled 11-15 projects, 30 (31.58%) have handled 16-20 projects and 5 (5.26%) have handled 21 projects and above.

Table 4.1.8: identified the human resource management techniques tools in enhancing productivity of small and medium construction enterprises in the Nigerian construction industry in the Nigerian construction industry.

Factors/Attribute	Mean score	Ranking
ICIMS Talent Cloud	3.57	1

Zoho People	3.45	2
Jot-form	2.89	3
Kiss-flow	2.75	4
Bam-boo HR	2.34	5

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Source: Field survey (2022)

From the above table 4.1.8: those are the factors of human resource management techniques tools in enhancing productivity of small and medium construction enterprises such as; ICIMS Talent Cloud ranked as 1<sup>st</sup>, Zoho People ranked as 2<sup>nd</sup>, Jot-form ranked as 3<sup>rd</sup>, Kiss-flow ranked as 4<sup>th</sup> and Bam-boo HR ranked as 5<sup>th</sup>.

Table 4.1.9: Appraisal of the effects of human resource management tools in enhancing productivity of small and medium construction enterprises on project performance.

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Effects	Mean score	Ranking
Cost overrun	3.54	1
Time overrun	3.42	2
Quality is reduced	3.20	3

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Poor workmanship	2.80	4
Low productivity	2.67	5
Poor team work	2.43	6
Low morale	2.32	7
Job insecurity	2.11	8

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Source: Field survey (2022)

From the above table table 4.1.9: shows the effects of human resource management tools such as; as cost overrun ranked 1<sup>st</sup>, time overrun ranked as 2<sup>nd</sup>, quality is reduced ranked as 3<sup>rd</sup>, poor workmanship ranked as 4<sup>th</sup>, low productivity ranked as 5<sup>th</sup>, poor team work ranked as 6<sup>th</sup>, low morale ranked as 7<sup>th</sup> and job insecurity ranked as 8<sup>th</sup>.

#### **4.2 ANALYSIS AND DISCUSSION OF FINDINGS**

The findings obtained here in this study are a result of the analysis of a total of 95 questionnaires retrieved from the respondents after distribution. shows that 22 (23.16%) of the repondents were Engineers, 38 (40.00%) were Quantity surveyors, 15 (15.79%) were Contractors while 20 (21.05% ) were Architects. This indicate that the subject matter were well represented and making the result from the analysis more reliable. shows the academic qualification of respondents. Out of 95 respondents, 24 (25.26%) have HND, 15 (15.79%) have M.SC, 26 (27.37%) have B.SC /B. Tech and 30 (30.58%) have PGD which reveals that the respondents are academically sound and will positively impact on the result of this research.indicates that 31 (32.63%) are probationers while 15 (17.79%) are corporate members. 28 (29.47%) fellow members and 21 (22.11%) technician. This implies that the information hereby provided is to the very best of professional ability and their level of knowledge and professional experience will contribute to the reliability of the data. indicates that 20 (21.05%) are micro, 20 (21.05%) are medium and large respectively and 35 (36.84%)

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## **CHAPTER FIVE**

### **CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 INTRODUCTION**

This research work has been able to discover the human resources management tools in enhancing productivity of small and medium construction enterprises within Edo state.

As well as the control measures for enhancing time performance factors. This section discusses the result of analyzed data obtained, conclusion from observations are made,

recommendation are also made in this chapter and suggestions on subsequent areas for further research.

## **5.2 CONCLUSION**

Based on the findings, human resources management tools is very essential when it involves both small and medium productivity. The effects of human resources management tools cannot be emphasis but these are the findings that were discovered such as; cost overrun, time overrun, reduced quality , poor workmanship, low productivity, poor team work, low morale and job insecurity.

## **5.3 RECOMMENDATION**

Based on the conclusion above, the following recommendations are;

1. It is recommended that cost overrun and time overrun cannot be controlled but with the help of those tools it can be control which are ICIMS Talent Cloud, Zoho People and Jot-form
2. It is recommended that there should be provision of quality and this quality cannot be reduced to its lowest standard.
3. It is recommended that there should be great team work with high standard of morale and job security.

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