

The influence of HRM practices on small business performance in Nigeria: The mediating role of staff commitment and moderating role of management support

Atiku Kabiru Mohammed

Department of Economics, Isa Kaita College of Education

Email: mkatiku62@gmail.com

Noor Hazlina Binti Ahmad *

School of Management, Universiti Sains Malaysia

Email: hazlina@usm.my

** Corresponding Author*

Abstract

Purpose: This study investigates how HRM practices (recruitment, training, and rewards) directly affect the performance of small businesses in Nigeria. It also examines whether employee commitment mediates this relationship and if management support strengthens the impact of HRM practices on business performance.

Design/methodology/approach: This study uses a quantitative approach to analyse how HRM practices influence small business performance in Nigeria, focusing on staff commitment as a mediator and management support as a moderator. Data were collected from a systematically sampled group of 1,356 SMEs using validated questionnaires, enabling structural equation modelling (SEM) analysis.

Findings: The study reveals that HRM practices (such as recruitment and selection, rewards and compensation, and training and development), staff commitment, and small business performance are positively and significantly connected. However, staff commitment does not moderate the relationship between recruitment, selection, and business performance, reinforcing their direct connection. Management support, on the other hand, plays a significant role in strengthening the relationship between staff commitment and business performance.

Research limitations/implications: Management support strengthens employee commitment and the effectiveness of HRM systems, enhancing the link between HRM practices and business performance. By leveraging these strategies, small businesses in Nigeria can boost performance, foster employee loyalty, and secure a competitive edge in challenging markets.

Practical implications: Nigerian small businesses should adopt a comprehensive HRM strategy, focusing on talent recruitment, competitive compensation, and employee development. Recognising employee loyalty and providing career growth opportunities can enhance the work environment. Regular leadership training can strengthen the link between HR practices and performance.

Originality/value: This paper explores the impact of human resource management practices on small businesses in Nigeria, highlighting staff commitment and management support's mediating and moderating roles, offering practical insights for emerging economies.

Keywords: Human Resources Management, Business Performance, Small and Medium Enterprises, Staff Commitment, Management Support

Introduction

Small businesses enterprises (SMEs), also known as small and medium-sized businesses, are companies with a maximum number of employees set by the country. The development of small businesses is a key factor in driving long-term economic growth. Small businesses play a crucial role in globalisation as they have the capacity to tackle global challenges, including enhancing product and service innovation, advancing human resources and technology, and expanding marketing efforts (Khuram et al., 2021). SMEs are primarily based on labour rather than large machinery, so their success is dependent on the performance of their labour force (Ogbonnaya & Messersmith, 2019). Small businesses are increasingly acknowledged as a key driver of economic growth and job creation in both developed and developing economies (Li & Rees, 2020). Although large businesses play a crucial role in the economic growth, the role of SMEs in stimulating and strengthening economic indicators of a country carries equal importance (Burhan, 2018).

According to Burhan, (2018), small businesses can serve as 'growth engines' for a country's social and economic development. The social benefits include strengthening community ties, creating jobs for locals, and stimulating indigenous technology and industry. That is why SMEs frequently account for more than 90% of all businesses in a country. A strong SME sector is a key indicator of a healthy economy (Salau & Nurudeen, 2022). SMEs contribute to employment growth at a faster rate than larger corporations (Kazeem, 2020). SMEs play a crucial part in advancing industrial development, technological advancement, urban growth, job opportunities, and equitable distribution of income (Salau & Nurudeen, 2022).

In fact, in many developing countries, small business enterprises have emerged as the leading force in the private sector (Ayobami, 2019). However, SMEs have struggled to sustain long-term performance. According to studies, 20% of SMEs worldwide fail within their first year of operation (OECD, 2019). However, the challenge of long-term survival is more challenging for SMEs in developing countries (Ayobami, 2019). Nevertheless, studies conducted in developed countries have dominated existing research (Budhwar et al., 2016; Cooke et al., 2020; Zhu et al., 2019). This research work focuses on Nigeria for this reason: to provide a possible explanation for the long-term survival of SMEs and to contribute to the small body of research on developing countries.

The role of small businesses in driving economic growth and development has been widely recognised and acknowledged on a global scale (Hamadamin & Atan, 2019), and the developing African nation is no exception. Small businesses represent a resilient market community capable of thriving even amidst economic challenges in the country. Small and medium-sized enterprises (SMEs) are steadily expanding across African countries, contributing to the creation of stable employment opportunities (Sembiring, 2016). Small businesses comprise about 90% of business activities in Africa and generate over half of the continent's jobs and GDP (Peter & Njoroge, 2017). Small and medium-sized enterprises (SMEs) are regarded as key drivers of economic development, contributing to employment creation, revenue generation, innovation, and technological advancement in both developed and developing nations.

Small business enterprises play a crucial role in driving economic growth and generating employment, particularly in developing countries such as Nigeria. These businesses account for more than 90% of operations in many developing countries and supply over 70% of job possibilities, making a considerable contribution to indigenous technology growth and income redistribution. Despite their importance, Nigerian SMEs underperform their counterparts in India and Indonesia due to ongoing human resource management (HRM) challenges such as insufficient staff training, poor recruitment practices, and insufficient management support (Oyelaran-oyeyinka, 2020).

Small enterprises are vital to Nigeria's economy, accounting for over 80% of all businesses and contributing around 10% to job creation (Olubiyi, 2022). Despite their substantial presence and contribution to business opportunities, SMEs face numerous challenges that require specialised expertise, particularly in areas like human resource management (HRM). This highlights the significance of incorporating HRM practices into the vision and objectives of small businesses. Effectively aligning HRM systems with a company's strategic goals can enhance operational efficiency, optimise workforce management, and support the business's overall success. Specifically, effective HRM practices are seen as crucial for fostering employee development—helping employees acquire new skills, knowledge, and positive attitudes, which in turn enhances their performance. This suggests that small businesses can improve their efficiency and competitiveness by adopting strong HRM practices that contribute to both employee growth and organisational success (Dunmade et al., 2019). In essence, while SMEs are vital for economic growth in Nigeria, leveraging HRM effectively can provide them with the tools to overcome challenges and optimise their workforce, leading to better performance and long-term sustainability.

Recent studies have recognised human resources as a key factor in enhancing business performance and gaining a competitive edge. Organisations widely acknowledge that their workforce is a critical driver of improved performance and competitive advantage (Okoye & Nwangwu, 2021). To succeed, Nigerian SMEs must fully utilise all available resources to improve their business performance and gain a competitive advantage. An organisation's ability to meet today's market challenges is dependent on its human resource efficiency and competitiveness. The significance of keeping competitive human capital is intrinsically related to the success of today's businesses. An effective and successful human resource can provide high quality, productive employees, eliminating long-term human resource difficulties such as job unhappiness, absenteeism, and turnover. As a result, SMEs in Nigeria face numerous challenges that jeopardise their long-term survival and growth.

Given the owner-manager's role in HRM decisions, SMEs are well known for their informal, emergent, and reactive approach to HRM issues (Ameh & Daniel, 2017; Effiom & Etim Edet, 2018; Li & Rees, 2020; Mahmood et al., 2018). HRM is implemented differently in smaller organisations opposed to larger organisations, and the formality of HRM policies and procedures increases with organisational size (Guest, 2017). To understand the challenges faced by small businesses in Nigeria, it is essential to examine the factors that impact the formalisation of HRM practices.

SME owner-managers have an important role in decision-making, particularly in HRM practices, because of their direct impact on organisational success. In SMEs, the owner-manager frequently assumes many duties, including strategic decision-making, which has a substantial impact on HRM outcomes. Their actions influence talent acquisition, employee engagement, training, and workplace policies, all of which have a direct impact on business performance. Because their businesses sometimes lack dedicated HR departments, SME owner-managers typically handle HR decisions alone (Joseph et al., 2024). This hands-on approach enables them to adjust HR policy to better line with corporate objectives, enabling agility and innovation. For example, their direct involvement ensures that recruitment methods attract personnel with values that are consistent with the SME's mission and culture, which is critical for preserving team cohesion in small groups. Due to limited resources, HR decisions at small and medium-sized enterprises are usually informal and reactive (Columbia, 2019). This flexibility can be beneficial since it allows owner-managers to handle workforce demands quickly. However, it also introduces hazards, such as inconsistent execution of HR standards, which can have an impact on employee morale and legal compliance. Owner-managers have an important role in controlling workforce risks, such as excessive turnover, by developing

employee retention strategies that include non-monetary incentives such as flexible working hours or recognition programs. Their capacity to make quick, context-specific decisions is especially useful in managing personnel in uncertain markets such as Nigeria (Udemba & Ibeneme, 2019). Human resources departments are uncommon in Nigerian SMEs, and solely the owner or managing director (Ayobami Joshua, 2019; Burhan, 2018; Joseph et al., 2024; Okoye & Nwangwu, 2021), typically makes major decisions. In addition, in a minority of cases, the owner or managing director is still regarded as overseeing HRM (Kroon et al., 2013; Singh, 2022).

HRM techniques can help organisations influence employee attitudes and behaviours. This is because human resource management (HRM) practices create an environment where employees become highly committed to the organisation and strive to meet its goals (Huselid, 1995). Organisations use human resource management (HRM) practices as key strategic instruments for promoting favourable work behaviour among employees and exploiting their knowledge, skills, and talents, which should boost production and performance (Lee et al., 2018). Previous studies show that human resource management (HRM) practices include various components, such as training and development, recruitment and selection, and compensation practices, among others (Abdullahi, 2019; Ayyagari et al., 2011; Dang et al., 2018; Fey et al., 2000; Forth & Bryson, 2018; Huselid, 1995; Pfeffer & Veiga, 1999; Thang et al., 2010). For the sake of simplicity, this study primarily focuses on these areas to explore their relationship with small business performance in Katsina State. It also highlights the mediating role of staff commitment and the moderating role of management support. The emotional and psychological bond that workers have with their company and its objectives is referred to as staff commitment. It shows how committed and devoted workers are to their jobs. This commitment can influence their willingness to exceed expectations in their roles, stay with the company long-term, and contribute to its success. The degree to which managers and supervisors in an organisation offer their staff direction, resources, encouragement, and support is referred to as management support. It entails creating a welcoming workplace where staff members feel appreciated, inspired, and equipped to carry out their jobs well.

Literature Review

Human Resource Management (HRM) practices are broadly recognised as key determinants of organisational performance, especially in small businesses. Small and medium-sized enterprises (SMEs) significantly contribute to Nigeria's economic development by generating employment and fostering innovation (Udoikah & Ndaeyo, 2021). However, small businesses performance is often hindered by numerous internal and external challenges, with HRM practices serving as a crucial internal factor. This study explores the impact of HRM practices on small business performance in Nigeria, focusing specifically on the mediating role of staff commitment and the moderating role of management.

The existing literature highlights the significance of effective human resource management practices in enhancing organisational performance. According to Armstrong & Taylor, (2023) research, strategic HRM practices, including recruitment, training, and compensation, are essential for promoting employee engagement and ensuring business success. However, the impact of these practices on SMEs in developing countries such as Nigeria has received little attention, particularly the roles of mediating and moderating factors.

Staff commitment, which refers to employees' emotional and psychological attachment to their organisation, has been recognised as a crucial mediator in the link between HRM practices and business performance (Aishath et al., 2023). High levels of commitment result in increased productivity, lower turnover rates, and overall improved performance. The role of management support in this context is also critical. Management support can enhance or diminish the effect

of HRM practices on business performance by either providing or withholding essential resources, cultivating a positive work environment, and promoting a culture of continuous improvement (Dessler, 2020). However, the degree to which management support influences the relationship between HRM practices, staff commitment, and small business performance in Nigeria remains unclear.

Human Resource Management (HRM) refers to the managerial tasks and responsibilities associated with developing and maintaining a skilled workforce (Manzoor et al., 2019). HRM focuses on managing the organisation's workforce and their contribution to its efficiency and effectiveness. Fasoro et al., (2022) described "HRM as a blend of management practices focused on treating employees as valuable assets and aimed at building and sustaining a skilled and dedicated workforce to meet organisational goals." An organisation's HRM function focuses on management level. This includes activities that enable the company to manage employees effectively throughout different stages of employment, such as pre-hiring, recruitment, and post-hiring. HRM practices directly impact employee motivation, behaviour, and skill development, ultimately improving organisational performance. (Mohamed et al., 2017). Similar studies using the same definition demonstrated a strong correlation between HRM practices and job performance (Jawaad et al., 2019a; Lai et al., 2017). A significant amount of research and focus has been devoted to understanding how human resource management (HRM) practices influence employee performance. HRM practices, such as recruitment, training, compensation, and development, are believed to have a direct impact on how well employees perform in their roles. Studies often explore how different HRM strategies can enhance skills, motivation, job satisfaction, and overall productivity, making it a key area of interest for organisations aiming to improve performance outcomes. Researchers have previously performed work on the HRM activities in several countries (Chams & García-Blandón, 2019; Jawaad et al., 2019b; Wikhamn, 2019).

Human resource management research is broad in scope and primarily focusses on large corporations. Little study has been undertaken on SMEs, particularly in developing nations. HRM findings for large organisations or established countries cannot be generalised to SMEs in emerging market economies since they face several unique challenges (Joseph et al., 2024). However, huge western corporate organisations such as (Ahmed & Shafiq, 2014), have conducted numerous research on the impact of HRM practices on the performance of SMEs in Nigeria. Therefore, it is essential to examine the effect of human resource management practices on the performance of small businesses in Katsina State. On the other hand, SMEs' business success is a key challenge and critical aspect in management studies, as well as an area of interest for practitioners and academics. As a result, academicians and other important stakeholders have long sought to understand the context, processes, and determinants of SMEs' business performance. On the other end of the spectrum, SMEs' business performance is thought to be influenced by both external and internal factors (Manzoor et al., 2021). Given the above, the aim of this study is to explore the impact of human resource management practices on small businesses in Katsina State.

Despite the Nigerian government's ongoing efforts to enhance the quality of small businesses through the capacity development of human resources for better management and growth potential, the performance of small and medium-sized businesses (SMEs) continues to be low and problematic. This situation in human resource management has become a concern for stakeholders across all sectors of the economy and society as a whole. The company's decreasing efficiency and productivity in achieving its desired business performance may be attributed to several challenges, including unrealistic recruitment and selection processes, inadequate motivational and compensation systems, ineffective training and development

criteria, insufficient supervision, lack of job security, limited job rotation, and poor job satisfaction strategies, among others (Joseph et al., 2024).

Effective HRM strategies are critical for improving organizational performance, employee productivity, and business viability. Previous studies have demonstrated that human resource management practices like recruitment, training, and employee motivation significantly influence corporate success by enhancing employee commitment and reducing turnover. SMEs frequently fail to exploit HRM strategically due to inadequate resources and skills (Hornsby & Kuratko, 2003; Young, 2009). Furthermore, Kayode et al., (2019) understudied the impact of contextual elements like managerial support and organizational culture on HRM performance in SMEs.

The ability of a small business to compete and function in a dynamic business environment is said to depend heavily on having highly motivated, skilled, and well-trained employees (Hornsby & Kuratko, 2003). Key performance indicators for small businesses offer important information on market positioning, financial stability, and operational effectiveness. HRM processes such as recruiting and selection, training and development, performance management, and remuneration are frequently viewed as critical and positively associated with corporate success. Several empirical studies on human resource practices in small businesses have also highlighted the importance of formality in relation to the size of the firm. Taylor, (2018), surveyed 274 small American firms, revealing that the size of the firm significantly influences the adoption of HR practices. They found that formal hiring practices (including application forms and interviews), performance evaluations, and written job descriptions are less common in smaller companies. This finding is in line with Wagar & Rondeau, (2006) research of 991 privately owned Canadian small companies. The findings revealed that a company's size is a significant predictor of whether or not specific HR practices are implemented. For instance, the survey consistently showed that smaller businesses are less inclined to implement any of the eight core HR practices examined in the study, such as formal performance evaluations and employee orientation programs. Other research has yielded similar findings (Deshpande & Golhar, 1997). Although this research examined diverse HR procedures, they came to the same conclusion. Smaller businesses tend to have fewer formal HR practices.

Research in Nigeria indicates that poor and ineffective management of small business employees has led to low productivity and elevated turnover rates (Ogunyomi & Bruning, 2016), and is a major contributing factor to the failure of small businesses (McEvoy, 1984). While financial metrics are often utilised to assess the success or failure of SMEs, (Marlow & Patton, 2014) suggested that effective employee management is becoming a crucial factor in performance outcomes. They also discovered that small enterprises rarely use human resource management as a strategy to gain a competitive edge. This study addresses a research gap by examining the impact of HRM practices on small business performance in Katsina, emphasising the moderating role of management support and the mediating role of employee commitment.

Hypothesis Development

Based on the above discussions, the following hypotheses were developed in an alternative form:

H1 (a): Recruitment and selection practices positively influence the performance of small businesses in Nigeria.

H1 (b): Training and development practices positively influence the performance of small businesses in Nigeria.

- H1 (c): Reward and compensation practices positively influence the performance of small businesses in Nigeria.
- H2 (a): Staff commitment mediates the relationship between recruitment and selection practices and small business performance in Nigeria.
- H2 (b): Staff commitment mediates the relationship between training and development practices and small business performance in Nigeria.
- H2 (c): Staff commitment mediates the relationship between reward and compensation practices and small business performance in Nigeria.
- H3: Management support moderates the relationship between staff commitment and small business performance in Nigeria, such that the relationship is stronger with higher levels of management support.

Methods

Research Design and Study Population

This study used a quantitative research approach to investigate the mutually beneficial relationship between human resource management (HRM) practices and small business performance. Furthermore, it investigated how management support influences the relationship between the commitment of staff and corporate performance. The study focused on 1,356 small and medium-sized firms (SMEs) in Katsina State, Nigeria (SMEDAN, 2019a). This study focuses on SME performance due to its high failure rate and low output level.

Sample and Sampling Procedure

In this study, SMEs are defined as people who actively engage in HRM. The definitions of SMEs provided by SMEDAN and CBN was used. Small businesses (SMEs) are defined as businesses with fewer than 199 employees. When selecting the necessary respondents, Ahmad, (2007) states that, the following inclusion criteria should be taken into account: i) only small to medium-sized businesses are allowed. ii) The company's workforce must be 10 or less than 200. iii) Respondents must be senior managers, corporate partners, business owners, or anyone working directly in human resource management. Obtaining a list of all SMEs in Katsina State is difficult. As a result, this study relied on the SMEDAN/NBS National Survey 2019 (SMEDAN, 2019b) as its population frame. The SMEDAN/NBS National Survey 2019 shows that the state has 1,356 SMEs (1,257 small and 99 medium-sized). The researcher used the "10 times" rule to determine the minimum sample size when using Partial Least Squares Structural Equation Modelling (PLS-SEM) (Peng & Lai, 2012; Sarstedt et al., 2017). According to this rule, the minimum sample size should be at least 10 times the maximum number of arrows in the path model that converge on a single latent variable, representing relationships or influences. For example, in the context of this study, the latent variable with the most arrows pointing at it had 13 relationships. Multiplying 13 by 10 yields a needed minimum sample size of 130. This strategy ensures that the model has enough statistical power to perform reliable analysis. Assuming a 10% response rate for in-person (face-to-face) questionnaire surveys in Katsina State, this study intended to distribute 136 survey questionnaires. However, for the reasons listed below: (1) The necessity to achieve the highest possible number of usable responses. (2) Lack of assurance about the response rate. (3) Immediate Feedback and Clarification. (4) Reduced Risk of Survey Fraud. (5) Control over the Environment. (6) Increased Engagement. (7) Flexibility in Questioning. (8) The presence of a large sampling frame consisting of 1,356 small businesses. In this study, survey questionnaires were distributed to 20% of the small businesses listed in the sampling frame. Systematic probability

sampling was employed to select the elements from the frame, with every fifth element being chosen. This process resulted in a sample of 271 small businesses.

Method of Data Collection

This study employed a systematic random sampling method to select 291 SMEs from a sampling frame of 1,356 small businesses in Katsina State. This probability sampling approach ensured randomness in selection while maintaining population representativeness. Consequently, the method satisfied the conditions required for parametric statistical analysis. Respondents were provided with self-administered questionnaires to complete at their convenience. Once finished, they sealed their responses in designated envelopes and returned them to the researcher using pre-stamped envelopes. A total of 276 valid and complete responses were received, achieving a response rate of 86.74%.

Results and discussion

The current study investigated the relationship between HRM practices and the small business performance of SMEs in Katsina State. It utilises first-hand data collected from respondents and analysed using Smart-PLS 4 structural equation modelling software. As noted by Hair et al., (2019), Smart-PLS effectively identifies both the hypotheses and statistical properties of conceptual frameworks. Its application has grown significantly in management, social, and sustainability research. In this study, the independent variable is human resource management (HRM) practices, evaluated through recruitment and selection, training and development, as well as compensation and rewards. The dependent variable is the performance of SMEs, with managerial support functioning as the moderating variable and staff commitment serving as the mediating variable. The study utilised both the measurement model and the structural model to test its hypotheses, following the approach outlined by (Anderson and Gerbing 1988). The following sections discuss these critical stages in detail.

Measurement Model

The measurement model assesses how well the observed variables represent their respective latent constructs, focusing on evaluating the validity and reliability of these variables. Validity is analysed using the Fornell-Larcker criterion, Average Variance Extracted (AVE), and the Heterotrait-Monotrait (HTMT) ratio for discriminant validity. Reliability is determined through Cronbach's alpha, composite reliability (rho_a), and composite reliability (rho_c). The outcomes of these validity and reliability evaluations are summarised in the tables below.

Table 1. Construct Reliability and Validity – Independent Variables

Constructs	Items loadings	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Recruitment and Selection (RS)		0.88	0.889	0.903	0.462
RS1	0.829				
RS10	0.621				
RS13	0.771				
RS14	0.566				
RS2	0.536				
RS3	0.693				

RS4	0.818				
RS5	0.582				
RS6	0.628				
RS8	0.697				
RS9	0.701				
Training and Development (TD)		0.869	0.899	0.894	0.403
TD1	0.774				
TD11	0.788				
TD12	0.781				
TD13	0.738				
TD2	0.782				
TD3	0.531				
TD4	0.760				
TD5	0.757				
TD8	0.648				
TD9	0.691				
Reward and Compensation (RC)		0.82	0.846	0.858	0.547
RC1	0.537				
RC10	0.712				
RC11	0.746				
RC2	0.743				
RC3	0.624				
RC6	0.586				
RC8	0.693				

Table 1 provides the factor loadings, reliability, and validity evaluations for the three independent variables of HRM practices factorised as: recruitment and selection, training and development, and reward and compensation. Similarly, Table 2 presents the factor loadings, reliability, and validity findings for the dependent variable, small business success, as well as the mediating variable, employee commitment. In line with previous and current research, practically all of the items (factors) in the tables that show item loading have loadings more than 0.50 (Ringle & Sarstedt, 2016). According to earlier studies, items with loadings of 0.4 or less were removed from the analysis.

To assess the reliability of the measurement model, Cronbach's alpha, composite reliability (ρ_a), and composite reliability (ρ_c) reliability coefficients should all be more than 0.70 (Bagozzi & Yi, 1988). The construct-measurement items are deemed appropriate as all reliability tests are more than 0.70, as indicated in Tables 1 and 2. The model's validity is assessed using convergence and discriminant validity. The Average Variance Extracted (AVE) is employed to assess the convergent validity of the constructs. Based on the guidelines by Fornell and Larcker (1981), an AVE above 0.50 is ideal, but an AVE of 0.40 is also deemed acceptable for establishing adequate convergent validity. The AVE values, as shown in Tables 1 and 2, are either above or close to 0.50, indicating that the constructs of recruitment and selection, training and development, compensation and rewards, business performance, and employee commitment demonstrate convergent validity. Other measures of internal reliability,

consistency, and convergence validity include Composite Reliability and Average Variance Extracted, according to (Fornell & Larcker, 1981).

Table 2. Construct Reliability and Validity – Dependent and mediating Variables

Constructs	Items loadings	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Business Performance (BP)		0.775	0.78	0.829	0.553
BP1	0.661				
BP2	0.661				
BP3	0.676				
BP4	0.606				
BP5	0.587				
BP6	0.535				
BP7	0.612				
BP8	0.503				
Staff Commitments (SCT)		0.774	0.798	0.826	0.556
SCT1	0.688				
SCT3	0.693				
SCT4	0.732				
SCT5	0.593				
SCT6	0.590				
SCT8	0.682				
SCT9	0.507				

The components' discriminant validity was further assessed using the Heterotrait-Monotrait (HTMT) ratio, the Fornell-Larcker criterion, and cross-loading analyses. Table 3 shows the discriminant validity of the constructs using the HTMT ratio. Most of the key variables had HTMT ratios below the recommended threshold of 0.86 (Henseler, 2017), indicating robust discriminant validity for the model.

Table 3. Discriminant Validity - Heterotrait-Monotrait (HTMT) ratio

	BP	RC	RS	SCT	TD
BP					
RC	0.648				
RS	0.479	0.621			
SCT	0.751	0.832	0.764		
TD	0.627	0.828	0.923	0.899	

Table 4 presents the Fornell-Larcker criteria, as outlined in both earlier and more recent studies (Fornell & Larcker, 1981; Henseler, 2017). Under this criterion, a construct exhibits discriminant validity if the square root of its AVE is greater than the correlations between the construct and any other key variables in the model (Fornell & Larcker, 1981). As this condition was met, the results shown in Table 4 confirm that the model achieved discriminant validity.

Table 4. Discriminant Validity - Fornell-Larcker criterion

	BP	RC	RS	SCT	TD
BP	0.594				
RC	0.524	0.589			
RS	0.417	0.542	0.680		
SCT	0.582	0.660	0.694	0.597	
TD	0.523	0.694	0.835	0.772	0.635

Structural Model

This structural model illustrates how the dependent and independent variables interact, including the direction (positive or negative) and magnitude (coefficient size). Thus, the predicted route coefficients are utilised to determine the study's purpose, which is to look into the influence of HRM practices on boosting company performance between the SMEs of Katsina State.

Direct Path (Direct Effect)

The results of the regression path coefficient were obtained by executing the SEM methodology. Table 5 exhibit the direct relationship between the independent variable, which represents the impact of HRM practices categorised into three constructs—training and development (TD), reward and compensation (RC), and recruitment and selection (RS)—and the dependent variable, small business performance (BP). Additionally, the table highlights the direct influence of the independent variable constructs on the mediating factor, staff commitment.

The findings reveal that the independent variable constructs RS, RC, and TD have a considerable impact on the dependent variable small business performance (BP) and the mediating variable staff commitment. The results also demonstrated that the staff commitment had a favourable impact on small business performance. In other words, the independent constructs HRM practices, the mediating construct staff commitment (SCT), and the dependent construct small business performance (BP) all have statistically significant and positive correlations. The findings are substantial, with strong correlations and supporting statistical evidence (t-statistics > 1.96 and p-values < 0.05) indicating that HRM practices boost business performance both directly and indirectly through SCT. Demonstrates that the HRM practices evaluated have both direct and indirect effects on corporate performance, with SCT acting as an effective mediator. The positive and statistically significant associations highlight the need for incorporating behavioural and cognitive frameworks into HRM strategies in order to achieve optimal organisational results.

First, with a t-statistics value of 2.495 and a beta coefficient of 0.149, the results showed that RS had a positive impact on BP. This indicates that recruitment and selection, which reflect the impact of HRM practices, can explain 14.9% of the success of SMEs. Likewise, the findings indicate that RC positively affects BP (t-statistics = 4.111, beta = 0.178). This indicates that 17.8% of the success of SME firms may be attributed to RC, a measure of HRM practice. With a t-statistic of 4.160 and a coefficient of 0.259, the results likewise show that TD has a positive impact on BP. As a result, TD can explain 25.9% of SMEs' success when used as a gauge of HRM practice.

Second, with a beta value of 0.195, the results show that RS positively affects SCT. This suggests that 19.5% of worker commitment was attributable to RS, a gauge of the impact of HRM practices. Furthermore, the findings revealed that RC enhances SCT (beta = 0.254). This suggests that reward and compensation, as a measure of human resources practice impact, accounts for 25.4% of SCT. Additionally, the results show that TD positively affects SCT (beta

= 0.435), which indicates that TD, as an indicator of HRM practice, can account for 43% of SCT. The impact of SCT on BP is also shown in Table 5. The findings demonstrated that the mediating variable positively affected company performance.

	Table 5.		Direct Effect (path)		Results
	Beta (β)	Standard (STDEV)	deviation T statistics (O/STDEV)	P values	
RS -> BP	0.149	0.060	2.495	0.014	Accepted
RS -> SCT	0.195	0.100	1.942	0.053	Accepted
RC -> BP	0.178	0.043	4.111	0.000	Accepted
RC -> SCT	0.254	0.074	3.451	0.001	Accepted
TD -> BP	0.259	0.062	4.160	0.000	Accepted
TD -> SCT	0.435	0.099	4.378	0.000	Accepted
SCT -> BP	0.239	0.100	2.403	0.017	Accepted

Indirect Effect (Mediation)

The mediating impacts of Smart-PLS estimations are examined in this section. The HRM practices of recruitment and selection, reward and compensation, and training and development indirectly enhance small business performance through the mediating role of staff commitment, which influences employees' attitudes, behaviors, and skills. SMEs can improve performance by strategically applying SCT principles to their HRM operations. Additionally, the study discovered that the relationship between RS and BP was not significantly mediated by SCT. This is evidenced by a p-value of 0.127, which exceeds 5%, and a t-statistic of 1.526, which is less than 1.96. This demonstrates that SCT has minimal impact on moderating the association between corporate performance and recruiting and selection. Consequently, the previously established direct correlation between RS and BP is validated.

Additionally, the study discovered that, at the 10% level, SCT significantly and favourably mediates the relationship between RC and BP. The p-value of 6.6% and the beta value of 0.062 support this. The mediating effect is less strong, though. The p-value is less than 10%, indicating an adequate SCT mediating effect. According to this study, SCT is a significant mediator, indicating how compensation and rewards indirectly improve small business performance by influencing employee motivation and behaviour, which is supported by statistically acceptable evidence. Therefore, compensation and rewards have an impact on employee dedication, which in turn has an impact on small business performance.

This study highlights the critical importance of staff commitment in translating TD efforts into concrete performance advantages for small enterprises, as supported by statistically significant data. The researchers found that the relationship between TD and BP was significantly and favourably mediated by SCT. This result is supported by a t-statistic of 1.977, a p-value of 0.048, and a beta value of 0.105. With a p-value below 5% and a t-statistic greater than 1.96, the beta is positive. This finding is viewed as having a partial positive mediation effect, demonstrating that staff commitment is influenced by training and development, and that this in turn affects the performance of SMEs. Furthermore, this finding showed that training and development activities might not immediately improve performance unless they also increase employee commitment. The policy implications include that small enterprises should prioritise

employee loyalty, engagement, and motivation as part of their TD programs in order to maximise performance returns. Managers can use this understanding to construct comprehensive training plans that address not just skill development but also employee commitment elements.

Staff commitment has shown minimal influence in mediating the relationships between RS, RC, TD, and the business performance of SMEs, except for a slight mediating effect between RS and small business performance. This highlights that while worker commitment has a minor mediating role in the relationship between recruitment and selection and small business performance, it has minimal impact on other HR practices. This indicates that certain HR policies, such as recruitment, training, or compensation strategies, contribute directly to improving small business performance without heavily relying on the mediating role of employee commitment. This suggests that these policies are strong performance drivers on their own, rather than being dependent on employee attitudes or loyalty. According to this study, if employee commitment is insufficient, HRM strategies such as recruiting and selection, incentives and remuneration, and training and development may fail to achieve their desired goals, particularly in increasing small business performance. The study implication emphasises the importance of employee commitment for the effectiveness of HRM initiatives in SMEs. Without it, even well planned HR efforts may fail to produce meaningful benefits. By prioritising commitment, SMEs may ensure that their HRM initiatives contribute to organisational success. In summary, employee commitment serves as a catalyst for various HR practices to provide the desired results, underlining the need of organisations prioritising the development of a motivated and loyal staff in order to achieve their objectives.

Table 6. Indirect Effects (mediation)

	Beta (β)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Results
RS -> SCT -> BP	0.047	0.031	1.526	0.127	Rejected
RC -> SCT -> BP	0.062	0.034	1.841	0.066	Accepted
TD -> SCT -> BP	0.105	0.051	1.977	0.048	Accepted

Moderating Effects

This section presents the results of the moderating effects of Management Support (MS) on the relationship between staff commitment (SCT) and business performance (BP). A moderating effect arises when the relationship between an independent variable (IV) and a dependent variable (DV) changes in response to the presence or absence of a third variable, known as the moderator. In other words, a moderator influences the intensity and direction of the link between the IV and the DV. Identifying moderating effects allows you to obtain a deeper understanding of complicated relationships and better predict outcomes in various contexts.

Furthermore, the specific aims of the research are to evaluate the moderating effect of managerial support on the link between staff commitment and small business success. The results of these estimations are presented on Table 7. Before the moderating effect results, the presentation commences with the results of the direct effect of MS and SCT on BP. As presented on the Table, the result indicated that MS and SCT have a direct positive and significant impact of BP, suggesting that higher level of staff commitment improve business

performance. This is evidence by the high t-values 4.151 and 2.168 along with p-values that are respectively less than 5%.

A more intriguing finding of the moderating influence of MS on the connection between SCT and BP may be found in the lower portion of Table 7. The relationship between SCT and BP is positively and significantly impacted by MS's moderating influence. This suggests that a partial positively and significant moderating effect exist in the relationship between SCT and BP. The moderating effect in terms of magnitude of the beta is 0.237 suggesting that MS determines 23.7% of business performance in the relationship between SCT and BP.

Table 7. Moderating effects of MS to SCT

	Beta (β)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Results
MS -> BP	0.258	0.063	4.151	0.000	Accepted
SCT -> BP	0.230	0.107	2.168	0.030	Accepted
MS x SCT -> BP	0.237	0.103	2.314	0.021	Accepted

Conclusion and policy implications

Using managerial support as a moderator and staff commitment as a mediating factor, the study aims to investigate how HRM practices affect small business performance. According to the findings, HRM elements such as recruiting and selection, reward and pay, and training and development have a favourable and significant impact on small business success. These variables have a direct impact on business success; hence they are important to consider when evaluating or improving small business performance.

The success of the business was positively and significantly impacted by the mediating variable SCT. It was also investigated how the primary variable affected the mediating variable, and the results showed that RS, RC, and TD significantly and favourably affected SCT. The direct effects that were investigated were found to be both significant and favourable.

Additionally, all other mediating impacts are positively and significantly contributed to small business success. However, the relationship between recruitment and selection and small business performance was not significantly mediated by staff commitment, suggesting that it does not play a strong explanatory role in this context. As a result, we conclude that employee dedication has a large and positive impact on corporate success, with the exception of the relationship between recruiting and selection and small business performance.

The study found that worker commitment does not change (moderate) the impact of recruitment and selection on small business performance. This means recruitment and selection directly influence business success without being affected by how dedicated workers are.

In a similar vein, this study reveals that SCT serves as a key partial mediator in the relationship between reward and remuneration and business success. As a result, reward and remuneration influence employee commitment, which in turn influences company efficiency.

The study concludes that worker dedication has a positive and significant moderating effect on the connection between training and SME performance. This implied that worker commitment increases the effectiveness of training on SME performance. When staff are dedicated, training initiatives result in increased corporate success. This emphasises the need of instilling employee commitment in order to make HR processes such as training, hiring, and awards more effective in enhancing SME performance. In order to benefit from HRM strategies such

as recruitment, reward systems, and training, SMEs have to develop a sense of commitment in their employees. Without worker commitment, these HRM techniques may not significantly improve corporate outcomes. Employee devotion should thus be prioritised in order to ensure corporate efficiency.

There is substantial value added by including managerial support as a moderating factor. A favorable and pertinent outcome results from MS's moderating influence on the link between SCT and BP. This suggested that worker commitment as a mediator and the efficacy of HRM processes are both influenced by the degree of management support. Consequently, management support increases the HR-performance link's efficacy.

References

- Abdullahi, A. S. (2019). *Moderating Role of Organizational Affective Commitment on the Relationship Between Self Efficacy , Training and Performance of Teachers in Public Secondary Schools in Bauchi Meropolis* [AHMADU BELLO UNIVERSITY, ZARIA]. <http://hdl.handle.net/123456789/12108>
- Ahmad, N. H. (2007). *A Cross Cultural Study of Entrepreneurial Competencies and Entrepreneurial Success in SMEs in Australia and Malaysia* (Issue May). University of Adelaide, Australia.
- Ahmed, M., & Shafiq, S. (2014). The Impact of Organizational Culture on Organizational Performance :A Case Study of Telecom Sector. *Global Journal of Management and Business Research*, 14(3), 1–11.
- Aishath Azdha, Mazuki Jusoh, & Jacquiline Tham. (2023). Validating Meyer and Allen's Three Component Model Employee Commitment Survey in the Context of the Resort Sector of the Maldives. *The Maldives National Journal of Research*, 11(2), 65–82. <https://doi.org/10.62338/5pgtsy05>
- Ameh, O. J., & Daniel, E. I. (2017). Human Resource Management in the Nigerian Construction Firms: Practices and Challenges. *Journal of Construction Business and Management*, 1(2), 47–54. <https://doi.org/10.15641/jcbm.1.2.54>
- Anderson, J. C., & Gerbing, D. W. (1988). Structural Equation Modeling in Practice: A Review and Recommended Two-Step Approach. *Psychological Bulletin*, 103(3), 411–423. <https://doi.org/10.1504/EJIM.2021.114662>
- Armstrong, M., & Taylor, S. (2023). *Armstrong's Handbook of Human Resource Management Practice A Guide to the Theory and Practice of People Management* (16th ed.). University of Liverpool Management School.
- Ayobami Joshua, F. (2019). Assessment of the Role and Functions of Human Resources Department in Small and Medium Scale Enterprise Companies in Ile – Ife, Osun. *Journal of Human Resource Management*, 7(2), 32. <https://doi.org/10.11648/j.jhrm.20190702.11>
- Ayyagari, M., Demircug-Kunt, A., & Maksimovic, V. (2011). *Small vs . Young Firms across the World Contribution to Employment , Job Creation , and Growth* (No. WPS5631; JEL Classification: L11, L25, O17, Issue April).
- Bagozzi, R. P., & Yi, Y. (1988). On the evaluation of structural equation models. *Journal of the Academy of Marketing Science*, 16(1), 74–94. <https://doi.org/10.1007/BF02723327>
- Budhwar, P. S., Varma, A., & Patel, C. (2016). Convergence-divergence of HRM in the Asia-Pacific: Context-specific analysis and future research agenda Human Resource Management Review Convergence-divergence of HRM in the Asia-Pacific: Context-specific analysis and future research agenda. *Human Resource Management Review*, 26(4), 311–326. <https://doi.org/10.1016/j.hrmr.2016.04.004>
- Burhan, M. (2018). *The Determinants of HRM Formality and Organisational Performance in SMEs in Pakistan*. University of Huddersfield Repository.

- Chams, N., & García-Blandón, J. (2019). On the importance of sustainable human resource management for the adoption of sustainable development goals. *Resources, Conservation and Recycling*, 141(November 2017), 109–122. <https://doi.org/10.1016/j.resconrec.2018.10.006>
- Columbia, B. (2019). *Small Business Profile 2019*.
- Cooke, F. L., Schuler, R., & Varma, A. (2020). Human resource management research and practice in Asia: Past, present and future. *Human Resource Management Review*, 30(4), 100778. <https://doi.org/10.1016/j.hrmr.2020.100778>
- Dang, T., Dung, T. T., Phuong, V. T., & Vinh, T. D. (2018). Human resource management practices and firm outcomes: evidence from Vietnam. *Journal of Asian Business and Economic Studies*, 25(2), 221–238. <https://doi.org/10.1108/JABES-10-2018-0076>
- Deshpande, S. P., & Golhar, D. Y. (1997). HRM practices of Canadian and US manufacturing firms : An empirical investigation H RM practices of Canadian and U S m anufacturing ® rm s : an em pirical investigation. *Production Planning & Control*, 8(3), 208–212. <https://doi.org/10.1080/095372897235253>
- Dessler, G. (2020). *Human Resource Management*, (15th Editi). Pearson.
- Dunmade, E. O., Bolarinwa, K. I., Iortimbir, A. I., Bello, M. L., & Jamui, Y. I. (2019). Effect of Human Resource Management Practices on Employees ' Commitment in Ensuring Sustainable Performance in the Nigerian Security and Civil Defence Corps, Ilorin. *Journal of Sustainable Development in Africa*, 21(4), 16–27.
- Effiom, L., & Etim Edet, S. (2018). Success of Small and Medium Enterprises in Nigeria: Do Environmental Factors Matter? *Journal of Economics and Sustainable Development* , 9(4), 117–128. <file:///C:/Users/Baby Girl/Downloads/SUCCESSOFSMESinNigeria.pdf>
- Fasoro, O. S., Jimoh, N., & Shuaibu, H. (2022). Impact of effective human resource management on the performance of small and medium scale enterprises in Lagos State. *International Journal of Intellectual Discourse (IJID)*, 05(01), 225–265.
- Fey, C. F., Björkman, I., & Pavlovskaya, A. (2000). The effect of human resource management practices on ?rm performance in Russia. *International Journal of Human Resource*, 11(1), 37–41. <https://doi.org/10.1080/095851900339963>
- Fornell, C., & Larcker, D. (1981). Structural equation models with unobservable variables and measurement error: Algebra and statistics. *Journal of marketing research*. *Journal of Marketing Research*, 18(3), 382–388. <https://doi.org/doi.org/10.2307/3150980>
- Forth, J., & Bryson, A. (2018). Discussion Paper Series The Impact of Management Practices on SME Performance John Forth The Impact of Management Practices on SME Performance. In *IZA Institute of Labor Economics: Vol. Discussion* (IZA DP No. 11399; JEL Classification L25, L26, M12, M52, M53, Issue IZA DP No.11399).
- Guest, D. E. (2017). Human resource management and employee well-being: towards a new analytic framework. *Human Resource Management Journal*, 27(1), 22–38. <https://doi.org/10.1111/1748-8583.12139>
- Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European Business Review*, 31(1), 2–24. <https://doi.org/10.1108/EBR-11-2018-0203>
- Hamadamin, H. H., & Atan, T. (2019). The impact of strategic human resource management practices on competitive advantage sustainability: The mediation of human capital development and employee commitment. *Sustainability (Switzerland)*, 11(20). <https://doi.org/10.3390/su11205782>
- Henseler, J. (2017). *Chapter 12 Partial Least Squares Path Modeling*. Springer International Publishing AG 2017. https://doi.org/10.1007/978-3-319-53469-5_1

- Hornsby, J. S., & Kuratko, D. F. (2003). Human Resource Management in U. S. Small Business: A Replication and Extension. *Journal of Developmental Entrepreneurship*, 8(1), 73–92.
- Huselid, M. A. (1995). The Impact of Human Resource Management Practices on Turnover, Productivity, and Corporate Financial Performance. *Academy of Management Journal*, 38(3), 635–872. <https://doi.org/10.1109/SPAWDA.2011.6167273>
- Jawaad, M., Amir, A., Bashir, A., & Hasan, T. (2019a). Cogent Business & Management Human resource practices and organizational commitment : The mediating role of job satisfaction in emerging economy Human resource practices and organizational commitment : The mediating role of job satisfaction in emerging ec. *Cogent Business & Management*, 6(00). <https://doi.org/10.1080/23311975.2019.1608668>
- Jawaad, M., Amir, A., Bashir, A., & Hasan, T. (2019b). Human resource practices and organizational commitment: The mediating role of job satisfaction in emerging economy. *Cogent Business and Management*, 6(1). <https://doi.org/10.1080/23311975.2019.1608668>
- Joseph, A. O., Ja'afar, Y., Bara, A., Kwada, C., & Atiku, S. (2024). Effect of Human Resource Management Practices on the Growth of Small and Medium Scale Enterprises in Kaduna State. *African Journal of Management and Business Research*, 15(1), 240–260.
- Kayode, O. J., Adeyinka, A. J., & Abiodun, A. J. (2019). Employees ' Remuneration and Performance in Nigerian Breweries PLC. *International Journal of Business and Management Future*, 3(1), 1–18. www.frontiersin.org
- Kazeem, B. M. (2020). *A Critical Study of Performance Management Practices in Western Nigerian Manufacturing SMEs*. University of Bedfordshire Luton United Kingdom.
- Khuram, S., Marco, D. S., Muhammad, A. R., Sani, U. B., Wei, L., & Timothy, B. (2021). Researching Entrepreneurship. *International Small Business Journal*., 3(4), 237 – 240.
- Kroon, B., Van De Voorde, K., & Timmers, J. (2013). High performance work practices in small firms: A resource-poverty and strategic decision-making perspective. *Small Business Economics*, 41(1), 71–91. <https://doi.org/10.1007/s11187-012-9425-0>
- Lai, Y., Saridakis, G., & Johnstone, S. (2017). Human resource practices, employee attitudes and small firm performance. *International Small Business Journal: Researching Entrepreneurship*, 35(4), 470–494. <https://doi.org/10.1177/0266242616637415>
- Lee, J. Y., Park, S., & Baker, R. (2018). The moderating role of top management support on employees' attitudes in response to human resource development efforts. *Journal of Management and Organization*, 24(3), 369–387. <https://doi.org/10.1017/jmo.2017.37>
- Li, S., & Rees, C. J. (2020). Determinants of the formalization of human resource management practices: An empirical study in SMEs in eastern and western China. *Journal of Small Business Management*, 59(4), 735–755. <https://doi.org/10.1080/00472778.2019.1705663>
- Mahmood, R., Hee, O. C., Yin, O. S., Hanis, M. S., Mahmood, R., Hee, O. C., Yin, O. S., & Syafiq, M. (2018). *The Mediating Effects of Employee Competency on the Relationship between Training Functions and Employee Performance The Mediating Effects of Employee Competency on the Relationship between Training Functions and Employee Performance*. 8(7), 664–676. <https://doi.org/10.6007/IJARBSS/v8-i7/4410>
- Manzoor, F., Wei, L., & Asif, M. (2021). Intrinsic Rewards and Employee ' s Performance With the Mediating Mechanism of Employee ' s Motivation. *Frontiers in Psychology*, 12(July), 1–13. <https://doi.org/10.3389/fpsyg.2021.563070>
- Manzoor, F., Wei, L., Bányaí, T., Nurunnabi, M., & Subhan, Q. A. (2019). An examination of sustainable HRM practices on job performance: An application of training as a moderator. *Sustainability (Switzerland)*, 11(8), 1–19. <https://doi.org/10.3390/su11082263>
- Marlow, S., & Patton, D. (2014). Managing the Employment Relationship. *International Business Journal*, 11(4), 69–79. https://doi.org/10.1007/978-3-642-36042-8_4

- McEvoy, G. M. (1984). Small Business Personnel Practices. *Journal of Small Business Management*, 22(4), 1–8.
- Mohamed, A. D. F., Kamal, H., Mohmad, S., Mohamed, F., Damoe, A., Hamid, K., & Sharif, M. (2017). The mediating effect of organizational climate on the relationship between HRM practices and HR outcomes in the Libyan public sector. *Journal of Management Development*, 36(5), 626–643. <https://doi.org/10.1108/JMD-04-2015-0055>
- OECD. (2019). *OECD SME and Entrepreneurship Outlook 2019*. <https://doi.org/10.1787/34907e9c-en>.
- Ogbonnaya, C., & Messersmith, J. G. (2019). Employee performance, well-being, and differential effects of human resource management subdimensions: Mutual gains or conflicting outcomes? *Published in Human Resource Management Journal*, 29, 509–526. <https://doi.org/doi:10.1111/1748-8583.12203>
- Ogunyomi, P., & Bruning, N. S. (2016). Human resource management and organizational performance of small and medium enterprises (SMEs) in Nigeria. *International Journal of Human Resource Management*, 27(6), 612–634. <https://doi.org/10.1080/09585192.2015.1033640>
- Okoye, K. R. E. (Prof.), & Nwangwu, N. M. (2021). Assessment Of Human Resource Management Practices Of Small Scale Enterprise Managers In Anambra State. *Unizik Journal of Educational Research and Policy Studies*, 3, 174–187.
- Olubiyi, T. (2022). Why SMEs fail in Nigeria. *Punch*, August, 1–7. <https://punchng.com/why-smes-fail-in-nigeria/>
- Oyelaran-oyeyinka, B. P. B. (2020). *Financial System Strategy FSS 2020 International Conference SME : Issues , Challenges and Prospects* (No. 1; 2).
- Peng, D. X., & Lai, F. (2012). Using partial least squares in operations management research : A practical guideline and summary of past research &. *Journal of Operations Management*, 30(6), 467–480. <https://doi.org/10.1016/j.jom.2012.06.002>
- Peter, B., & Njoroge, D. (2017). Training and Development and Organizational Performance: The Moderating Effect of Organizational Commitment. *International Journal of Scientific Research and Management*, 05(11), 7381–7390. <https://doi.org/10.18535/ijrm/v5i11.06>
- Pfeffer, J., & Veiga, J. F. (1999). Putting people first for organizational success. *IEEE Engineering Management Review*, 27(3), 50–60.
- Ringle, Christian M., & Sarstedt, M. (2016). Gain more insight from your PLS-SEM results. *Industrial Management & Data Systems*, 116(9), 1865–1886. <https://doi.org/10.1108/IMDS-10-2015-0449>
- Salau, N. A., & Nurudeen, A. (2022). Succession Planning as a Panacea to SMEs, becoming a Generational Enterprise in Nigeria: The Moderating Role of Organizational Culture. *Iconic Research and Engineering ...*, 5(9), 27–45. <https://irejournals.com/formatedpaper/1703232.pdf>
- Sarstedt, M., Ringle, C. M., & Hair, J. F. (2017). Partial Least Squares Structural Equation Modeling. In C.M. Ringle & J. F. Hair (Eds.), *Partial Least Squares Structural Equation Modeling* (0 ed., Issue September, p. 41). Springer International Publishing AG 2017 C. Homburg et al. (eds), *Handbook of Market Research*. <https://doi.org/10.1007/978-3-319-05542-8>
- Sembiring, R. (2016). Impact of Human Resources' Knowledge and Skills on SMEs' in Medan City, Indonesia. *International Journal of Management, Economics and Social Sciences*, 5(3), 95–104. <http://www.ijmess.com>
- Shalabh, I. K. (2017). Chapter 11 Systematic Sampling. In *Sampling Theory* (pp. 1–17).

- Singh, A. (2022). *The mediating role of employee commitment between quality of work-life and job performance of the faculty*. 54(2), 250–266. <https://doi.org/10.1108/ICT-08-2020-0098>
- SMEDAN. (2019a). *2019 NBS / SMEDAN National Survey*. 41.5m MSMEs Registered in 2017 NBS/SMEDAN National Survey – SMEDAN
- SMEDAN. (2019b). *SMEDAN Calls for Sustainable Positive Business Environment*.
- Taylor, L. C. (2018). *Human Resource Management Practices and Additional Resources that Aid in Business Sustainability and Growth*. (Issue December). Northcentral University, San Diego, California.
- Thang, N. N., Quang, T., & Buyens, D. (2010). The Relationship Between Training and Firm Performance: A Literature Review. *Research and Practice in Human Resource Management*, 18(1), 28–45.
- Udemba, N. F., & Ibeneme, O. T. (2019). Determination of Human Resource Management Practices Of Managers Of Small And Medium Enterprises In Anambra State , Nigeria. *European Journal of Human Resource Management Studies*, 3(2), 106–120. <https://doi.org/10.5281/zenodo.3596979>
- Udoikah, J. M., & Ndaeyo, E. A. (2021). SMEs and Economic Growth in Nigera. *Journal of Administration and Corporate Governance*, 1(1), 152–161. <http://ezproxy.umgc.edu/login?url=https://search.ebscohost.com/login.aspx?direct=true&db=edsbig&AN=edsbig.A562672571&site=eds-live&scope=site>
- Wagar, T., & Rondeau, K. (2006). Retaining Employees in Small and Medium-Sized Firms: Examining the Link with Human Resource Management. *Journal of Applied Management and Entrepreneurship*, 11(2), 3.
- Wikhamn, W. (2019). Innovation, sustainable HRM and customer satisfaction. *International Journal of Hospitality Management*, 76(September 2017), 102–110. <https://doi.org/10.1016/j.ijhm.2018.04.009>
- Young, F. Y. F. (2009). The Impact of Human Resource Management on Small and Medium Enterprise Success in Hong Kong. *The Open Area Studies Journal*, 2, 31–38. <https://doi.org/10.2174/18749143009020100031>
- Zhu, C., Liu, A., & Wang, Y. (2019). Integrating organizational learning with high-performance work system and entrepreneurial orientation: a moderated mediation framework. *Frontiers of Business Research in China*, 13(1). <https://doi.org/10.1186/s11782-019-0057-y>