

# Employee Resourcing and Performance of Selected Smes in Anambra State

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**ABSTRACT:** The rapid growth of small and medium scale enterprise has increased the environmental variability and degree of competition, acute untrained personnel and shortage of qualified labour thereby forcing various small and medium enterprises operating within Anambra to aggressively compete for the best employees among themselves. The study seeks to ascertain the type of relationship that exists between employee resourcing and performance of selected SMEs in Anambra state. Research questions and hypotheses were formulated to guide the study. The study focused on four selected in Anambra state with a population size of 534 employees. The study used the Taro Yamani formula to derive the sample size of 228 from all selected SMEs. Data was collected using structured questionnaires which were administered to all sampled respondents. The study used the Pearson Correlation Coefficient (SPSS version 21) to analyzed data collected and also in testing the various hypotheses. Based on the analysis, the study revealed that there is a significant positive relationship between employee resourcing and performance of SMEs in Anambra state. The study hence recommended among others that SMEs and other organizations should embrace the concept of employee resourcing as it helps maximizes the contributions of employees their HRMs and generally improve their overall performance.

## I. INTRODUCTION

Employee resourcing or ER or what is now termed by the Chartered Institute personnel and Development (CIPD) in the UK people resourcing, as many people who can out work for organizations are no longer employees) is 'that part of personnel and development which focuses on the recruitment and release of individuals from

organizations, as well as the management of their performance and potential while employed by the organization (Pilbeam and Corbridge, 2002). Taylor (2002) argues that 'effective hiring and firing, attracting the best candidates, reducing staff turnover and improving employee performance are fundamental management functions. They are as relevant for a small family business as they are for a major international plc. Employee resourcing therefore involves 'the range of methods and approaches used by employers in resourcing their organizations in such a way as to enable them to meet their key goals' (Taylor, 1998 in Taylor, 2002).

Employee resourcing therefore involves staffing (i.e. Recruitment, selection, retention and dismissal), performance (i.e. Appraisal and management of performance), administration (policy development, procedural development, documentation) and change management (the importance of the resourcing function as a change agent). However, while there is general agreement on constitutes the areas of "recruitment and release", there is less agreement over the boundaries of the 'management of performance' dimension of ER. Leopold, Harris and Waston (2005) include equalities and diversity management, assessment, selection and evaluation and performance management, and exit management in ER, but elude a discussion of reward management, often treated separately, as course. Pilbeam and Corbridge (2002) include, in addition, such as HRD and organization development (OD), as well as employment relations and conflict resolution, which most authors, including those involved in this course, would see as 'belonging' to employee development employee relations respectively. They also include various areas that are always treated in texts on ER, such as health and safety, employee assistance, and

the required 'competencies' in people resourcing. How the organization chooses to design and implement its ER/FIR flow policies is as dependent on how it assesses the interests of its various stakeholders (the weighting it gives to each), and on various situational characteristics such as the nature of its workforce, its chosen business strategy, its management philosophy (e.g. 'family HRM' ethos, 'up or out' e), its technology, the presence/agendas of trade unions, the state of the market, and the legal regulations and societal values prevalent in the us arenas in which it operates.

The rapid growth of small and medium scale enterprise increase in environmental variability and degree of competition, acute untrained personnel's and shortage of qualified labour and the corresponding increase in labour turnover thereby forcing various small and medium enterprise in Anambra to aggressively compete for the best employees. It has been more stressful especially for SMEs in Anambra state to retain their best employees owing to the structure of their organizational resources. Organizational workforce is hence reduced as bigger HRMs are willing to pay more and recruit better employees. The presence of no arrangement of these workers has led to conflicting of responsibility and contradictory requirements and duties between these roles. Employees' experience internal conflict as a result of knowledge and skills opposite to task demands (Chukwemeka 2006). Employees are uncertain of their abilities.

The tasks of internal transfer and external recruitment are complex, as SMEs must balance their available resources with the right skills, competencies and experience requirements. However, the process often remains reactive, with an composition depending primarily on employee availability and dedication. Previously in Anambra state, disproportionate attention was given to financial needs of SMEs at the expense of the other resources. However, this has not yielded the desired results, which implies that SMEs in the state have been operating below their potentials. Recruiting and making sure that recruited employees put in their best to enhance organizational performance remain a big challenge to managers of SMEs which in returns emanated to poor workforce, low commitment and competence of workers and unmet production target. When there is shortage of employees with the organization, it increases the workload on other workers which in turn would emit unrealized daily production targets of the HRM. This impairs the overall performance of SMEs within the state. In

line with the aforementioned problems, the study seeks to determine the type of relationship that exists between employee resourcing and performance of selected SMEs in Anambra state.

The general objective of the study is to determine the extent of relationship that exists between employee resourcing and performance of selected SMEs in Anambra state. The specific objective of the study is; To identify the extent of relationship that exists between employee deployment and employee commitment in selected SMEs in Anambra state.

## II. METHODOLOGY

The study adopted the correlation research design. This research design was adopted so as enable the researcher ascertain the degree of relationship that existed between the dependent and independent variables stated in chapter one of the study.

The source of data collection for the study is the primary source. The primary source required the use of structured questionnaire to collect information concerning the variables of the study. The questionnaire is divided into two sections of which the first section sought for demographic formation from the respondents while the second section generated information relating to the statement of problem, objective and research question. The questionnaire was designed using the Five Point Likert Scale Strongly Agree (SA), Agree (A), Undecided (U), Disagree (D) and 'strongly Disagree (SD) weighted 5, 4, 3, 2 and 1 respectively.

The population of the study comprised of employees and managers in Juhel Parenteral Drug Ltd, Diamond Pizza and Restaurant, Millennium Manufacturing Co. Ltd and Nourisha Ltd. The total population of the study is 534. A sample size of 228 was determined using Taro Yamani formula.

## III. EMPIRICAL REVIEW

The researcher reviewed related works of other scholars as regards employee resourcing and performance of SMEs. Some of these reviewed works include: Ngui, Ehgwa and Hazel (2014) carried out a study on effect of employee resourcing strategies on the performance of commercial banks in Kenya. The study adopted a triangulation method and it was established that banks are currently emphasizing on the recruitment of people with high academic qualifications. The findings showed that there is a positive relationship between strategic employee resourcing and employee performance among commercial banks in Kenya

Onyeizugbe, Orogbu and Ossai (2016) also carried out a study on employee resourcing and performance of selected oil and gas companies in rivers state of Nigeria. The study specifically seeks to ascertain how team deployment relates to service sustainability. The research question and hypothesis were formulated in line with the specific objective. Correlation survey research was utilized. Sample size of 400 was determined from the population of 2,395. Pearson Product Moment Correlation was used for hypothesis testing. The result found out that there is a significant positive relationship between team deployment and service sustainability of these oil and gas companies in Rivers State. The study recommended that oil and gas companies in Rivers State should embrace employee resourcing in a strategic manner to acquire maintain high quality employees that will enable them improve their performance.

Gberevbie (2006) examined strategies for employee recruitment, retention performance: dimension of the federal civil service of Nigeria. The further observed that there is a linkage between labour sourcing decision and organizational performance. The study adopted a correlation arch design using regression analysis to examine the linkage between labour sourcing decisions and organizational performance in selected HRMs.

The study concluded that the linkage is contingent on the fact that for organization to achieve its goals, labour sourcing decisions on where to get quality staff and when to hire them become very crucial to the performance and survival of the organization.

Chidi and Okapala (2014) examined human capital practices and organizational performance: a study of selected organizations in Lagos state, Nigeria. The study adopted the descriptive or survey research design. There are other research designs such as observational and experimental designs. Data analysis was carried out with the aid of SPSS (Statistical Package for Social Sciences) version 17. Correlation statistical technique was used to test the hypotheses at 5% level of significance. From the test of hypotheses, it was found that there is a positive relationship between recruitment practices and organizational performance ( $r=0.45$ ;  $p<0.5$ ). It was also found that there a positive relationship between selection practices and organizational performance ( $r=0.49$ ;  $p<0.05$ ). These results are statistically significant. From findings of this study, the authors hereby recommend that organizations could pay adequate attention to recruitment and selection practices to gain competitive advantage.

Raiden et. al (2008) conducted a study on employee resourcing in construction organizations and qualitative approach was used. The study revealed a weak relationship between the deployment process and human resource palming, deployment, performance management, employee involvement and mg and development activities.

Fajana (1995) carried out a research on managing human resource for productivity in small and medium sized enterprises noted that in the lection process of small and medium enterprises (SMEs ) and some large enterprises (LEs), selection was often based on subjective criteria as interviews, psychological tests and medical examinations were ignored or formally or seriously executed. References were sometimes asked, for but given proper consideration or scrutiny. From empirical research, HRM size is very important for the formalization of HR policies and practices.

Dainty, Harty and Neale (2000) reviewed ways of improving employee resourcing within large construction organizations. This paper reports on the initial findings of an on-going ESPRC. Funded research project which is eking to address the current ad-hoc approach to HR scheduling. Its aim is developing a framework to inform the strategic deployment of human resources within large construction companies. By exploring current resourcing practices within the sector, two contrasting resourcing paradigms by large construction companies to develop and retain core employees identified. The implications of these resourcing policies are discussed in context of strategic HRM priorities, and a proposal for a more efficient resourcing process is presented. On the basis of these initial results it is argued that neither a centralized nor a fragmented HRM framework offers an effective resourcing paradigm, but that a balance between these two extremes may provide better Human Resource Planning within the industry.

Ali and Nur (2015) as cited inOdimegwu (2019) adopted a theoretical approach to carry out a study on the role of recruitment and selection on the role of recruitment and selection practices in the organizational performance of Iraqi oil and gas sector. The study found out there was a strong relationship between recruitment and selection and HRM performance of oil and gas sector in Iraq.

Kemboi and Onyango (2015) carried out a study on employee resourcing and development practices on organization performance in Rachuongo South Sub-country. The study adopted structured questionnaire to collect from the 270 stratified samples of respondents. The study analyzed the possibility of employees to be creative

and more innovative. The study was analyzed using mean and correlation analysis. The study revealed that employee resourcing correlates with organizational performance and employees were only creative when management avail them with the environment to employ effective ways of achieving tasks.

Grigore (2008) examined the impact of human resources practices upon small companies' performances. The investigation of the relation between an HRM and the company performance was mostly carried out in big companies. The question we have raised is whether development of an intensive HRM is profitable for small companies. The study adopted the Pearson correlation coefficient to examine the relationship between all variables. The results of the investigations showed that HRM intensity has a strong positive effect upon the productivity, the innovation capacity and small company's profitability. Based on this, necessary recommendations were made.

Raiden and Ani (2004) studied the development of a strategic employee resourcing framework (SERF) for construction organizations. A case study approach was adopted for the research, supported by a range of qualitative and quantitative data sets. The results show that although the intention with regard to resourcing was clearly positive, managerial practices did not effectively deliver the strategic intent at a project level.

Oluwafemi (2015) conducted a study on employee resourcing and organizational performance in Somolu Local Government. The study adopted a survey research design with the aid of a triangulation approach. The findings revealed that employee resourcing strategies have influence on organizational performance.

Cardon and Stevens (2004) examined a study on managing HRM in selected small and medium scale enterprises. The study randomly selected SMEs in Jonesburg and observed that majority of small 'business employees from the personal networks of the owner/manager, although they note that this offered benefits such as shared values and a common ground. Small employers tend to recruit as required. They do not have formal recruitment schemes and are not tied to any set of recruitment programmes; therefore, vacancies may occur at any time of the year. The study recommended that small companies may redraft a formal recruitment brochure or application form to earn them maintain a good workforce and bridge the gap of recruitment problems.

Paul and Rasheed (2014) studied employee resourcing and performance of SMEs in Lagos State, Nigeria. The study adopted survey research design and correlational analysis was used. The study revealed that there is mild association between employee resourcing and organizational performance.

Andrew, Ani and Richard (2009) studied on incorporating employee resourcing requirements into deployment decision making. A case study approach was adopted. The study found that team deployment resides at the centre of resourcing process for the project-based organization as it determines the success of the project, which in turn determines the sustainability of the organization.

Iles (2013) examined employee resourcing and organizational productivity multinational companies. The study revealed that employee resourcing is concern getting the right people (with appropriate experience, skills, knowledge and other attributes) in the right place at the right time. The core activities of ER involve HR planning, recruitment and selection, and performance management. The study concludes with a discussion of diversity in a domestic context, with a particular focus on its role in equal opportunity and the 'business case'.

Ogunyomi and Burning (2016) examined human resource management and organizational performance of small and medium enterprises (SMEs) in Nigeria. A survey design with 236 respondents was used to test the hypotheses. Multiple regression results showed that human capital development and occupational health and safety had a direct relationship with NONFIN, and employee performance management and NONFIN on FIN performance. HRM practices as a group accounted for 16% of the variance in NONFIN and 12% of the variance in FIN. Regression analyses controlled for size and age of the HRM. This study partially supports a model of positive relationships between certain HRM practices and HRM performance.

Guest (2011) examined human resource management and performance: a review and research agenda. The study argues that to provide a convincing explanation of this association we need to improve our theoretical and analytic frameworks in three key areas. These are the nature of HRM, and specially the rationale for the specific lists of HR practices; the nature of organizational performance; and the linkage between HRM and performance. A model is presented within which to explore these linkages. The existing literature on HRM and performance is reviewed in the light of is

analysis to identify key gaps in knowledge and help to focus further the search priorities.

Alfes, Shantz, Truss and Soane (2013) carried out a study on the link Teen perceived human resource management practices, engagement and employee behaviour: a moderated mediation model. Drawing on social change theory, our model posits that the effect of perceived HRM practices on both outcome variables is mediated by levels of employee engagement, while the relationship between employee engagement and both outcome variables is moderated by perceived organizational support and leader member exchange. Overall, data from 297 employees in a service sector organization in the UK support this model. This suggests that the enactment of positive behavioural outcomes, as a consequence of engagement, largely depends on the wider organizational climate and employees' relationship with their line manager.

Lawal (2005) examined management practices and employee effectiveness of Nigerian small and medium enterprises in Lagos State. The research question and hypothesis were formulated in line with the specific objective. The study adopted a correlation survey design, which was used in establishing the relationship that existed between established variables of the study. The study concluded that managerial practices in various SMEs establishments varied and positive practices affected employee's performances while negative and un-conducive practices hampered the performance of employees. Recommendations were made based on these findings.

#### IV. DATA ANALYSIS AND PRESENTATION

To what extent does employee deployment relates to employee commitment in selected SMEs in Anambra state?

**Table 1: Mean Response on the extent to which employee deployment relates to employee commitment**

Items	N	X	Stand. Dev.	Decision
<b>EMPLOYEE DEPLOYMENT</b>				
The method of deployment in my company is unbiased	135	4.1346	1.3443	Agree
I give my best when deployed to work in a team	135	3.7820	1.4352	Agree
We achieve our objective when deployed to work as a team	135	3.0923	1.1645	Agree
I enjoy working as a team than working as an individual	135	4.3076	1.3103	Agree
My company deploys workers to work in a team on regular basis	135	4.1282	1.2441	Agree
<b>EMPLOYEE COMMITMENT</b>				
I put in the right work attitude to ensure achievement of organizational targets.	135	4.3012	1.8565	Agree
I am dedicated to doing my job.	135	3.9679	1.5293	Agree
I make effort to timely complete my tasks.	135	3.5192	1.3463	Agree
I am obliged to be more productive in my job assignments.	135	4.1859	1.4033	Agree
I am determined to achieve our daily targets because I believe in their strength.	135	4.4102	1.5719	Agree

Source: Field Survey, 2021.

Table 1. above showed the mean responses on the extent to which employee deployment relates to employee commitment in selected SMEs in Anambra State and also the standard deviation for each of the items. Based on the analysis, the table revealed that the various mean scores and standard deviation for each item.

Every items analyzed were agreed because its mean score was above the average/benchmark mean score of 3.0. This implies that strategic deployments of employees within and outside an organization relates to the level of commitment and dedication shown by such employee.

**Hypothesis Decision:** Accept the Alternate hypothesis ( $H_A$ ) if  $calP$ -value is less than 0.05 ( $P$  value  $< 0.05$ ); otherwise accept the Null hypothesis ( $H_0$ ).

**Test of Hypothesis One**

**$H_{A1}$ :** There is a significant positive relationship between employee deployment and employee commitment in selected SMEs in Anambra state.

**$H_{01}$ :** There is no significant positive relationship between employee deployment and employee commitment in selected SMEs in Anambra state.

**Table 2 Observed Data between Employee Deployment and Employee Commitment Correlations**

		Employee Deployment	Employee Commitment
Employee Deployment	Pearson	1	.725**
	Correlation	50	.000
	Sig. (2-tailed)		50
	N	.725**	1
Employee Commitment	Pearson		
	Correlation		
	Sig. (2-tailed)	.000	
	N	50	50

Source: SPSS Ver. 21 Outputs.

**V. RESULT SUMMARY**

Table 2 above revealed the degree of relationship that exists between employee deployment and employee commitment in selected SMEs in Anambra state. Based on the analysis, the correlation between both variables revealed that  $r = 0.7$ ,  $calP$ -value = .000 and  $N = 50$ . Since the  $calP$ -value .000 is less than 0.05, the researcher rejected the null hypothesis ( $H_{01}$ ) and accepted the alternate hypothesis ( $H_{a1}$ ) which states that there is a positive relationship between employee deployment and employee commitment in selected SMEs in Anambra state.

**VI. DISCUSSION OF FINDINGS**

The study focused on employee resourcing and performance of Smith in Anambra State. Based on the analysis, the following findings emerged; the study ascertained the extent of relationship that exists between employee deployments relates to employee commitment in selected SMEs in Anambra State. Based on this analysis, the study revealed that there is a significant positive relationship between both variables. This empirically implies that management of most SMEs operating within Anambra State often deploy employees to valuable positions and tasks depending on their level of dedication to the company and commitment to achieving their HRM's goals. These strategic deployments have helped many SMEs pursue their business operations effecting by placing the right employee in the right job. The above finding goes in line with Bums (2011) who posited that employee deployment is a personnel activity of organizations that ensures that the labor of the

organization are continuously in an optimal relation to the jobs and organizational structure. It also HRMs to a study carried out by Onyeizugbe, Orogbu and Ossai (2016) who concluded in the study that there is a significant positive relationship between team deployment and service a sustainability of these oil and gas companies in Rivers State.

The study also investigated the extent to which job training and employee innovativeness in selected SMEs in Anambra State. Based on the analysis, the study revealed that there is a significant positive relationship between both variables. This implies that employees need to be well equipped and well trained so as to enable them become creative and innovative. Employees are most often willing to be creative in achieving business goal when management is willing to create special packages that would motivate them such as training schemes. This finding correlates with that of Kembol and Onyango (2015) who carried out a study on employee resourcing and development practices on organization performance in Rachuongo South Sub-country. The study revealed that employee resourcing correlates with organizational performance and employees were only creative when management avail them with the environment to employ effective ways of achieving tasks.

The study examined the extent of relationship that exists between recruitment strategy and employee competence in selected SMEs in Anambra State. The analysis showed that there exists a significant positive relationship between both variables. The study categorically implies that management of selected SMEs actually

recruit more employees that they deem fit and capable of handling the nature of their job. Tasks are also assigned to employees based on ones qualification, capabilities and competencies. Prospective employees are employed only when HRM has deemed them fit for employment. This correlates with the study examined by lies (2013) who examined employee resourcing and organizational productivity in multinational companies. The study concluded that the core activities of employee resourcing involve human resource planning, recruitment and selection, and ensuring better performance of their employees and the organization at large. It therefore becomes imminent for SMEs to employ employees who are competent enough to achieve their organizational goals.

#### VII. SUMMARY OF FINDINGS

Based on the analysis the following findings emerged; there is a significant positive relationship existing between employee deployment and employee commitment in selected SMEs in Anambra State. The study revealed that the extent of relationship that exist between both variables was  $r = 0.7$  while  $P\text{-value} = .000$ . This implies statistically that employee deployment basis is done based on an employee's commitment and level of dedication one has to the company. Management only deploy their best employees to strategic positions and tasks so as to meet up with the HRM's operational demands.

The study also established the degree of relationship between job training and employee innovativeness in selected SMEs in Anambra State. The analysis showed the extent of relationship between both variables was  $r = 0.5$  and  $P\text{-value} = .003$ . Statistically, the finding proved that job training has helped employees to be more creative and innovative as regards their job performances. Basically, the study revealed that there is a significant positive relationship

between recruitment strategy and employee competence in selected- SMEs in Anambra State. The study showed that the correlation figure for both variables was  $r = 0.8$  and  $P\text{-value} = .000$ . This statistically implies that SMEs apply various recruit strategies on employees only when they have ascertained that such staffs is competent enough. Certain internal recruitment placing is done within a HRM on the level of competency an employee posse.

#### VIII. CONCLUSION

Effective employee resourcing aims to ensure that core employees meet the long-term needs of the SMEs. It can be treated as either a proactive or reactive exercise depending upon the strategic orientation of the organization in question. This study set out to ascertain the degree of relationship that exists between human resourcing practices and organisational performance. From the findings of this study, the authors hereby recommend that small and medium scale enterprises especially those ones operating within Anambra State should pay adequate attention to better deploy strategies that would help them maximize the inputs and efforts of employees so as not to interrupt their level of commitment, the study also concluded that employee job training is very important in developing employees, building their innovative and creative skills and empowering them to be strategic assets to the HRM through contributive ideas and new ways of doing business. Recruitment strategy of a HRM because necessary and vital as it helped SMEs to maintain a good work force and place employees in the right task and job where one is most competent. Generally, the study categorically concluded that employee resourcing has a significant positive relationship with the performance of small and medium scale enterprises in Anambra State.

#### IX. RECOMMENDATIONS

The following recommendations have been made based on the findings of the study;

1. Managers of SMEs in Anambra State should initiate, integrate and implement various resourcing deployment components and align them with the objective of the company. This will make the employees to view resourcing as proactive process that will contribute to strategic planning and commitment to the HRM.
2. SMEs and other HRMs should properly train their human resources department on the use of job training and skill enhancement programmes for that would help team innovativeness, efficiency and goal oriented.
3. HRMs should embrace strategic employee recruitment strategy in order to acquire and maintain high quality employees that are competent enough to handle organizational resources to achieved desired goals of the HRM.

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