

**STRATEGIC HUMAN RESOURCE MANAGEMENT AND FIRM PERFORMANCE
IN FOOD AND BEVERAGE SME IN LAGOS, NIGERIA.**

By

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PERFORMANCE IN FOOD AND BEVERAGE SME IN LAGOS, NIGERIA.

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DECLARATION

I declare that the substance of this project paper has never been submitted for any degree or post graduate program and qualifications.

I certify that all the support and assistance received in preparing this project paper and all the source abstracted have been acknowledged in this stated project paper.

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ABSTRACT

SMEs are the most important source of economic growth and key ingredient in promoting private sector development in Nigeria. The need for the entrepreneur in venturing into SME is the creation of employment not only to their immediate family members but to contribute to the overall economic development of the society. Therefore, the objective of this study is to examine the relationship between strategic Human Resource management practices and firm performance in food and beverage SMEs in Lagos, Nigeria. Only SMEs in Lagos whose employees are full time staff of the firms and have been in business for a period not less than two years before conducting this study were involved in this study. Due to this, a cross sectional questionnaire survey research design was conducted in this regard. Data were generated from 163 SMEs comprising food and beverages SMEs in Lagos, Nigeria. A number of analyses were conducted using SPSS version19 to analyze the data collected. The findings from the hypothesis tested indicate that there is a significant relationship between SHRM Dimensions (work skills, work knowledge, knowledge sharing, incentive for achieving firm goals, incentive for employee contribution, team cooperation, individual contribution, job fit, and individual fit) and firm performance (intangible and tangible). Thus the study recommends that work skills and individual fit mostly influence intangible firm performance while work skills and job fit are the most significant factor that enhance tangible performance. Finally, both the theoretical and managerial implications are presented and the limitations of this study.

Keywords: SMEs, Firm performance, SHRM.

ABSTRAK (MALAY)

Industri Kecil dan Sederhana (IKS) merupakan sumber pembangunan ekonomi dan kunci utama dalam pembangunan sektor swasta di Nigeria. Perlunya usahawan untuk menceburi bidang keusahawanan bukan sahaja menyediakan peluang pekerjaan kepada anggota keluarga terdekat, tetapi juga menyumbang kepada perkembangan ekonomi masyarakat secara keseluruhannya. Maka, objektif kajian ini adalah untuk memperinci hubungan pengurusan sumber manusia strategik dan prestasi firma IKS di dalam industri makanan di Lagos, Nigeria. Hanya IKS di Lagos sahaja memiliki pekerja yang bekerja sepenuh masa dan telah beroperasi untuk tempoh tidak kurang dari dua tahun sebelum kajian ini dijalankan dan telah dilibatkan di dalam kajian ini. Untuk tujuan ini, borang soal selidik “cross sectional” telah digunakan. Data diperolehi daripada 163 IKS merangkumi IKS industri makanan di Lagos, Nigeria. Beberapa kaedah analisis telah dijalankan dengan menggunakan SPSS versi 19 untuk menganalisa data yang dikumpul. Hasil daripada kajian hipotesis yang diuji menunjukkan terdapat hubungan signifikan antara dimensi pengurusan sumber manusia strategik (kemahiran kerja, pengetahuan kerja, perkongsian maklumat, insentif bagi mencapai matlamat firma, insentif untuk sumbangan pekerja, kerjasama berkumpulan, sumbangan individu, kesesuaian kerja dan kesesuaian individu) dan prestasi firma (Langsung dan tidak langsung). Dengan itu, kajian ini mencadangkan kemahiran kerja dan kesesuaian individu secara tidak langsung mempengaruhi prestasi firma, sementara kemahiran kerja dan kesesuaian kerja adalah faktor yang mempengaruhi hubungan signifikan yang tertinggi di dalam meningkatkan prestasi secara langsung. Kesan teori dan pengurusan serta kekangan kajian ini disertakan pada bahagian akhir.

Kata Kunci: IKS, Prestasi Firma, Pengurusan Sumber Manusia Strategik.

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CHAPTER 1

INTRODUCTION

1.0 INTRODUCTION

Performance is the behaviour or the task that the employee does in the workplace, not about the outcome of their work (Aguinis, 2007). However, Khandekar and Sharma (2005), define firm performance as the result that specifies or replicates the firm efficiencies or inefficiencies in terms of corporate image, skills and financial performance. Wright and snell (1998), also define firm performance as a planned human resource operation and activities to facilitate firm's achievement of goals and objective. Therefore, the growth and survival of any organization is subject to its important SHRM practices on organizational objectives, ensuring that the right employee is recruited at the appropriate time and at the accurate place. SHRM is acquainted with the task in ensuring firms competitiveness and identify the important practical area that will enhance firm performance (Teeratansirikool, 2013). It is essential for firm to evaluate their human resource strategies and practices if they desire to increase output and maintain a viable workforce that will enhance the chances of their firm's achievement.

Doing this require performance measures that will enables supervisor, managers to assess if established goals have been accomplished (Aguinis, 2007). It strengthens the signals that direct supervisors, and manager's consciousness to the major strategic path that leads to firm performance (Teeratansirikool, 2013). Performance measures facilitate the

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