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HUMAN RESOURCES FACTORS INFLUENCING ENTREPRENEURSHIP DEVELOPMENT IN SANGO-OTTA, NIGERIA

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Introduction

Human resource management (HRM) is the management function that implements strategies and policies relating to the management of persons (Patterson, 1987). HRM practices therefore is an innovative view of workplace management than the traditional approach because its techniques force the managers of enterprises to express their goals with specificity so that they are understood

Abstract

This research work seeks to review the literature on human resource management (HRM) in entrepreneurial firms. Given the importance of human resource management for entrepreneurship, the purpose of this research work is to determine how far this line of research has progressed and what areas are still pending study. There is a wide variety of types of entrepreneurial ventures and all with various types of human management practises, despite the extensive literature on human resource management (HRM) and entrepreneurship, the two areas have seldom been examined together. In fact, few studies on HRM in entrepreneurial firms exist. HRM, however, is crucial to enterprises as it aids their

development and growth and also in turns help to increase their output, performance and over all organization as a whole. From the data obtained from respondents, it was observed that a greater number of respondents were of the opinion that human resource factors have a large and positive influence on entrepreneurship development.

Keywords: *Enterprise, Entrepreneurial ventures, Entrepreneurial development, Human Resource management, Performance.*

and undertaken by the workforce and to provide the resources needed for them to successfully accomplish them (Becker and Gerhart, 1996) . Hence, HRM practices techniques, when properly practiced, are expressive of the goals and operating practices of the overall enterprise (Delery and Doty, 1996).

Human resource function becomes recognized as a central business concern sequel to its ability to integrate employee welfare and organizational objective and effective communication into strategic management. Human resource management seeks to eliminate the meditation role and adopts a generally unitary perspective. It emphasizes strategy and planning rather than problem-solving and medication, so that employee cooperation is delivered by programmes of corporate culture, remuneration, packaging, team building and management development for core employees, while peripheral employees are kept at arm's length.

While there are several facilitation strategies available to organizations that can be helpful in fostering an entrepreneurial environment, a successful alignment of the organization's human resource management practices and policies is possibly the most effective (Rutherford and Holt, 2007) because entrepreneurship rests upon an organization's ability to learn through both exploration of new knowledge and exploitation of existing knowledge. These learning processes are dependent upon an organization's intellectual capital and, in particular, human and social capital (Hayton, 2005). In this context, it suggested that human resources management practices as factors shaping human and social capital are vital to foster and facilitate corporate entrepreneurship. High-performance human resource practices enhance employee skills, their participation in decision-making, and their motivation to exert discretionary or spontaneous efforts (Appelbaum et al., 2000), and in

doing so become an important driver of entrepreneurship. The rate at which entrepreneurship emerge around Sango-Otta cannot be over emphasised as time pass small and medium enterprises rises up from time to time, which at that makes this a location a major business unit.

The term "human resource management" has been commonly used for about the last ten to fifteen years. Prior to that, the field was generally known as "personnel administration. Personnel administration, which emerged as a clearly defined field by the 1920s (at least in the US), was largely concerned the technical aspects of hiring, evaluating, training, and compensating employees and was very much of "staff" function in most organizations.

The field did not normally focus on the relationship of disparate employment practices on overall organizational performance or on the systematic relationships among such practices. The field also lacked a unifying paradigm. HRM developed in response to the substantial increase in competitive pressures American business organizations began experiencing by the late 1970s as a result of such factors as globalization, deregulation, and rapid technological change. These pressures gave rise to an enhanced concern on the part of firms to engage in strategic planning--a process of anticipating future changes in the environment conditions (the nature as well as level of the market) and aligning the various components of the organization in such a way as to promote organizational effectiveness. Human resource management (HRM), also called personnel management, consists of all the activities undertaken by an enterprise to ensure the effective utilization of employees towards the attainment of individual, group, and organizational goals.

An organization's HRM function focuses on the people side of management. It consists of practices that help the organization to deal effectively with its people during the various phases of the employment cycle, including pre-hire, staffing, and post-hire. The pre-hire phase involves planning practices. The organization must decide what types of job openings will exist in the upcoming period and determine the necessary qualifications for performing these jobs. During the hire phase, the organization selects its employees. Selection practices include recruiting applicants, assessing their qualifications, and ultimately selecting those who are deemed to be the most qualified.

Statement of Research Problem

Training and development is an organization activity that deals with improving employee's performance, the dream of every enterprise is to derive maximum performance from its employee because these directly have impact in the enterprise level of output and wealth generation. Training and development is then a major factor in achieving all these (Olajuwon 2001). This is because adequate training has been found to be capable of bringing out the best in their employees. Another problem that was discuss in this study is ways in which human resources factors which include compensation which also a way of motivating employee to work, entrepreneurs needs to compensate their employee when it comes to creativity and innovation in other for employee to do more. The compensation might be in form of incentives, good working environment. Compensation has been a lacking trend in small and medium enterprises, this act sometimes leads to employee's dissatisfaction because they believe they are been over worked compare to the incentives they receive. The word compensation has been in used from the scrap, few employees get to enjoy from the concept which indirectly affects their commitment towards the job, and then creativity will be hard to come by. Creativity also comes with innovation, doing a normal thing in a new and dynamic way. For these to take place employees need to be motivated, hence compensation is a way to go by.

One of the ways to achieve the required level of HR is by employing those people who have previous experience and specialized knowledge. In keeping with this idea, HR planning, extensive recruiting, and selection practices are key factors to achieve a high level of HR. However, a good recruitment process will lead selection of the right personnel for the job in other to create value. As an entrepreneur long lasting value creation is a priority in which reward will come after. Entrepreneurs now hardly follow the right recruitment process in appointing of employee, and this makes value creation much more difficult to come by.

Research Questions

In order to fully understand the influence of human resources factor on entrepreneurship in Sango-Otta the following questions becomes critical.

1. What is the influence of training and development on employee's performance?

2. How does compensation affect creativity?
3. How does recruitment process influence value creation?

LITERATURE REVIEW

Training and Development

Training and development is the organizational activity concerned with improving the performance of individuals and groups in organizational settings (Legge, 2004). According to Legge (2004), and Montana and Charnov (2000), training and development encompasses training, education, and development. Generally, training ensures that the identified competency requirements are built through a systematic and focused approach (Elwood & James, 1996), and development ensures that individuals are provided with opportunities to develop their competencies that enable them to achieve professional and personal career objectives within the organization's goals (Kelly, 2001). If the employees are not evaluated against their current jobs, those that they are likely to hold in future or against the activities of the organization, there will be no basis for training and development. The employees and organizations affected are likely to witness reduced performances.

Factor Influencing Training Participation

If an individual recognize that the content of training fits well to his or her educational background or a personal learning needs, he or she will actively participate in training program up to completion in order to maximize the advantage offers by the training to acquire skill and knowledge that hitherto may be lacking. Similarly, if the training program is constructed in a way that followed a well structure learning theories and instructional design principles, learners may find it more interesting and inspiring to participate up to completion. Although variables in individual construct cluster may be associated with organizational factors. Changes inflicted by the challenges confronting organization either internally or externally such as market competition and cultural changes may induce training opportunity for employee to participate in different training program. Employees with requisite skill and knowledge may reinforce and strengthened the organizational factors and eventually create stronger organizational commitment to human resources development program. The factors

influencing training process could also have direct and indirect link with organizational variables in the conceptual frame work because the training curriculum and objective are somewhat aligned with the business goal and organization are continuously in search of best method of delivery the impact points of the subject matter to achieve the stated business objectives. The practice of learning management system (LCMS) and learning content management system (LCMS) lend credence to the practices.

Technological factors are underlying the three clusters of conceptual framework, an organization may apply technology as a motivational mechanism for full participation in training such as monitoring and tracking individual employee involvement in training and learning program in such a way to promote completion of learning process without drop-out. The practice is more prevailing in integrating the training processes within organizational factors. The conceptual framework and the construct were developed based on the previous literature and could be applied to the variety of human resources development program such as traditional classroom settings, mentoring program and electronic learning program (e learning).

Recruitment and Selection Process

Recruitment is the process of attracting, screening, and selecting qualified people for a job. According to Montana and Charnov (2000), recruitment includes sourcing candidates by advertising or other methods, screening potential candidates using tests and interviews, selecting candidates based on the results of the tests or interviews, and on-boarding to ensure that the candidate are able to fulfil their new roles effectively. As Kelly (2001) notes, recruitment activities need to be responsive to the increasingly competitive market to secure suitably qualified and capable recruits at all levels. However, to be effective, these initiatives need to include how and when to source the best recruits (McLean *et al.*, 2004).

Barney (1991) posits that many companies, instead of suffering the liability of newness, turn their condition of emergence into a competitive advantage. Their hiring practices would depart from the industry norms; examples would include the absence of job descriptions (or having only vague ones) or the absence of stock-based compensation (Alexander, 1999). Rapidly growing firms are often founded with the idea of being “anti-bureaucratic”, and their approach to hiring is characterized by providing realistic job descriptions,

communicating both positive and negative aspects of a job (Deshpande and Golnar, 1994). Such firms also exhibit strong tendencies to using the informal approach to work and to empowering their employees. Extant literature indicates that entrepreneurial firms often acquire the core employees through networks (Leung et al., 2006). These authors provide an important insight in the hiring practices of the entrepreneurial firms by highlighting the fact that the firms shift their network pools during different stages of emergence and growth. During the start-up phase the core team members are recruited from both social and business networks, whereas during the growth phase recruitment is carried out almost solely from the business network (Leung et al., 2006). In other words, entrepreneurial firms would recruit their core personnel through the start-up and growth phases using strong ties (cf. Granovetter, 1973).

Furthermore, the people employed to initiate the business are not necessarily the same type of people who will continue to sustain the firm. At the beginning founders usually hire generalists who are willing to put a lot of effort into and feel very passionate about the new venture. Later, when the firm starts to grow, more seasoned professionals are employed, based on their knowledge and experience in order to accelerate the business and foster growth (Swiercz and Lydon 2002). The inability to foresee how and if a given individual will fit within the next level of firm growth can therefore become a major problem for the founders, as far as recruitment is concerned. Recruiting core employees through social networks during the start-up phase may enhance this problem. Effective recruitment demands well-defined organizational structures with sound job design, robust task and person specification and versatile selection processes, and employee engagement and on-boarding strategies Kelly (2001).

Creativity

Creativity has been viewed as the construction of ideas or products which are new and potentially useful (Amabile 1988), although in an entrepreneurial sense there should also be a subsequent link to innovation and profitability in monetary and social terms. These ideas can be internally or externally located, although the entrepreneur will tend to search and identify potential solutions shaped in part by internal competencies. Creativity allows the organisation to take advantage of opportunities which develop as the result

of changing environmental conditions (Shalley et al. 2004). Entrepreneurship has three central underlying dimensions: innovation, risk-taking and pro-activeness. Innovation is the manner in which the entrepreneur searches for new opportunities or the way in which ideas are brought to a profitable conclusion. The test of innovation lies in its success in the marketplace of ideas, rather than in its novelty alone. Risk-taking refers to the manner in which innovation is embedded in the organisation, society or community. It also relates to the willingness of people to commit significant resources to opportunities that are calculated to succeed. Pro-activeness is concerned with making things happen by perseverance, adaptability and by breaking with the established ways of doing things. Creativity involves a perceptual response to the environment which may induce a high or low frequency of creative endeavour. The term 'creative intensity' is used by Morris et al. (2003) to illustrate the combined effects of the degree and frequency of creative behaviour at the individual, organisational or societal levels. Individual creativity within an organisation contributes to overall competitive advantage and organisational innovation, while teams or groups of creative individuals increase this advantage further (Hirst et al. 2009). The contribution of creativity to today's changing economies makes it central to business, scientific and social endeavour.

Entrepreneurship

Entrepreneurship is a difficult concept to pin down because it draws on various academic disciplines with differing perspectives. Entrepreneurship can be defined as "the process of creating value by bringing together a unique package of resources to exploit an opportunity" (Stevenson et al., 1989). The process itself consists of the set of activities necessary to identify an opportunity, develop a business concept, assess and acquire the necessary resources, implement the concept and then manage and harvest the venture (Morris and Jones, 1993). The person that performs this set of activities is called the entrepreneur.

The concept of entrepreneurship first appears in the literature on entrepreneurs as individuals (Kirzner, 1973). For this reason the older and more traditional studies focus on the characteristics and behaviour of the entrepreneur, while also analysing the creation of new organisations – start-ups (e.g. Gartner, 1985; Aldrich, 1990). Entrepreneurial initiative, however, is

more than just the opening of new firms, it is a firm-level phenomenon (Stevenson and Jarillo, 1990; Lim et al., 2008).

Entrepreneurship is defined via three related components: innovativeness, risk taking and proactiveness (Covin and Slevin, 1989; Zahra, 1993). Innovativeness is the seeking of creative, unusual or novel solutions to problems and needs. These solutions may be novel technologies and processes, as well as new products and services. Risk taking is the willingness to commit significant resources to opportunities that have a reasonable chance of costly failure. These risks are typically manageable and calculated. Pro-activeness is concerned with implementation, with doing whatever is necessary to bring an entrepreneurial concept to fruition. These three concepts result in the creation of new firms (start-ups) or corporate entrepreneurship (in established firms). Corporate entrepreneurship, for its part, includes three dimensions: innovation, venturing and strategic renewal activities (Guth and Ginsberg, 1990).

Resource-based Perspective

The resource-based theory is based on the assumption that differences in physical, organizational and human resources between firms cause a fundamental heterogeneity in their productive potential. Given this heterogeneity, the long-term competitiveness of a company depends upon the resources that not only differentiate it from its competitors, but are also durable and difficult to imitate and substitute (Hansen and Wernerfelt, 1989; Mahoney and Pandian, 1992; Barney, 1991; Prahalad and Hamel, 1990; Rangone, 1999).

Human resources are an important source to generate sustained competitive advantage “human resource systems can contribute to sustained competitive advantage through facilitating the development of competencies that are firm-specific, and generate tacit organizational knowledge” (Lado and Wilson, 1994). Maintaining a competitive advantage based on human resources requires a management of those human resources that ascertains that these resources stay competitive, difficult to imitate and to substitute. This leads to the hypothesis that “certain human resource managing personnel within small firms strategies - namely, the accurate projection of human capital needs, the identification of individuals best suited to meet organizational objectives, and the development of employees are expected to be positively

associated with superior workforce performance” (Koch and McGrath, 1996). The resource-based approach stresses the need for a specific HRM strategy which seeks to achieve competitive advantage by increasing commitment and competence of the workforce. This would require a set of internally consistent HRM practices, or, in other words, an internal fit of HRM practices. Obtaining internal fit is often associated with a best-practice approach to HRM practices (Huselid, 1995; Legge, 1995). The “best practices” or “high-commitment” theory of HRM suggests that universally, certain HRM practices are associated with improved organizational performance. For instance, well-paid, well-motivated workers, working in an atmosphere of mutuality and trust, should generate higher productivity gains and lower unit costs (Boxall, 1996; Barret and Mayson, 2007; Pfeffer, 1994; Walton, 1991).

Nevertheless, best practices are not a necessary consequence of the resource-based approach. A specific HRM strategy is suggested, but the strategy discussed by Koch and McGrath (1996) can call for different HRM practices for different firms: different needs regarding individual employees may result in different hiring, selection, training and compensation practices. For example, employee development may include formal training programmes for some firms, while for other firms training on the job may be a more appropriate way to obtain the required skills. Some authors assert that the source of sustained competitive advantage lies in the human resources themselves, and not in the practices used to attract, utilize or retain them (Ferligoj et al., 1997; Wright et al., 1994). By contrast, other scholars argue that HRM practices themselves can be viewed as organizational competencies, such as the ability to motivate employees, handle internal politics and so forth (Barney, 1991; Narasimha, 2000; Oinas and Van Gils, 2001; Altinay, et al. 2008). Using either interpretation, human resources are viewed as important contributors to the success of the firm.

Human Resource Management and Entrepreneurship

An entrepreneurial orientation is critical for organisational survival and growth in today’s business environment (Morris and Jones, 1993). Moreover, the current trend towards knowledge-intensive industries means that competitiveness increasingly depends on the management of the relational bases of members of organisations. Culture, attitudes, values and commitment to employees, then, are more important to the success of firms

– big and small – than ever before (Snell et al., 2002). HRM theory and practice can contribute to understanding issues faced by the entrepreneurial firm (Altinay et al., 2008). An example of this is human resource acquisition and deployment in start-ups and highly innovative ventures. Other examples are the contribution of HRM practices to the survival of new ventures, and the impact of resource acquisition, allocation and development on the speed and direction of growth in rapidly expanding firms (Heneman et al., 2000; Katz et al., 2000; Barrett and Mayson, 2007). Indeed, HRM would seem to be one of the more vital managerial decision areas affecting corporate entrepreneurship (Kuratko et al., 2005). Burgelman (1983) and Schuler (1986) – among others – suggest that a large number of HRM-related policies may influence corporate entrepreneurship. Schuler (1986) argues that consistent HRM practices can improve entrepreneurship. Schuler and Jackson (1987) detail the relationships between each of the HRM policies – planning, staffing, appraising, compensating, training and development, and labour-management relations – and entrepreneurship. Differences in human resource practices are likely to be associated with changes in the level of entrepreneurship observed across organisations, as is consistent with contingency theories of organisations (e.g. Minzberg, 1984).

Employee characteristics are associated with successful entrepreneurial efforts: creative and innovative behaviour, risk taking, long-term orientation, focus on results, flexibility to change, co-operation, independent behaviour, tolerance of ambiguity and a preference to assume responsibility (Schuler, 1986). Both entrepreneurship and HRM, however, have problems delimiting their fields of research. This is particularly true of entrepreneurship because of the great ambiguity that exists in its definition and dimensions. Historically, this is why entrepreneurship researchers have studied founding processes, entrepreneurs as individuals, and high-growth firms. For their part, HRM scholars have studied the management of employees, analysing both general and specific HRM issues in large firms. Little serious academic work, though, has been conducted on HRM practices in smaller firms.

Human resources, however, are critical for new organisations in ways often unappreciated by researchers who study only established organisations (Katz et al., 2000; Akinyele, et al. 2013). In fact, entrepreneurship researchers have usually steered clear of HRM issues as they are seen by many to be a large company phenomenon (Heneman et al., 2000). Managers define HRM as

bureaucracy, policies, procedures, and paperwork. Moreover, human resource researchers have traditionally obtained much of their data from HRM departments. As small and medium-sized enterprises (SMEs), in particular start-ups do not have HRM departments, this presents a dilemma for researchers trained in using traditional HRM paradigms. Despite this, though, several studies on HRM in start-ups have appeared in recent years (e.g. Quader, 2007).

Methodology

Survey research design will be used by the researcher for getting solution to the problem posed by the study. The population for this study is made up of selected SMEs in Sango-Otta. The population size is made of 520 Small Businesses Entrepreneurs which largely includes owners of supermarkets, electronic shops, pharmacies, Business centres/ cyber cafes, restaurants, barbing and hair dressing salons, pure water companies and paint companies in the metropolis. convenience sampling technique will be adopted. The study will make use of Anova test for hypotheses 1 to 3 since they are measuring relationship between variables.

Presentation of Data

The total sample is Two hundred and twenty six (226), and it was obtained from different respondents of various characteristics. The questionnaire was divided into two sections, section A was on personal information of respondents and section B was on information relating to the research questions. Both section A and B was analysed using a simple percentage method for the analysis, the hypothesis was tested using the Analysis of Variance (ANOVA).

Data analysis and Discussion

The researchers distributed 226 copies of questionnaire to entrepreneurial ventures in Sango -Otta. Out of which 76 was not returned. The response rate is shown in table 1 below:

Table 1 Return Rate of Respondent

	No of respondent	Percentage
Returned	150	66.37
Not Returned	76	33.63
Total	226	100

Source: Field survey, 2019

According to table 4.3.1 above, 66.37% of the respondent returned the questionnaire sent to them, while the remaining 33.63% failed to return theirs. The response rate of 66.37% achieved by the researcher was due to constant and repeat calls made on respondents.

Testing of Hypothesis

The hypotheses formulated and stated in chapter one of the project are being tested in this chapter. This section concentrate on intensive test of the hypotheses to ensure that the research questions stated earlier in the study are justified. Regression analysis was used to measure the effect of the independent variable on the dependent variable of hypothesis 1, 2 and hypothesis 3 and proper interpretation and analysis techniques was used to explain the hypotheses testing.

Research Hypothesis 1

H₀: There is no significant relationship between training and development and employee's performance

H₁: There is a significant relationship between training and development and employee's performance.

Table 2a Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.125 ^a	.016	.009	1.39991
a. Predictors: (Constant), adequate training and development leads to increase in organization output b. b. Dependent Variable: employee's performance can be improve through self -discipline				

Table 2b ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4.597	1	4.597	2.346	.000
	Residual	290.043	148	1.960		
	Total	294.640	149			

- a. Predictors: (Constant), adequate training and development leads to increase in organization output
- b. Dependent Variable: employee's performance can be improved through self- discipline

The results from the model summary table above revealed that the extent to which the variance in employee's performance can be influence by training and development is 12.5% i.e. (R square = 0.125). The ANOVA table shows the F.cal 2.346 at 0.000 significance level

Table 2c

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.318	.262		8.834	.000
	adequate training and development leads to increase in organization output	.213	.139	.125	1.532	.128
<p>a. a. Predictors: (Constant), adequate training and development leads to increase in organization output</p> <p>b. Dependent Variable: employee's performance can be improved through self-discipline</p>						

The coefficient table above shows the simple model that expresses how training and development affects employee's performance. The model is shown mathematically as follows; $Y = a + bx$ where y is training and development x is employee's performance, a here is a constant factor and b is the value of coefficient. From this table therefore, employee's performance =

2.318 +0.213 training and development. This means that for every 100% change in employee's performance, training and development contributed 21.3%.

Decision

This implies that training and development influence employee's performance. Since our P value (0.005 is greater than 0.000, the decision would be to reject the null hypothesis (H_0), and accept the alternative hypothesis (H_1) which says that there is significant relationship between training and development and employee's performance.

Research Hypothesis 2

H_0 : There is no significant relationship between compensation and creativity

H_1 : There is a significant relationship between compensation and creativity

Table 3a Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.095 ^a	.090	.002	.939

a. Predictors: (Constant), compensation is crucial for small firm survival and growth

b. creativity has a direct link with innovation

Table 3b ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1.199	1	1.199	1.361	.000
	Residual	130.374	148	.881		
	Total	131.573	149			

a. Predictors: (Constant), compensation is crucial for small firm survival and growth

b. Dependent Variable: creativity has a direct link with innovation

The results from the model summary table above revealed that the extent to which the variance in employee's performance can be influence by training and development is 9% that is (R square = 0.09). The ANOVA table shows the F.cal 1.361 at 0.000 significance level.

Table 3c Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.776	.165		10.729	.000
	compensation is crucial for small firm survival and growth	.085	.073	.095	1.167	.245
a. Predictors: (Constant), compensation is crucial for small firm survival and growth						
b. Dependent Variable: creativity has a direct link with innovation						

The coefficient table above shows the simple model that expresses how compensation affects creativity. The model is shown mathematically as follows; $Y = a + bx$ where y is compensation x is creativity, a here is a constant factor and b is the value of coefficient. From this table therefore, employee's performance = $1.776 + 0.85 \text{creativity}$. This means that for every 100% improvement in creativity, training and development contributed 8.5%.

Decision

This implies that compensation affects creativity in a way. Since our P value (0.005 is greater than 0.000, the decision would be to reject the null hypothesis (H_0), and accept the alternative hypothesis (H_1) which says that there is significant relationship between compensation and creativity.

Research Hypothesis 3

H_0 : There is no significant relationship between recruitment process and value creation.

H_1 : There is a significant relationship between recruitment process and value creation.

Table 4a Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.093 ^a	.015	.002	1.323

- Predictors: (Constant), recruitment act need to be responsive to the increasingly competitive market to secure suitable an capable recruits
- Dependent Variable: value creation is recognized as a better management goal than strict financial gain

Table 4b ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2.278	1	2.278	1.302	.000
	Residual	258.895	148	1.749		
	Total	261.173	149			

- Predictors: (Constant), recruitment act need to be responsive to the increasingly competitive market to secure suitable an capable recruits
- Dependent Variable: value creation is recognized as a better management goal than strict financial gain

The result from the summary table above revealed that the extent at which the variance in value creation is influenced by recruitment process is 15% that is (R square = 0.015). The ANOVA table shows the F.cal 1.302 at 0.000 significance level.

Table 4c Coefficients^a		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	2.705	.245		11.021	.000
	recruitment act need to be responsive to the increasingly competitive market to secure suitable an capable recruits	-.095	.083	-.093	-1.141	.256

- Predictors: (Constant), recruitment act need to be responsive to the increasingly competitive market to secure suitable an capable recruits
- Dependent Variable: value creation is recognized as a better management goal than strict financial gain

The coefficient table above shows the simple model that expresses how recruitment process affects value creation. The model is shown mathematically as follows; $Y = a + bx$ where y is recruitment process x is value creation, a here is a constant factor and b is the value of coefficient. From this table therefore, recruitment process = $2.705 + 0.95$ value creation. This means that for every 100% improvement in value creation, recruitment process contributed up to 9.5%

Decision

This implies that recruitment process affects value creation in a way. Since our P value (0.005 is greater than 0.000, the decision would be to reject the null hypothesis (H_0), and accept the alternative hypothesis (H_1) which says that there is significant relationship between recruitment process and value creation.

Empirical Findings

Hypothesis 1

The first hypothesis which stated that “There is no significant relationship between training and development and employee’s performance” was rejected at $\{r = 0.125, p < 0.05\}$. This implies that there is a significant relationship between training and development and employee’s performance. According to Legge (2004), and Montana and Charnov (2000), training and development encompasses training, education, and development. Generally, training ensures that the identified competency requirements are built through a systematic and focused approach (Elwood & James, 1996; Akinyele et al . 2013), and development ensures that individuals are provided with opportunities to develop their competencies that enable them to achieve professional and personal career objectives within the organization’s goals (Kelly, 2001). Human resources are the best assets of an organisation therefore human resource factors have a significant influence in entrepreneurship development It was as well discovered that a well-planned training and development process will help to improve employee’s performance as it helps the employee to be well trained and acquire necessary KSBOs in the operational activities.

Hypothesis 2

The second hypothesis which stated that “There is no significant relationship between compensation and creativity” was rejected at $\{r = 0.09, p < 0.05\}$. This implies that there is a significant relationship between compensation and creativity. According to Barringer’s et al. (2005) study of rapidly growing firms so called gazelles providing the employees with financial incentives and stock options is a distinctive feature of gazelles compared to their slowly-growing counterparts. Furthermore, providing the personnel with modest salaries and generous bonuses if the firm performs well, allows rapidly growing firms to shift a portion of business risk to the employees. This survey also reveals that compensation is a key factor in an enterprise, which emerging and potential often do not really concentrate on, this study shows that employee’s as the most important assets of the organization need to be well compensated in order to make them love what they do and be creative in it. This can be done through a good incentive, bonuses, acknowledgement of a good work, provision of a good and conducive working environment and also a good welfare package.

Hypothesis 3

The third hypothesis which stated that “There is no significance relationship between recruitment process and value creation” was rejected at $\{r = 0.015, p < 0.05\}$. This implies that there is a significant relationship between recruitment process and value creation According to Montana and Charnov (2000), recruitment includes sourcing candidates by advertising or other methods, screening potential candidates using tests and interviews, selecting candidates based on the results of the tests or interviews, and on-boarding to ensure that the candidate are able to fulfil their new roles effectively. Effective recruitment demands well-defined organizational structures with sound job design, robust task and person specification and versatile selection processes, and employee engagement and on-boarding strategies Kelly (2001; Akinyele et al. 2013).

Conclusion

From the computation of the analysis and findings of the study, along with testing different variants of human resource factors and entrepreneurship development the result shows some facts with which we can make some

conclusions. Human resource is the most important factor in any profit making enterprise, be it small, medium, or large organization. We can infer from this survey that the major ingredients of human resources are training and development, compensation, and recruitment process, this research has been able to evaluate how these variables affect entrepreneurship development. Therefore it can be concluded that human resources factor have a huge impact in entrepreneurship development.

Recommendations

Based on the findings of this study, the following recommendations have been drawn up to help improve entrepreneurship development;

Firstly, it is recommended that management should attach important to training. There should be consistent training programme for both existing and newly recruited employees as a way of imparting knowledge and skills to climb the organizational ladder. And also involve in updating their employee technical know-how as technology changes from time to time. Secondly, emerging firms should put in place a good compensation plan in order to motivate their workers and at the same time attract more creative personnel to their organization in order to build competitive advantage among others. Thirdly, the enterprise should always recruit through the formal HR process and not based on familiarity, which implies that employee should pass through formal interview and other performance and all other form of aptitude tests. Lastly, enterprises should carry out constant and effective performance appraisal in order to determine the level of performance of different employee and also provide a good welfare package and conducive working condition.

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