

# The Impact of Human Resources Practices on SME's Sustainability

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## Abstract

*The study under discussion has highlighted its importance in promoting human resources management from recruitment to assessment. Institutions seek to optimize their personnel productivity by appropriate assessments and ongoing support and growth in handling systems and divisions. This study aims to identify organizations' roles, especially those of higher academic institutions, for human resources departments. The study will implement the quantitative methodology throughout distributing a questionnaire over 300 respondents and maintaining an 80% response rate. The findings show that the correlation between self-efficiency and OCB is a good one since SMEs can practice self-efficacy in work tends to have a higher retained workforce rate, which results in better performance. Nevertheless, the results show that there is a significant connection between self-efficacy and OCB. The results further show a positive relationship between work-climate education and distributive justice and OCB as SMEs with excellent working environments appear to have greater OCB success than SMEs with a poor environment in terms of sharing knowledge and contact. Also, distributive and training Justice are taken into account as two key variables for OCB*

*measurement; the higher the distributive justice and organizational training, the higher the OCB rate.*

**Keywords:** OCB; Self-Efficacy; Compensation; Job Satisfaction; Empowerment.

## **Introduction**

Recently, researchers have controversy that globalization renders the business environment more dynamic [1]. This confirmed that long-term approaches for handling workers at work by human resources activities should be built to compete. In particular, it is highly recommended to improve workers' efficiency in their work, engagement, confidence, and success evaluations [2]. Several scholars have lately been focusing on the impact of human resource management on organizational efficiency. Previous studies have proven that the effects of human resources practices and their impact on performance and productivity have been shown from developed countries to developing countries. Dessler [11] has shown that higher learning institutions can use various human resources strategies to improve their workers' capabilities and inspire them to work harder to achieve corporate goals [3]. Higher learning organizations will improve employee productivity through the creation of training programs. Evidence suggests that training investment can improve organizational outcomes. If there is no regular practice of motivation, the effectiveness of skilled employees will be reduced. Training can practice compensation systems that give employees rewards for achieving organizational goals and goals. Throughout today's globally competitive climate, performance management acknowledges any staff's attempts to improve its corporate priorities or goals [4].

### *Statement of the Problem*

The organizations are mainly concerned with and pleased with workers. Institutions need to be confident that they participate in business growth and progress to ensure employee satisfaction [5]. In this study, the problem is not the recruitment process for employees. The main concern is companies' willingness to enhance employee performance in the workforce, where workers can work on and develop [6]. This research aims to manage employees effectively and efficiently by implementing human resources practices to boost their productivity. The report will also discern between the roles of the HR divisions and the value of the professional management and the assessment of SMEs' results [7].

### *Significance of the Study*

The study under discussion has highlighted its importance in promoting human resources management from recruitment to assessment. Almost every reputable company has human resources management as background information. They also work on an assessment of employees ' performance so that the institution remains competitive [8]. The value of human

resource management is at issue, as for the higher education field, especially as recruiting or the hiring phase may be restricted to the human resource department. In contrast, the post-employment assessment aspect must be avoided by the career-focused workers or faculty qualified to evaluate this form [9]. Corporations and corporations will, after all, be treated differently from academics. This study's objective is to highlight the importance of the management of human resources and the performance evaluation and the crucial role of career development in identifying standards for higher education teachers and personnel assessment [10]. The research will provide insight into and enable organizations to understand better human resources practices on employee performance. The Institute of Small-Medium Enterprises should find the study useful and beneficial in raising the quality of SMEs. The research will provide administrators of those learning institutions and other policy-makers with the expertise and applicability needed in handling organizational practices. This study is based on primary and secondary evidence and develops theoretical knowledge in the human resources sector. It will further improve human resources about the SME's results.

## **Purpose and Research Questions**

Institutions seek to optimize their personnel productivity by appropriate assessments and ongoing support and growth in handling systems and divisions. This study aims to identify organizations' roles, especially those of higher academic institutions, for human resources departments. The study issues under discussion include factors raised by the form of organizations. With that being said, the research questions in this study are as follows:

- What is the relation between distributive justice, self-efficacy, task performance, and organizational citizenship behavior?
- What is the relation between training, self-efficacy, task performance, and organizational citizenship behavior?
- What is the relation between working climate, self-efficacy, task performance, and organizational citizenship behavior?

## **Definition and Concepts**

### *Employee Motivation*

Motivation is one of the most effective methods for enhancing employee performance. It's described as an employee's readiness to make an effort at work to effectively and efficiently achieve the organizational goals and objectives. When inspired at the office, workers are prepared to sacrifice and make more effort to achieve their business goals. He [16] showed that management should use motivation strategies to improve the employees ' productivity and minimize the turnover rate to achieve high workplace performance. Including financial and nonfinanceable incentives depending on workers ' preferences, some incentive methods involve compensatory rewards. It is necessary to meet employee needs based on organizational

performance evaluations because it reduces the turnover rate and reduces overhead and training costs. Motivational approaches should be focused on the workers ' desires, as what motivates X does not inspire Y. financial awards and prizes drive some staff in the workplace. In contrast, others are motivated by non-financial needs, such as career development and growth [12].

### *Organizational Effectiveness*

To enhance the organizational growth through the successful translation of inputs into outputs, the degrees in which the entity can accomplish its objectives and goals can be described as organizational output [13]. The degree to which the corporation will meet the intended objectives and priorities effectively and throughout the operation is another corporate effectiveness concept.

### *Empowerment*

Empowerment is defined as a management strategy to involve employees in day-to-day practice and decision-making. It is seen as a way of inspiring workers to get the most out of them. The main objective of leadership is to find the best way to carry out the tasks to achieve business development and efficiency [14]. He related to [17] research and found that inspiration constitutes a mechanism to improve worker morale throughout the world. Empowerment is also considered a key element in encouraging employees at work and increasing productivity [15].

### *Job Satisfaction*

Employment Satisfaction is defined as the level of workplace satisfaction, benefits, communication, and benefits. Nevertheless, the connection between employee retention and employee satisfaction is clear. Surveys have shown that businesses with job satisfaction strategies appear to have a lower turnover rate than organizations with job satisfaction strategies. [18] The secret to reducing workforce expenses in the workplace and improving profitability and retaining talent and potential is deemed. In his research by [19], his work's satisfaction was the main reason for employees ' attendance in the firm. He also reported that job satisfaction was the workers ' organizational accomplishment based on performance evaluations carried out by the management and the personnel. Referring to [20] research, satisfaction at work reflects a psychological and ecological impact on workplace achievements. Therefore, employees with a high degree of satisfaction tend to perform higher than staff who are not satisfied with a job.

### *Training and Development*

Formation and growth in human resources were considered a key feature as it is seen as a tool to improve workplace abilities at work. To keep their workers updated on new technological developments, numerous companies implement training and development techniques in the workforce, thereby raising employee turnover. Training and Development are seen to encourage and involve workers in day-to-day business activities to inspire and maximize organizational

efficiency [21]. The curriculum requires attitudinal shifts, workplace abilities, and consequent development. Nonetheless, it should be structured to conduct a general study focused on workers' organizational demands and abilities to provide practical training [22]. The individual and organizational objectives must be taken into account while planning the training schedule.

### *Talent Management*

Talent management is defined as the corporate commitment to employee training programs to develop and train qualified and potential employees. Talent management defines the corporate contribution to inspiring and maximizing the workplace efficiency of qualified employees. It also covers both job methods and procedures relevant to the acquisition and growth of talented employees [23]. It is perceived to be a strategy to retain qualified staff by the company. It includes employee involvement or recognition and is identified as an enterprise strategy to ensure that the most skilled employees are attracted to other managers' work [24]. When a successful employee is aware of a talent management plan that verifies that he/she will be rewarded and improves his / her career growth. Talent acquisition is viewed as a technique for the retention of talented staff. It is each person's role in the organization, particularly the managers who reveal talented employees in a talent management program. A successful talent management approach involves having knowledgeable staff about their forward-looking opportunities throughout the organization. This enables various departments to appoint the best talent whenever possible [25]. Previous studies have shown that organizations with talent management strategies tend to perform well than organizations without talent management programs. The main reason is that talent management programs have demonstrated that they play an important role in encouraging employees.

### *Distributive Justice*

Distributive justice is an act of being equal at work to fulfill the entity's goals and priorities. This problem may take the form of party ties, as the distributive justice suggests. This relies on confidence, integrity, and lack of bias to the benefit of administrators who may be discreet but have more control over the group regarding compliance with organizational strategies [26]. Distributive Justice friendship: it can maximize its resources based on justice in this aspect of Distributive Justice and pursue its interests in the organization to exercise the greatest possible control over the consequences for distributor justice. This can be viewed as one of the essential appliances, like personal interests, unique services, and enough income. Implementing delivery justice will increase workers' morale at work and thereby improve efficiency and effectiveness at work [27].

### *Compensation Benefits*

Many people do not work in the company because they want their employees, but they want decent pay and income and bonuses and benefits for success [28]. These are classified as employment incentives and are a useful tool for empowering and enhancing their work efficiency. The human resources department's job is to provide pay incentives based on workers' needs and success [29]. Proper compensation plans and incentive programs will ensure fair rewards for workers with strong employee results in compliance with the schedule and timeframes sought [30]. Compensation, awards, and encouragement policies are intended to motivate and encourage new employees to improve their work efficiency [31]. The key factors that encourage workers to apply to certain jobs are known as pay and benefit programs. Research has, moreover, shown that workers tend to attract exposure to jobs with large pay benefits. The pay incentives are of two forms and are financial and non-financial, and they will be discussed momentarily in the following study pages [32].

### *Financial Rewards*

Employees with the best achievements in their work are considered financial rewards and rewards [33]. The rewards are presented in a certain timeframe, based on the employees' work and based on their tasks, and are normally added to the basic salary. Research has shown that workers who are compensated in their companies continue to be loyal and dedicated, increasing their retention rate and reducing the organization's turnover rate resulting in greater success and return [34].

### *Non-Financial Rewards*

Non-monetary incentives are earned based on employee achievements, including motivational messages, communications, success evaluations, and corporate acknowledgment of achievement [35].

### *Employee Performance*

The capacity for workers to function effectively and efficiently to meet corporate priorities and goals can be described as employee performance. Human resources have to research and meet workers' needs at work and attract qualified staff. Therefore, an employee's enthusiasm is a valuable trait to be exercised to improve workers' performance and enhance productivity at work [36]. Intrinsic and extrinsic motivation is the motivation of two types. The employee's inspiration is fundamental, which usually includes career development, obstacles, successes, and a sense of responsibility. Internal incentive involves external factors, such as superior issue, wages, compensation, incentives, and time management, that directly affect employee performance. After an evaluation of employee expectations at work, they should be recompensed depending on their conditions, since Person X does not inspire Y. [37].

### *Relationship between Compensation and Organizational Performance*

Prizes, bonuses, rewards, and promotions can be described as compensation and are viewed as an added value as they are applied at the end of the month to an employee's salary. Compensating workers based on their performance will enable them to work more successfully and consistently to accomplish corporate goals [38]. Qualified and qualified workers should be respected based on their regular evaluations of success and requirements. The motivational characteristics in individual X do not inspire individual Y, while financial benefits inspire others. The Top Management's job is to assess and fulfill employees ' needs [39].

### *Relationship between Job Satisfaction and Employees Performance*

Research has shown that workers happy with their jobs tend to be higher than non-satisfied employees. This has a direct impact both on employee performance and on the performance of the entire organization. Thus, satisfied employees tend to exert more effort to achieve the target and organizational goals and be motivated [40]. Previous studies also proved that many strategies should be practiced in the workplace to ensure job satisfaction, including motivation, financial and non-financial rewards, performance appraisals, organizational commitment, communication networks, and teamwork. These factors are seen as components targeted at pleasing workers at work and enhancing overall performance to meet the organization's objectives [41]. Performance evaluations could be described as instruments conducted periodically by human resources to evaluate employees ' performance and research their needs. Evaluations are usually made by calculating employees' time duties; the higher tasks are performed in the performance evaluation.

### *Relationship between Motivation and Employees Performance*

Studies have shown that motivation directly affects employee performance at work. There are, however, two types of motivation, and motivation is intrinsic and external. The inspiration that emerges from within the employee is the encouragement, which requires an appreciation of success, career development, and efficiency-boosting. Therefore, management's job is to inspire workers because they are prepared to make greater efforts to achieve corporate objectives and priorities. However, a wide range of approaches to encourage staff at work can be put in place, including pay, advancement, recruitment, growth, etc. [42]. When the employee becomes highly motivated, the productivity increases, and the organization can effectively and efficiently accomplish its goals [43].

### *Relationship between Career Development and Organizational Performance*

Newton [44] research revealed that organizations that work to ensure career growth and development tend to retain staff and have a low turnover rate. The stronger the adoption of career development activities, the better the success rate for workers. Career growth is seen as a catalyst

for improving the performance of workers in the workforce. Thus, the reduction of employee turnover is another goal that most organizations are committed to achieving [45].

### *Relationship between Empowerment and Employee Performance*

Research has shown that the connection between the workforce's ability and the workers' success is strong. Empowerment can be described as delegating tasks to workers without regard to the Top Management. This act is intended to empower employees to work more effectively and efficiently to achieve their corporate objectives. The main motivation for inspiring workers in the workforce is that they are directed and allowed to engage in daily work without regard to their employers. This will potentially increase managers' engagement, loyalty, and trust, contributing to improved productivity [46]. [47] disclosed a strong correlation to employees' accomplishments at their workplace because only the top management should settle about their workplace by talented employees [48].

### *Training and Development and Task Performance*

Training and learning have a significant impact on the company's employees. It has been recognized that the coaching staff in the organization strive to improve their level of motivation and thereby boost their organizational efficiency and profitability. The most complex approaches used in the workplace to keep staff at work and reduce attrition are formulation and growth. [49]. Training and development plans should also be carried out to meet employees' needs in the workplace to achieve the best possible employees. This can be done through performance assessments to evaluate the workforce's performance. The conditions of the workforce should be specified based on employees' skills and qualifications. Training and development strategies will be implemented after employees have been identified to enhance talented employees' skills and improve overall organizational performance [50].

### **Work Climate and Task Performance**

Recent studies have shown that organizations with an acceptable organizational culture and environment tend to perform better than organizations with a compromised culture. This is because employees who provide an appropriate work atmosphere are motivated to achieve organizational objectives and objectives, thereby achieving employee satisfaction and guaranteeing greater workplace productivity [51] has reported that work conditions are deemed one of the most important variables impacting employee performance at work. They are driven to share their knowledge and experience with their peers and maximize their productivity. Thus, organizations tend to share expertise in the workforce and improve workplace productivity, with a good culture and acceptable working conditions [52].



### *Distributive Justice and Task Performance*

Distributive justice shall be described as equal at work if the right person is hired, and workers are paid based on performance throughout. This can be done through performance assessments in the workplace to evaluate employees' performance and compensate them according to their needs. This motivates X does not inspire Y, which implies that some workers are motivated by financial needs and others by financial rewards [53] slightly discussed distributive fairness, where workers with high work results should be more paid than those with poor working efficiency [54]. It is a key issue in the organization to ensure high performance in tasks and keep employees from resigning in search of a better chance. His study has shown that organizations with distributive justice tended to be highly efficient at work than those with no distributive justice. One of the main elements of satisfaction and self-esteem in the workplace is that once employees are satisfied, they can improve their job performance and improve their productivity. In other words, the performance of employees in the workplace is directed by distributive justice [55].

### *Training and Organizational Citizenship Behavior*

Education can be described as the development and happiness of workers in their workplace. Previous studies show that training and organizational citizenship are positive in the workplace, and the higher the level of training and development, the higher the organization's organizational citizenship will be [56]. The degree of commitment and trust workers have in their company can be described as organizational citizenship. The greater the workers' morale, the better the success becomes, the more efficient and successful the workplace [57]. Previous studies indicate that the more preparation, the stronger the corporate citizenship activity will be in the workforce, the greater the beneficial relationship between the above variables in the study. This will decrease workplace turnover, raise the retention rate, and reduce its payroll and training costs. research showed that teaching directly impacts the workplace's corporate citizenry conduct. The better employment for skilled and talented employees, the greater their satisfaction rate promises higher performance and enhanced employee efficiency. Eventually, the findings of work have shown that teaching positively influences the conduct of corporate citizenship.

### *Work Climate and Organizational Citizenship Behavior*

The working conditions are described as the working environment that the company, the better the culture, can mean a higher retention rate. Nevertheless, previous studies have shown a direct link between the working conditions and organizational closeness actions, which appears to have higher company citizenship, representing improved workplace efficiency and a lower turnover rate. The smaller the attrition rate, increasing the conduct of business citizenship. This is accomplished by pay incentives, performance evaluations, training and development, support, and workforce satisfaction in the workplace. Workplace employees can be empowered to make

decisions without referring to top management by delegating tasks to qualified employees. Previous studies have shown that companies that tend to empower workers at the workplace tend to have a low turnover and higher organizational citizenship than organizations that do not empower and delegate workers to make workplace decisions.

### *Distributive Justice and Organizational Citizenship Behavior*

Distributive justice can be described as a welcoming and equal treatment of employees at the workplace. Past studies have found that the more distributive justice policies are enforced in the workforce, the greater corporate engagement and success will be at work. The more the distributive reform strategies are introduced at the workplace, the more. A good relationship is found between organizational and distributional citizenship at work in a United States study. The more delivering fairness in the workforce is done, the more dedicated and devoted workers are to the company in which they work to ensure stronger corporate citizenship and greater productivity.

### *Self- Efficacy and Employees Performance*

Self-effectiveness implies rather than how you just feel in yourself. The self-efficacy out of control affects profitability. An individual with little productivity is likely to carry out jobs below their actual ability level because they believe that they can only work at that point and that their abilities to do the job cannot be noticed. On the other side, too productive a self-efficient person can provide an optimistic image of his ability to perform certain functions.

## **The Research Methodology**

This study aims to examine the role of the management of resources and the profession in SMEs. This study aims to describe the implementation of recruiting and enrollment procedures by the Department of Human Resources. It will also illustrate the clear difference between what the human resources department does to ensure a smooth success evaluation at universities. The researcher uses action research in a case study. In turn, this chapter describes the topics, factors, and the testing context selected for the analysis. Finally, the instruments are recorded, and the strategies and treatment used are discussed.

## **The Questions and Assumptions of Research**

### *The Questions of Research*

Organizations tried to increase their leadership capabilities using appropriate analysis and continued support and improvement in the management processes and sections. The purpose of this analysis is to define the elements of organizations ' divisions of human resources. The research inquiries under review cover issues discussed by the kind of institution under scrutiny—

specialized educational institutions for this case. All the issues in this analysis are taken into consideration as follows:

- What is the relationship between the perceived self-efficacy of faculty and task performance?
- What is the relationship between distributive justice and task performance?
- What is the relationship between organizational climate and task performance?
- What is the relationship between training and task performance?
- What is the relationship between perceived self-efficacy and organizational citizenship behavior?
- What is the relationship between training and organizational citizenship behavior?
- What is the relationship between the perceived organizational climate and organizational citizenship behavior?
- What is the relationship between distributive and organizational citizenship behavior?

### **The Assumptions of Research**

An inference is a suggestion to respond to a study question. As shown by Durieux and Charreire, a theory is that an event is occurring or explained. It is a response to the difficult question, according to Wacheux, by analyzing two theories. A hypothesis is seen as a "proposal or preliminary declaration of the relation between two variables". Speculation is dismissed where proclamations of hypothesis cannot be clarified through rational interpretation, and logical hypotheses are accepted when proved in reality. The following test questions are intended to achieve the analysis's precise goals and satisfy the theory description requirements. While forecasting the outcomes of the research results, the researchers come up with the theories. The hypothesis notes what the researcher predicts from problems related to the study question variables. The researchers made the following hypotheses and zero hypotheses in the course of this study:

*Null hypothesis:* There is no statistically significant relationship between the perceived self-efficacy of faculty and task performance.

*Hypothesis one:* There is a statistically significant relationship between the perceived self-efficacy of faculty and task performance.

*Null hypothesis:* There is no statistically significant relationship between distributive justice and task performance.

*Hypothesis two:* There is a statistically significant relationship between distributive justice and task performance.

*Null hypothesis:* There is no statistically significant relationship between organizational climate and task performance.

*Hypothesis three:* There is a statistically significant relationship between organizational climate and task performance.

*Null hypothesis:* There is no statistically significant relationship between training and task performance.

*Hypothesis four:* There is a statistically significant relationship between training and task performance.

*Null hypothesis:* There is no statistically significant relationship between perceived self-efficacy and organizational citizenship behavior.

*Hypothesis five:* There is a statistically significant relationship between perceived self-efficacy and organizational citizenship behavior.

*Null hypothesis:* There is no statistically significant relationship between organizational climate and organizational citizenship behavior.

*Hypothesis six:* There is a statistically significant relationship between organizational climate and organizational citizenship behavior.

*Null hypothesis:* There is no statistically significant relationship between training and organizational citizenship behavior.

*Hypothesis seven:* There is a statistically significant relationship between training and organizational citizenship behavior.

*Null hypothesis:* There is no statistically significant relationship between distributive justice and organizational citizenship behavior.

*Hypothesis eight:* There is a statistically significant relationship between distributive justice and organizational citizenship behavior.

## **Data Analysis**

Data analysis is defined as a questionnaire-based analysis tool. For interpretation of the collected data, the SPSS statistic method will be used. The survey has been spread among 268 respondents from SMEs to collect data, with concise and inferential statistics used to interpret it. The results are discussed in table 1.

**Table 1. Data Analysis Correlations**

		Self-efficacy	Distributive justice	Training	Work climate	Task performance
Self-efficacy	Pearson Correlation	1	.017	.047	.121*	.335**
	Sig. (2-tailed)		.779	.442	.047	.000
	N	268	268	268	268	268
Distributive justice	Pearson Correlation	.017	1	.565**	.619**	.274**
	Sig. (2-tailed)	.779		.000	.000	.000
	N	268	268	268	268	268
Training	Pearson Correlation	.047	.565**	1	.503**	.147*
	Sig. (2-tailed)	.442	.000		.000	.016
	N	268	268	268	268	268
Work climate	Pearson Correlation	.121*	.619**	.503**	1	.349**
	Sig. (2-tailed)	.047	.000	.000		.000
	N	268	268	268	268	268
Task performance	Pearson Correlation	.335*	.274**	.147*	.349**	1
	Sig. (2-tailed)	.000	.000	.016	.000	
	N	268	268	268	268	268

Referring to the above Pearson Correlation test, the coefficient is above 0, which means that there is a positive relationship between the following, as in table 2:

- Self-Efficacy and Distributive Justice (Coefficient: 0.017)
- Self-Efficacy and Training (Coefficient: 0.047)
- Self-Efficacy and Work Climate (Coefficient: 0.121)
- Self-Efficacy and Task Performance (Coefficient: 0.335)
- Distributive Justice and Training (Coefficient: 0.565)
- Distributive Justice and Work Climate (Coefficient: 0.619)
- Distributive Justice and Task Performance (Coefficient: 0.274)
- Training and Work Climate (Coefficient: 0.503)
- Training and Task Performance (Coefficient: 0.147)

**Table 2. Correlations**

		Self-efficacy	Distributive justice	Training	Work climate	OCBO: Organizational citizenship behavior
Self-efficacy	Pearson Correlation	1	.017	.047	.121*	.018
	Sig. (2-tailed)		.779	.442	.047	.766
	N	268	268	268	268	268
Distributive justice	Pearson Correlation	.017	1	.565**	.619**	.426**
	Sig. (2-tailed)	.779		.000	.000	.000
	N	268	268	268	268	268
Training	Pearson Correlation	.047	.565**	1	.503**	.345**
	Sig. (2-tailed)	.442	.000		.000	.000
	N	268	268	268	268	268
Work climate	Pearson Correlation	.121*	.619**	.503**	1	.501**
	Sig. (2-tailed)	.047	.000	.000		.000
	N	268	268	268	268	268
OCBO: Organizational citizenship behavior	Pearson Correlation	.018	.426**	.345**	.501**	1
	Sig. (2-tailed)	.766	.000	.000	.000	
	N	268	268	268	268	268

- Self-Efficacy and Distributive Justice (Coefficient: 0.017)
- Self-Efficacy and Training (Coefficient: 0.047)
- Self-Efficacy and Work Climate (Coefficient: 0.121)
- Self-Efficacy and OCB (Coefficient: 0.018)
- Distributive Justice and Training (Coefficient: 0.565)
- Distributive Justice and Work Climate (Coefficient: 0.619)
- Distributive Justice and OCB (Coefficient: 0.426)
- Training and Work Climate (Coefficient: 0.503)
- Training and OCB (Coefficient: 0.345)

## Regression

**Table 3.** Coefficients work climate and organizational citizenship behavior

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.080	.150		7.208	.000
Work climate	.476	.050	.501	9.450	.000

a. Dependent Variable: OCBO: Organizational citizenship behavior.

The regression test was implemented to test whether there is a significant relationship between the research's dependent and independent variables. Referring to the above table 3, the significance level is 0.00, which is much lower than 0.05. There is a significant relationship between work climate and organizational citizenship behavior. Thus, rejecting H<sub>0</sub>, which states that there is an insignificant relationship between work climate and OCB, and accepting H<sub>1</sub>, there is a significant relationship between Work Climate and OCB.

**Table 4.** Coefficients training and organizational citizenship behavior

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.150	.174		6.612	.000
Training	.378	.050	.420	7.548	.000

a. Dependent Variable: OCBO: Organizational citizenship behavior.

Referring to the above table 4, the significance level is 0.00, which is much lower than 0.05. There is a significant relationship between training and organizational citizenship behavior. Thus rejecting H<sub>0</sub>, which states that there is an insignificant relationship between training and OCB, and accepting H<sub>1</sub>, there is a significant relationship between training and OCB.

**Table 5.** Coefficients Distributive Justice and organizational citizenship behavior

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.585	.203		7.806	.000
Distributive justice	.249	.061	.243	4.080	.000

a. Dependent Variable: OCBO: Organizational citizenship behavior.

Referring to the above table 5, the significance level is 0.00, which is much lower than 0.05. There is a significant relationship between Distributive Justice and organizational citizenship

behavior. Thus, rejecting H0, which states that there is an insignificant relationship between distributive justice and OCB, and accepting H1, there is a significant relationship between distributive justice and OCB.

**Table 6.** Coefficients distributive justice, work climate, self-efficacy, and OCB

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.136	.227		5.010	.000
1 Distributive justice	.199	.066	.198	2.990	.003
Work climate	.364	.063	.383	5.803	.000
Self-efficacy	-.180	.075	-.125	-2.404	.017

a. Dependent Variable: OCBO: Organizational citizenship

Referring to the above table 6, the significance level is 0.00, which is much lower than 0.05. There is a significant relationship between distributive justice, work climate, self-efficacy, and OCB.

**Table 7.** Coefficients significant relationship between work climate, distributive justice, self-efficacy, and task performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.704	.160		4.391	.000
1 Work climate	.182	.042	.280	4.385	.000
Distributive justice	.084	.046	.119	1.819	.040
Self-efficacy	.115	.056	.119	2.047	.042

a. Dependent Variable: Task performance - 1. I manage to plan my work so that it is done on time

Referring to the above table 7, the significance level is 0.00, which is much lower than 0.05, then there is a significant relationship between work climate, distributive justice, self-efficacy, and task performance.

**Table 8.** Reliability Statistics

Cronbach's Alpha	N of Items
.894	34



The validity and reliability analysis had been implemented to test whether the data collected is valid or not. If the Cronbach Alpha of this test was above 0.7, then the data collected is valid and ready for statistical analysis. The Cronbach Alpha of this test is 0.894, which means that the data collected is valid and ready for statistical analysis and validation as shown in table 8.

## Findings Summary

**Table 9.** The correlation between self-efficacy and OCB

Variables	Chi-Square Significance	Validation	Pearson Coefficient	Positive/Negative
Self-Efficacy and OCB	0.000	Significant	0.018	Positive Relation
Work Climate and OCB	0.000	Significant	0.268	Positive Relation
Training and OCB	0.000	Significant	0.345	Positive Relation
Distributive Justice and OCB	0.000	Significant	0.426	Positive Relation
Self-Efficacy and Task Performance	0.000	Significant	0.335	Positive Relation
Work Climate and Task Performance	0.000	Significant	0.349	Positive Relation
Training and Task Performance	0.000	Significant	0.147	Positive Relation
Distributive Justice and Task Performance	0.000	Significant	0.274	Positive Relation

These findings show (table 9) that the correlation between self-efficacy and OCB is a good one since small and medium-sized enterprises with the propensity to practice self-efficacy in work tend to have a higher retained workforce rate, resulting in better output. Nevertheless, the results show a significant connection between self-efficacy and OCB in the above statistics. The results further show a positive relationship between work-climate education and distributive justice and OCB as SMEs with excellent working environments appear to have greater OCB success than SMEs with a poor environment in terms of sharing knowledge and contact. Also, distributive and training Justice are taken into account as two key variables for OCB measurement. The higher the distributive justice and organizational training, the higher the OCB rate. The findings also showed that the association between jobs, employment, distributive justice, the working environment, and self-efficacy is strongly positive. The greater the level of working culture, training, and distributive justice, the more effective the performance of SME employees is, the higher the retention rate and the lower employee turnover rate are.

## General Summary

A general summary of the results collected using quantitative methods will be provided in this section. The quantitative analyses were carried out by presenting a set of questions to data collection respondents, and they were evaluated with inferential and descriptive statistics using the SPSS Statistical Method. The qualitative methodology is being used to research the effect of

human resources management on employee performance in SMEs through in-depth interviews with managers in SMEs, taking into account multiple variables.

## **Quantitative Results**

As for the qualitative results, the SMEs addressed great results regarding retaining instructors and faculty members. The results will be addressed as follows:

- Enhancing job satisfaction
- Minimize the risk of errors.
- Enhancing the effectiveness and efficiency of the systems.
- Decrease the employee turnover rate
- Enhancing employees' skills
- Implement talent management programs.

Quantitative studies have also shown that maintaining a working environment, self-efficacy, and training and development systems improve workforce success and corporate citizenship actions. The research findings show that small and medium-sized enterprises that exercise training and development programs to improve instructors' skills and experience are more efficient and retention-rated than those that do not execute programs. This can be done based on performance assessments in small and medium-sized enterprises to assess teacher performance, study the workplace's needs, and work effectively and efficiently to meet these requirements to improve performance.

### *Linking the findings of the research to the Literature*

This section examines the findings of the research and compares them with the results of the literature review. The results showed that human resources' function is an important part of enhancing employee performance in Libyan SMEs. The higher the practice of human resources at work, the higher the performance. Employment happiness plays a crucial role in enhancing employee performance. In the analysis of banks' human resource practices, the use of both methodologies has played an important role in studying different variables that directly affect the performance of the SME as a whole. The better training and development programs, the greater self-efficiency, and the greater distributive fairness, the higher the corporate community's conduct, the greater the success in terms of assignments and employment at work. The research findings had met the literary review and above theories; this gives the research an added value as the field findings met the theoretical findings. To order to offer them the necessary resources and income, SMEs should reinforce the teachers to innovate. Research by Forbes (2005) reveals that workers will dedicate part of their time to work-related projects. Providing money, energy, and human resources will promote innovation and boost the workplace's job performance. Through establishing the necessary budgets for future development, SMEs will create innovative ideas

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with marketing potential. Regrettably, innovative and creative workplaces in the SMEs will not, and efficiency will thus decline. The main reason is the reality that the top management of SMEs is not conscious of this. It affects the output of employees and contributes to a decrease in productivity and retention rate.

## **Research Limitations**

Although the research practiced quantitative and qualitative methodologies to enhance SMEs' performance, many limitations faced the research, and these limitations are methodological limitations and researcher limitations.

### *Limitations*

Methodological limitations are limited to qualitative and quantitative limitations, and each will be explained as follows:

#### *Qualitative limitations*

The researcher had noticed that some tools were used subjectively. The review of literature addressed previous researches done in the field of studying SMEs using defined variables. This was considered a gap in the research, and at the same time, it can be considered a motivation that can be developed in further studies.

#### *Quantitative limitations*

Quantitative limitations are limited to the sample size, which is considered relevant and representative of the population.

### *Research Contributions*

To highlight some research contributions toward implementing human resources practices, the research should be based on the literature review, and by that, the different models will be presented. The first model can be related to SMEs' success, and the second model related to the process should be practiced to achieve success.

### *Recommendations*

The research findings proved that distributive justice is the main factor that affects employees' performance in SMEs. This is because if fairness is applied in the workplace, the employee will be more productive. In addition to that, the findings showed a weak relation between training,

self-efficacy, and employee performance. However, it is recommended to implement the following to boost enhance training and self-efficacy.

- Implementing Fast Track Programs to enhance career growth.
- Fairly implementing training and development programs to enhance performance.
- Conducting performance appraisals based on performance and not intermediaries or referrals.
- Study employees' needs, and work on satisfying these needs.
- Enhance employee engagement and involvement in making decisions in the workplace. This would make the employee emotionally attached to the organization he is working in.
- Enhance upward and downward communication in the workplace to make the employee more confident.
- Compensate employees based on their needs.
- Always implement rotational programs in the workplace.
- Enhance working conditions and work climate to boost employee's performance

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