

Staffing and the Development of Small Scale Enterprises in Owo Local Government, Ondo State, Nigeria

¹Taiwo Ibitomi, PhD, ¹Durotimi Amos Dada, Ph.D. & ²Bankole Aderotimi, Ph.D

¹Achievers University, Owo, Ondo State, Nigeria

²Rufus Giwa Polytechnic, Owo, Ondo State

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ABSTRACT: *Regardless of long list of responsibilities and functions that require sufficient number of employees of different professional background, enterprises most especially in developing countries are still manned by insufficient staff. Small and Medium Enterprises (SMEs) are now taken different steps to curb the situation and bridge the gap between the required staff and the existing ones. The study therefore seeks to investigate Staffing and the development of SMEs in Owo local government, Ondo State, Nigeria. The specific objective of the study is to determine the extent effect of recruitment and selection on productivity and examine the effect of Placement and orientation on the development of staff on the survival of selected SMEs in Owo local government. Survey research design which is quantitative approaches to the study was employed by the researcher. Questionnaire was used as means of selection of the respondents that included questions measuring perceptions of the respondent. The population of the study covers a total number of 1005 staff of twenty-three (23) Retails enterprises, ten (10) production small scale enterprise and eighty-one (81) agro allied enterprises, with a sample of six hundred and fifty (650) drawn from the population using Krejcie and Morgan (1970). The findings of the study revealed that recruitment and selection has significant impact on the survival of SMEs in Owo Local Government, Ondo State. The study also revealed that placement and orientation significantly affect SMEs productivity, most especially in the studied area, with R^2 value of 0. 787, which indicate that placement which comprises of marching the right skill with the right job and familier staff with established rules and policies actually increase productivity. Therefore, it is recommended that SMEs should identify the need for adequate staff and recruit the right candidate for the job. It is also recommended that owners and/or management of SMEs should not just recruit for the recruitment sake but place them in the appropriate place within an organization to ensure and guarantee the continuity and the survival of the business. This is because, when employees when employees are placed where they are supposed to be or based on their profession, they will be able to demonstrate professionalism which bring about continuity SMEs in terms of development.*

KEYWORDS: *Enterprises, Development, Recruitment, Selection.*

INTRODUCTION

Constant change in a business competitive environment call for enough innovative, creative and adaptable employee. An experience employees are eventually a valuable asset to businesses or Small scale enterprise of both developed and developing countries. The skilled and experience people in management and business profession are developing staffing as a system for checking human assets of the enterprise or organization. Staffing is an important function of management or business owners which determine the success or failure of an enterprise. It has now become the concerned of the management and one of their serious challenges (Paloniemi, 2020).

The 21st century Knowledge-based business or work possess different challenges and places much emphases on employee competencies. The global shortfalls of qualified and competent applicants is as a result of increase in diversity of the workforce and the widespread demographic, societal, and cultural changes. Axelrod *et al*, (2021) stated in his study that almost 90% of 7,000 managers revealed in a survey of 23 countries with a total of 33,000 employers indicated that acquisition and retention of talents were serious challenges across board.

Staffing as one of the functions of the management owners of business refers to manning every positions in the organization structure through identification of the required work-force requirements, carrying out auditing of the employees', recruitment, selection, placement, training, appraisal, promotion and compensation of the needed people. Staffing is therefore closely linked with organizing the employees needed for the enterprise or an organization and for different roles and positions created to makes up organization structures. Staffing is an organizing phase of management functions (Pahos & Galanaki, 2019).

Staffing or adequate provision of relevant staff or employees is essential for the success of business enterprises (Ashwatthapa, 2013).Placing the right person on the right position aids the achievement of organizational objective. This means that the objectives of an organization can easily be achieved when the right person are placed on the right position. .Staffing occurs as a result of creating a new business or expansion of the existing business or as a result of the need to replace those employee who quit the job, retire or those who were transferred from one business location to the other or promoted from one position to another or terminating the appointment of the employee. As such, Pahos and Galanaki, (2019) asserted that staffing is a process that starts from understanding the demand or need for manpower within an organisation and identifying the potential sources from where the organization is expected to fill the position identified either from within the organisation or from outside.

The role of staffing to the productivity of every enterprise or organization is very significant, therefore, it is very critical for every organization to have sufficient numbers of qualified staff

because it is a requirement for organization to perform efficiently. Also, productivity is affected negatively in the absent of qualify staff or employee. Lawal, *et al.* (2016), assert that the considerable asset for an enterprise or organization to sustain and prolong its competitive position is its staff and that organization must also realizes that the experience assets are ready to quit the job if they are being frustrated. Therefore, little wonder why enterprises managers in abroad always want to hold on to its valuable staff or talent and work out the strategy to attract, hold on to and develop its human assets in an highly competitive business environment (Lawal et al., 2016).

Small Scale Industry (SSEs) on the other hand are very crucial to the employment generation, reduction in poverty, improvement in the standard of living, technological innovation and are very vital to the socio-economic development worldwide (Ibitomi & Hammed, 2021). Small and medium-sized enterprises are of different group, spreading over a wide range of business activities that include provision of or selling agricultural products in both the rural and urban areas, operating different kind of store and shops, selling food and drinks, as well as more other advanced enterprises selling engineering and computer products in the domestic and/or overseas markets (Ibitomi & Micah 2020). Despite the fact that SSEs cover wide range of businesses, some of them might not be able to provide income or profit sufficient for their owners to commensurate employees accordingly to overcome poverty. Only few diverse and thriving ones may be able to provide a decent living standard for their workers and owners because of their diversity and the levels of skills they possess with reasonable capital and growth orientation (Ibitomi *et al.*, 2020). It is therefore not an overstatement to say that SMEs need skilled and adequate manpower to provide the above mentioned services. Despite its long existence, SMEs still has so many vacancies and unfilled position. Employees that are supposed to deliver accurate such services are inadequate and the few available ones are over burden heavily loaded and thus resulting to job dissatisfaction, low morale, and consequently labour turn over. The aforementioned has necessitated the need for a research to investigate Staffing in the Development of Small Scale Enterprises in Owo Local Government with the view to recommend resolution to the problem identified out of many small scale enterprises established in the studied area, only a few enterprises were able to survive, and out of a few survive one, only few was able to make reasonable growth or development. Some Small scale enterprises in the study area could not determine the simple structure of the enterprise and assess or evaluate the structure to identify the area where there is need for staff while others don't know the strategy they can use to attract and retain applicants.

SMEs in most developing countries do not even understand the need for adequate and qualify personnel and few SMEs that recognized the need for adequate staff are finding it so difficult to recruit qualify candidate without considering the negative effect or implication of not having enough and qualify candidate on the enterprise. The nonchalant attitude of the owner of some SMEs in Nigeria particularly in Owo Local Government Area of Ondo State towards having adequate staff has been greatly affecting the productivity of the enterprises.

Placement and orientation is another problem facing by some small scale enterprise owners in most part of Nigeria, and in particular, owners and management of SMEs in Owo Local Government Area of Ondo State are either not aware of the importance of marching the right person with the right job or aware but consider putting the right staff in the right work as not important which has been preventing the survival of SMEs in the region. Rule & Policies SMEs are not defined or ambiguous and where it is partly defined, Familiarizing staff with enterprise Rule & Policies always becomes an issue

Regarding the effects of staffing practices on employee performance, only a few studies like Highhouse, (2008), Rafiu and Andri, (2015) as well as Sutanto and Kumiawan, (2016) have reported positive and substantial relationships with respect to the staffing effect on the performance of the workers while others have reported that the good application of such practices can increase the outcomes of the workers, as a result of the commitment of the employee and quality of work (Patimah, 2015).

Over the years, the appropriate agencies in Nigeria are granting the permission to SMEs to recruit adequate workers and reward them, accordingly while it regulate the relationship, yet, there has been an increasing problem of staffing in small scale enterprises. Also, despite that colleges and universities across the country turn out skilled labour of various professions, problem of inadequate staff in SMEs has not ended. Few studies were carried out on the subject matter of staffing. No study has been able to relate staffing with SMEs. This study therefore, intended to contribute to the knowledge by investigating staffing and its implication on the development of SMEs in Owo local Government Area of Ondo State.

The study therefore raised the following questions:

- i. To what extent can recruitment and selection affects productivity of SMEs in Owo local government?
- ii. Does placement and orientation have an impact on the survival of SMEs in Owo local government ?

The study covered Owo metropolis, the domicile area of many SMEs, in order to make the collection of the questionnaire easier for the researcher. Recruitment, Selection, Placement and Orientation were used as variables to look at the key determinants of bringing in an employee into a business which are most of the areas that determine the development of SMEs

LITERATURE REVIEW

Conceptual Clarifications

David and Elizabeth (2018), define Staffing as the method of hiring and developing the required personnel to fill in the vacant positions in the organization. It involves calculating the number and

type of required personnel for the enterprises or organization. Staffing according to David and Elizabeth also entails assessment of the number and type of the required employee, recruiting and developing them, maintaining and improving their competence and performance. Rau. and Adams, (2013) regarded staffing as the method of identifying, assessing, placing, developing and evaluating employees at work.

Ployhart (2014), defined staffing as the process of attracting, selecting, and retaining competent employees to achieve the objective of the organizational. This indicates that it is the qualify employees hired by the tne enterprise or organization that help such organization to achieve its objective. Pahos and Galanaki (2019) viewed staffing as the process of HRM to identify, attract, hire and retain workers who possess the necessary skills, knowledge and the capacity to fulfill the obligations of current and future jobs in organization'. Staffing is the means through which organizations recruit and select employees with greater quality and human capital generic (Chioma, 2019).

Staffing can therefore be regarded as a procedure for reviewing the competence, knowledge of candidate, employing them as workers and assign them with a specific job accordingly. Every activities in the organization will be done in a pleasant manner if organization employ or engage enough competent workers. Staffing also entails the procedure of filling the vacant position with correct personnel at the correct job, at correct time (Emilian, 2017). Human resource is of the utmost importance to every organization, that is, the entire resources of organizations like machines, money, equipment, etc can be used efficiently through human resource productive endeavors (Emilian, 2017). Hence, it is extremely important for every employer to determine each position in the company and fill it with correct staff in term of their talent, capability, and specialization which may help the organization in order to attain the pre-determined goals by the full contribution of manpower (Emilian, 2017).

Recruitment Concept

Costello (2017) described recruitment as the series of exercise and processes used to acquire legally, an adequate number of qualified employee at the right place and time so that the organization can select the best among the pool of candidate, in their own best short and long term interests. Recruitment is the process of selecting high quality, competent applicants from a pool of candidate that are seeking for job (*Patimah, 2015*). Most definitions of recruitment lay much emphasis on the collective efforts of the organizations to identify, attract, and influence the choices of competent applicants for the job.

Sutanto, and Kurniawan (2016) opined that staffing is the process of hunting for prospective employees and stimulating them to apply for jobs in an organisation. Recruitment simply means the process of searching for best possible candidates for a job or a function in an organization. In recruitment process, Advertisement is very common and it can be done through several means,

such as newspaper dedicated to job advertisement, professional publication, advertisements placed in windows, through a job center, through campus interviews, etc. organization can now choose the most convenience and affordable means of advertisement as part of its recruitment process. Selection means the taking up the different workers by various acts from the application forms invited through different sources of internal and externals.

Selection on the other hand refers to the process by which an organization distinguish those individuals who are knowledgeable, skillful and have abilities and other characteristics that will help it achieve its goals, from a pool of applicants, (Rau & Adams, 2013). Selection according to Costello (2017) is the process in which candidates who are to be offered employment are separated from those and those who will not be considered for job. Only a few candidates are often selected to fill the vacant position as organization rejects a number of applicants. Selection can be viewed as a negative function of management rather than a positive function of the staffing process (Gamage, 2014).

Patimah (2015) in his own view refers to Selection as the process of identifying and choosing the best candidate out of a number of prospective candidates for a job. In this regards, candidates take series of employment tests and interview where many candidates are eliminated At every stage and a few candidates move on to the next stage until the right type of candidate is found.

Placement and Orientation Concept

The final stage in the process of hiring employees is and it is done after selection. Montolalu et al., (2016) identify Placement as the way by which employee occupy the position or post for which the employee was selected for. Introduction of the right skill to his job or joining an organization signifies the beginning of socializing the employee with the job to be done and his workplace. During orientation, employee will be introduced to his superiors, subordinates and the colleagues and vice versa with a brief presentation on the background of the company. He is taken around the workplace and given the charge of the job for which he has been selected. Familiarization of the employee with work and its environment is very important as it will continue to guide the behavior of the employee determine the performance of the employee. Orientation simply means introduction of the selected employee to other employees and his employer and familiarize the employee with the rules and policies of the organization (Cable et al., 2013).

Theoretical Review

Cognitive Theory

Cognitive theory was propounded by Piaget in 1964 but the first cognitive development was completed in 1936 (Lizardo, 2004). The nature and the development and of human intelligence was elucidated in the theory propounded by Piaget in (1964). The emphasis of Piaget was originally on the development of children, but later, the concept was expanded to address business

endeavors (Bennett, Deane, & van Rijn, 2016). The aim of fundamental theory was to identify and explore strategies that can be used to address challenges and risks preventing Nigerian small business owners from operating successfully. Warren (2017) advocate the use of conversational model which will serve as a spectacle for understanding the findings, and assist in growing business enterprises where entrepreneurs will be able to set achievable goals, solve problems facing the business and realize its objective.

Warren (2017) also suggested for business enterprises, to use the techniques of a data-driven model to identify and enhance the prospects of business intelligence by employing entrepreneurial methods to understand and make business analysis and industry trends on growing businesses. The reflection and implication of this theory to the study is that it provides a potential means to understand the development and disposition or uses of successful strategies to sustain small scale enterprises in Owo local government of Nigeria. The framework of this concept was to shift a ground from mere concept and apply the knowledge to business enterprise and to see how the concept will be relevant to business. This theory can be used to describe or relating to the quantitative study of this nature, while the conceptual framework of this theory is better suited for a qualitative study.

Piaget (1964) explains in the theory that the brain remains an incredible network when processing information The cognitive theory remains a quality approach to illustrate human behavior through the thought processes (Osiyevskyy & Dewald, 2015). The reflection of this theory on the study is that with the knowledge of this theory, business owner and management will have a change of attitude towards handling business. The research in entrepreneurship has come to show the influence that cognition has especially when the issue has to do with the sequence in a business model development (Tell, 2015). Cognitions have positive influence entrepreneurship and the small businesses enterprises. Becherer and Helms (2016) suggested how cognitive theory will mitigate the risk and challenges that the entrepreneur faces. Delgado-Garcia et al., (2015) expresses that the continuous focus on the effect of cognitive theory and ignored the role in the individual level of analysis.

Hockets (2015) confirmed that the effect of theory of cognition on corporate survival and competition also has a significant effect on issues relating to business cases. There is the revelation cognitive theory would be sufficient as the main logic for business case perspective as mentioned by Hockets. Small business entrepreneurs know those factors that make decisions that are strategic happen (Zahra & Wright, 2016). The cognitive factors permit or induce making good policy decisions by small business operators (Delgado-Garcia et al., 2015).

Empirical Review

David and Elizabeth (2022) examined the correlation that exist between the practicing of five staffing and measures the level of organizational performance. These five staffing practices were

the use of cognitive aptitude and ability tests for selection; the use of follow-up studies of recruiting sources to determine which sources yield greater proportions of high performing employees; the use of validation studies for the predictors used in selection; the use of biographical information blanks (BIBS) or weighted application blanks (WABs) for selection; and the use of structured, standardized interviews for selection. It was found that there is positive relationship between the three measures of staffing practice while the relationship between the remaining two was inverse. **Chioma (2019)** investigated the effect of workers training on the performance of the staff of the Federal Ministry of Labour and Productivity in Port Harcourt. Primary data collected through questionnaire responses were analyzed using the spearman correlation coefficient statistical techniques while secondary data were achieved through the budget statements and ministry training reports. Finding showed that the programs organized to train staff were not frequent, then planning for the training are usually not strategic. Correlation analysis result from the suggested that there is a moderate relationship between workers training and organizational performances. This simply means that these components improved the performance of the whole organizational.

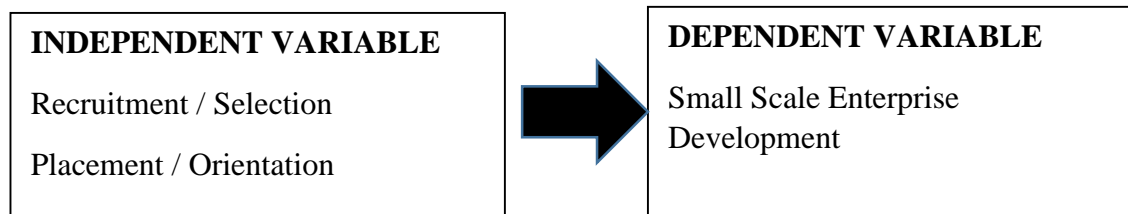
Emilian (2017) assessed the effect of staffing on the productivity of organizational. The study focused on filling up vacant posts in Ngara District Council. Unsatisfactory performance of staffing practices in District Council prompted the study. Sample of 114 respondents was drawn from the population of 268 persons comprised of Councilors, Heads of Departments and other Council employees. Findings indicate that acquiring of staff at NDC is facing with several such as too bureaucratic procedures of staffing coupled with various appointing authorities, poor assessment on human resources requirement. Therefore, productivity of the organization was negatively affected as a result of the above identified problems.

Pahos and Galanaki (2019) investigated staffing practices and employee performance: Evidence based HRM on the role of age in Greece. A sample of 1254 employees was determined using a stratified technique. The results show significant positive effects of staffing and age on employee performance and a negative moderate effect of age on the above relationship. The setting of the study is Greece while this research work was carried out in Nigeria,

Ayodeji (2018) studied Important Strategies for the Survival of Business Owners in Nigeria. The study objective was to examine the rate at which small businesses fail during the first 5 years of existence in Nigeria. Multiple case study was the research design of the study. Small-scale entrepreneurs from 3 facilities in the soybean processing industries in Ibadan, Nigeria was target as population of the study. The possibility to increase the survival rates of small businesses during early years of operation as found from the study for positive social change include are reduced unemployment, increase tax receipts for the government, and poverty levels.

Conceptual Framework

The study conceptual framework involves staffing as dependent variable which can be categorized into different variables such as recruitment and selection, placement and orientation. The dependent variable of the study is small scale enterprise development enterprise development



Research Gap

Most studied carried out in this area do not considered the major variables used in this study (recruitment, selection, placement and orientation), the study introduce these variable in order to create gaps. Also, the use of Owo metropolis serve as a gap as previous research do not considered Owo in their studies. All these make this study to be unique.

METHODOLOGY

Survey Research Design which is quantitative approaches to the study was employed by the researcher to investigate staffing and the development of small scale enterprises and the survey was carried out between Oct. 2021 and Jan. 2023. Staffing in terms of recruitment and placement was choosing because of the importance of recruitment and selection as well as placement and orientation to the survival and growth small scale enterprises.. The study population of this research was 114 registered small scale enterprises in Owo local Gov't which comprised of twenty-three (23) Retails enterprises, ten (10) production small scale enterprise and eighty one (81) agro allied enterprises with a total number of 1005 staff. The sample of two hundred and fifty (250), One hundred (100) and three hundred (300) from management and staff of Retails enterprises, production small scale enterprise and agro allied enterprises respectively, making a total of six hundred and fifty (650) sample that was selected from the total population using Krejcie and Morgan (1970). Therefore, 650 questionnaires were distributed from which six hundred and thirty two (632) which represent 97% were filed and returned properly.

The questionnaire as research instrument of the study which included questions to sample the opinion of the respondent about staffing practices and SMEs development, , together with demographic characteristics such as gender, age, education, company and ownership. For the purpose of this study, demographic characteristics was focused in the part A of the questionnaire while part B of the questionnaire focused exclusively on staffing and SME development which

was tested with a 5-point of Likert scale, ranging from totally disagree to totally agree. The Likert-type scale where the responses ranged from 1 to 5. was used as a scoring method.

Cronbach's Alpha reliability test was carried out by the researcher to derive reliability coefficient of the study instrument. Survival is 0.75 reliability which is the lowest, while reliability for productivity is 0.81 had the highest reliability at in small scale development items. Staffing had a high Cronbach's alpha value (0.87) indicating high internal reliability. The indication that the study instrument internal reliability is high is that all Cronbach's alphas were above 0.60. The analysis and interpretation of data obtained through questionnaire done using simple percentage, while the researcher used multiple regression statistical analysis to test the two null hypotheses postulated at 0.05 level of significance. The analyses were carried out with the aid of statistical package for social science (SPSS version 21).

RESULT AND DISCUSSION

Test of Research Hypothesis 1

H₀₁: Recruitment and selection has no significant effect development of SSEs

Table 1: Mode Summary

Model	R	R Square	Adjusted Square	RStd. Error of the Estimate
	.901 ^a	.879	.872	0.26840

a. predictor: (constant), Assessment and identification, Attraction
Source: SPSS Printout, (2023)

Table 1 has a R-Square (R^2) value of 0.879 which implies that 87.9% of the variations in the productivity of the small scale enterprises were explained by Assessment of various position of the enterprise, identification of the need for staff and attraction and selection of the best candidate to fill the vacant position discovered, whereas the 12.1% that is left is as a result of other proxies not mentioned in the model.

Table 2: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1705.161	3	568.387	181.709	.000 ^b
	Residual	534.888	171	3.128		
	Total	2240.049	174			

a. Dependent variable: productivity
b. predictor: (constant), Assessment and identification, Attraction
Source: SPSS Printout, (2023)

A p value of $0.000 < 0.05$ (sig) in the ANOVA table above shows that the variables considered can influence productivity collectively. This test implies that a single variables such as Assessment and identification is an element of recruitment, may not be strong enough to induce productivity, but can influence the productivity of the SMEs when combined with other variable like attraction and selection of the best candidate.

Table 3: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(CONSTANT)	2.795	.850		9.787	.000
1 Assessment and identification	.413	.121	.394	2.098	.002
attraction and selection	.316	.133	.483	3.778	.000

a. Dependent variable: productivity

Source: SPSS Printout, (2023)

The above estimated regression equation indicate that when there is an increase in Assessment and identification of staff need, attraction of staff by one unit productivity will increase by 0. 413 and 0. 316, while other variables held constant. However, the table shows model shows that “Assessment and identification” (B = 0.394 p-value = 0. 002) is statistically significant at 5% level, which means that Assessment and identification revealed 40.5% advancement on the development of SSEs. The result also indicate that “attraction and selection” (B = 0. 483, p-value = 0.000) is statistically important at 5% level. This implies that attraction and selection bring about 55.6% improvement on the development of SSEs. It also implies that owners of SMEs studied engaged in job assessment and identified the need for staff therefore have significant improvement on the development of the enterprises. Also, the SMEs filled the vacant position with right candidate was utilized by the organization lead to an improvement in the development of the enterprises.

Test of Research Hypothesis 11

H0₂: Placement and orientation has no significant effect on survival of SMEs

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.873 ^a	.787	.781	0.82593

a. predator: (constant), march job with skill, rules and policies familiarity

Source: SPSS Printout, (2023)

The R-Square (R²) value of 0.798 in Table 1 implies that 78.7% of the variations in the surviving chance of the small scale enterprises were explained by march job with skill rules and familiarity

of staff with established rules and policies, while the remaining 12.1% is due to other proxies not mentioned in the model.

Table 5: ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	79.517	4	19.879	8.2111	.001 ^b
Residual	438.142	181	2.421		
Total	517.659	185			

a. Dependent variable: Survival

b. predator: (constant), march job with skill, rules and policies familiarity

Source: SPSS Printout, (2023)

A p value of $0.000 < 0.05$ (sig) in the ANOVA table shows that the variables considered can jointly influence Survival of SMEs. The analyses implies that only one variables such as marching job with skill is an element of placement, may not be significant enough to guarantee the survival of SMEs, but can jointly influence the survival of the SMEs when combined with other variable such as familiarity of staff with established rules and policies.

Table 6: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.783	.397		8.521	.000
March job with skill	.651	.167	.673	6.575	.001
Rules and policies familiarity	.843	.162	.671	7.717	.000

a. Dependent variable: Survival

Source: SPSS Printout, (2023)

The regression equation estimated in above table indicate that chance of survival of the SSEs will improve by 0. 651 and 0. 843 when skills are marched with job and when familiarity of staff with established rule, increased by single unit, while other variable remain constant. However, the table shows model coefficient shows that “Marching skills with jobs” (B = 0. 673, p-value = 0. 001) is analytically important at 5% level. This implies that Marching skills with jobs improve the surviving chance of the SMEs by 67.3%. The result also shows that “familiarity of staff with established rule” (B = 0. 671, p-value = 0.000) is analytically important at 5% level. This implies that familiarity of staff with established rule bring about 67.1% improvement on SMEs survival. This implies that owners of SMEs studied were able to march skills with jobs and therefore have significant improvement on the surviving chance of the enterprises. Also, the owners of SMEs

familiarity of staff with established rule lead to an improvement in the development of the enterprises.

DISCUSSION OF FINDINGS

it is glaring from the result above that there is positive relationship between staffing (i.e. recruitment of the right number of Staff and/or workers doing the right work) and development of SMEs (productivity of the enterprise/ employees and the survival of the enterprise), The analyses and above results also made it clear that development with respect to employees/organizational productivity and survival of the enterprise are positively related to staffing which is measured statistically with recruitment and placement of the employee. The implication of this is that employee/organizational productivity and placement of staff increases with the same increment in recruitment and placement of the best candidate in the right job respectively. Also, from the result values (0.879 and 0.787 respectively), the two tested hypotheses was found to have strong correlations.

The tested hypothesis one finding reveals significant effect of recruiting the right number of staff on employee/organization productivity which brings about the rejection of the null hypothesis of the study. The tested hypothesis two finding indicate that having adequate employees' doing the right work has a significant effect on the survival or continuity of the business which necessitate the rejection of the null hypothesis of the study also.

CONCLUSION AND RECOMMENDATIONS

To conclude the study, it is very germane to carry out this form of study because it widens the scope of knowledge and expand the literature in the field of human resource management particularly on staffing and the importance of staffing to the development of small scale enterprises. It is also concluded that the study become relevant to some small scale business that are finding it difficult to succeed because the staffs are not productive as a result of having too much responsibilities, not having enough staff or not recruiting the right staff candidates to survive because of lack of recruitment or adequate staff to run a successful business. The studied SMEs witness development as a result of identification of the need for more staff and having to planned recruitment that brought about the employment of the right candidate that are very productive and contributed to the success of the business. Evidence from the study also showed that the small scale enterprises studied are surviving because the right staff that were employed were placed in the right place and they are demonstrating professionalism and making contribution to the survival of the enterprises

It is therefore recommended that for SMEs efficiency and employees' productivity, Small Scale enterprise should not determine the need for Staffing or fill the vacant position in the business

alone but recruit the right candidate that is not based on sentiment if the SMSs will make unexpected development through employees' productivity. The reason for the need to plan and have a successful recruitment is that it will be hard to make reasonable progress when there are not enough staff and when few employed staff are overloaded. It is also recommended that owners and/or management of small scale enterprises should not just recruit for the recruitment sake but place them in the appropriate place within an organization to ensure and guarantee the continuity and the survival of the business. This is because, when employees are placed where they are supposed to be or based on their profession. They will be able to demonstrate professionalism which bring about continuity in terms of development.

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