



**NATIONAL BOARD FOR TECHNICAL EDUCATION**  
**NATIONAL JOURNAL OF TECHNICAL EDUCATION**  
Volume 23 Nos. 2 2024  
ISSN No. 2992-3522



## **Human Resource Strategies for Enhancing Service Delivery in Entrepreneurial Ventures in Nigeria**

**Ediri, Emmanuel Agada**

School of General Studies, Federal Polytechnic Ohodo, Enugu State, Nigeria  
[agadaediriemmanuel@gmail.com](mailto:agadaediriemmanuel@gmail.com)

**Joshua Chukwuma, Onwe**

School of General Studies, Federal Polytechnic Ohodo, Enugu State, Nigeria.  
Corresponding author: [onwejoshuaa@gmail.com](mailto:onwejoshuaa@gmail.com)

### **Abstract**

The systematic analysis aimed to explore human resource strategies that enhance service delivery in entrepreneurial ventures in Nigeria. The study involved a comprehensive review of numerous sources to underscore the importance of aligning human resource management (HRM) practices with the dynamic nature of entrepreneurial environments. The research findings emphasize the critical need for adaptability, strategic integration, and the influence of employee behaviors on achieving corporate goals. Key highlights include the importance of businesses being adaptable to external factors, leveraging local knowledge, and valuing continuous learning. The adoption of adaptive HRM frameworks enhances organizational resilience amid economic or global crises and improves overall service delivery. Additionally, incorporating feedback mechanisms and flexible employment models is seen as a progressive strategy for meeting modern work preferences while maintaining operational efficiency. The study suggests that for entrepreneurial ventures in Nigeria to thrive and deliver excellent services, there must be an enhancement, innovation, and strategic implementation of HRM practices. This approach not only boosts organizational resilience but also ensures improved service delivery and operational effectiveness. This analysis provides a valuable guide for enterprises looking to harness the potential of HRM to achieve higher service standards and sustainable success in Nigeria's entrepreneurial landscape.

**Keywords:** Human Resource Strategies, Employee Behaviors, Entrepreneurship, Service Delivery, Entrepreneurial Environments.

## 1.0 Introduction

Nigeria, frequently acknowledged as the 'Giant of Africa', is renowned for its substantial endowment of natural resources and its thriving culture of entrepreneurship. With a population exceeding 200 million, the nation exhibits substantial potential and a wide range of prospects for both domestic and global enterprises. The oil and gas industry has historically played a crucial role in Nigeria's economy. Nevertheless, in recent decades, entrepreneurial endeavors have emerged as a prominent catalyst for economic expansion and diversification in the country (Neha & Nirmala, 2018).

The development of entrepreneurial endeavors in Nigeria has been influenced by a multitude of variables. The study conducted by Adagbabiri & Okolie (2020) offered a valuable insight into the oil and gas industry, specifically emphasizing the significance of human resource practices on organizational performance. The oil and gas industry has played a pivotal role in the economic development of Nigeria, serving as a fundamental sector that has given rise to numerous entrepreneurial endeavors either directly within or in close proximity to this industry. Therefore, gaining a comprehensive grasp of human resource methods within this particular business has the potential to

establish a standard of excellence that may be emulated by other industries.

Nevertheless, due to shifting global dynamics and a growing emphasis on diversification, other industries such as fintech, agribusiness, e-commerce, and others have experienced a notable upswing. Kanu (2018) provided insights into the diverse advantages and obstacles encountered by entrepreneurial enterprises. The entrepreneurial activity in Nigeria is evident, yet, these companies have encountered many obstacles such as legislative barriers, limited financial accessibility, and limitations in infrastructure.

The effective management and optimization of human resources is a crucial factor that supports the success of entrepreneurial enterprises across all sectors. The considerable involvement of human resource management (HRM) in entrepreneurial enterprises and its deep influence on organizational outcomes have been highlighted by Dabic, Ortiz-De-Urbina, & Romero-Martinez (2011). Furthermore, Efanga & Oleforo (2014) emphasized the significance of effectively managing human resources to promote entrepreneurial education and enhance the productivity of graduates, particularly in the South-South region of Nigeria.

Entrepreneurial endeavors frequently necessitate the possession of agility, adaptability, and a distinct human resource management (HRM) strategy in contrast to conventional, well-established organizations. The issue of alignment within employment relationships emerges as a crucial focal point, since the level of alignment holds significant implications for organizational outcomes on a broader scale (Boxall, 2013). In the context of entrepreneurial enterprises, particularly in a diverse and dynamic setting such as Nigeria, it is crucial to establish congruence between various elements. This alignment is demonstrated through the recruitment of suitable individuals, fostering an entrepreneurial culture, and providing incentives that are aligned with the vision and objective of the endeavor (Onimole & Adebuseye, 2019).

Furthermore, recent global events, shown by the COVID-19 pandemic, highlighted the importance of effective human resource management. In their recent publication, Dabic, Ortiz-De-Urbina, & Romero-Martinez (2011) examined the significant implications of the COVID-19 pandemic on both enterprises and research. This global crisis has undoubtedly brought about transformative changes in the manner in which entrepreneurial endeavors in Nigeria

approach human resource management (HRM), necessitating a shift towards more adaptable, remote, and technology-driven tactics.

Vozikis, Mescon, & Feldman (2008) observed that in the dynamic realm of entrepreneurship, characterized by a focus on innovation and adaptation, the provision of services assumes a critical role that can significantly impact the success or failure of a business endeavor. In the context of entrepreneurial pursuits, particularly in a saturated market, the primary focus lies in delivering a service to clients and ensuring that their wants and expectations are effectively addressed. The comprehensive experience including a product or service extends beyond its mere provision.

Consider two start-up companies that have comparable product offerings. The product has a high degree of innovation, while the price strategy is characterized by competitiveness. However, a notable disparity arises in the respective performance of the two entities with regards to service delivery. This pertains to the timeliness in attending to client enquiries, the openness in handling concerns, and the post-purchase assistance that enhances the inherent value of the core product or service (Orakwue & Iguisi, 2020). In the aforementioned



situations, the establishment of efficient service delivery plays a crucial role in cultivating trust, which, in turn, enables entrepreneurial enterprises to attain a devoted audience. In economies characterized by dynamism, such as Nigeria, human ties assume a crucial role in shaping corporate dynamics, hence amplifying the importance of trust.

Furthermore, it is important to note that the success of entrepreneurial endeavors is influenced by various aspects. However, it is worth emphasizing that service delivery plays a significant role in providing a measurable competitive edge. In the contemporary era, characterized by a plethora of options available to consumers and low barriers to moving between them, the level of service provided can significantly influence customer decision-making (Lai, Sarisdakis, & Johnstone, 2017). The distinctive selling proposition, when well implemented, presents a challenge for competitors attempting to duplicate.

Moreover, there exists an inherent association between the provision of services and the level of operational effectiveness. When an entrepreneurial endeavor demonstrates effectiveness in providing its services, it frequently indicates that its internal operations are optimized, its workforce is

adequately trained, and its primary emphasis is on customer satisfaction (Floren, Rundquist, & Fischer, 2016). These endeavors, which place a high emphasis on the provision of services, not only offer the potential for value but continuously fulfill that potential.

According to Singh & Kassa (2016), the connection between human resources (HR) and service delivery is of great significance and should not be underestimated. In the context of contemporary organizational development, the human element continues to play a pivotal role in guaranteeing the provision of exceptional service. The impact of human resource management (HRM) techniques on an organization's capacity to effectively provide services is observable across diverse industries and geographical areas.

In the opinion of Dabic, Ortiz-De-Urbina, & Romero-Martinez (2011), there is a significant relationship between human resource management (HRM) and organizational outcomes, particularly in the context of entrepreneurial enterprises. For example, it is imperative for small and medium firms (SMEs) to prioritize strategic human resource management in order to maintain a competitive edge in an environment that demands adaptability and

swift responses to market fluctuations (Emil, Senad, & Ognjen, 2020). The primary difficulty is in the establishment of HR practices that are effectively coordinated in order to cultivate an atmosphere conducive to the optimal development and execution of service delivery. According to Boxall (2013), there is a significant emphasis placed on the importance of achieving a reciprocal alignment in human resource strategies. The implementation of such alignment guarantees that personnel, who play a pivotal role in providing services, possess the necessary skills, exhibit high levels of motivation, and actively participate in their work. When employees demonstrate alignment with company goals, there is an increased likelihood of observing actions that contribute to the facilitation of outstanding service delivery. The capacity of an organization to leverage behaviors such as organizational citizenship behavior has been recognized as a critical determinant in augmenting its efficacy (Gita & Pradhan, 2014; Kumara & Pradhan, 2014).

The crucial role of human resources (HR) in cultivating work environments that promote entrepreneurial conduct among employees serves as a useful asset for international new enterprises aiming to achieve success in global markets (Hernandez, 2019). The

presence of entrepreneurial behavior among employees plays a crucial role in stimulating innovation and enhancing the quality-of-service provision. Innovative workplaces frequently result in enhancements to service delivery, hence improving customer happiness and organizational performance.

The significance of human resource management (HRM) approaches on organizational performance becomes particularly critical in entrepreneurial enterprises, particularly within industries such as oil and gas in Nigeria (Adagbabiri & Okolie, 2020). Efficient human resource (HR) strategies are crucial in ensuring that the staff possesses the necessary skills, motivation, along with alignment with the service delivery objectives of the firm.

Nevertheless, the significance of adaptability in human resource management (HRM) strategies has been emphasized by the obstacles presented by unexpected events, such as the global COVID-19 epidemic (Donthu & Gustafsson, 2020). The attribute of flexibility enables companies to maintain their resilience in the presence of disruptions, allowing them to adjust their methods of service delivery while simultaneously maintaining the engagement and motivation of their workforce. The significance of human resource (HR) flexibility in fostering

entrepreneurial success within the Nigerian entrepreneurial ecosystem is demonstrated by the findings of Ozigi & Onuoha, (2023) study. This research highlights the relevance of HR flexibility, even in businesses that may appear unrelated, such as the fast-food sector. The ability to promptly address market needs and effectively navigate a dynamic external environment is facilitated by the implementation of flexible human resources procedures. This guarantees the maintenance of consistent and high-quality service delivery.

In order to examine and comprehend the fundamental significance of human resource management (HRM) practices in improving service delivery, specifically in entrepreneurial settings, it is crucial to underscore the value of strategic alignment, adaptability, and employee behaviors in attaining organizational effectiveness alongside success.

## **2.0 Literature Review**

### **2.1 Evolution of HR Strategies in Nigerian Entrepreneurial Ventures**

The growing field of human resource management (HRM) in Nigerian entrepreneurial endeavors has experienced notable advancements throughout its history. Within the Nigerian environment, the oil and gas sector emerge as a prominent pillar of the

nation's economic framework, and its human resource management (HRM) practices serve as a noteworthy illustration of significant strategic developments (Adagbabiri & Okolie, 2020). In the current business climate, there has been an increasing emphasis on the relationship between human resources (HR) practices and organizational performance. This trend reflects a larger national recognition of the significant role played by HR in influencing the outcomes of organizations.

Throughout history, the notion of human resources (HR) has primarily revolved around administrative functions, with a particular emphasis on ensuring adherence to regulations and overseeing personnel-related matters. In recent years, there has been a discernible trend towards the use of strategic human resource management (HRM) approaches. This approach prioritizes the integration of HR practices with organizational goals in order to enhance overall performance outcomes (Emil, Senad, & Ognjen, 2020). The highlighted strategic transition is not solely evident inside major corporations, but has also become prevalent within the realm of small and medium-sized organizations (SMEs). The intersection of HR strategies and entrepreneurial approaches in these contexts typically has a synergistic



effect that influences the effectiveness of organizations (Floren, Rundquist, & Fischer, 2016).

Within the Nigerian context, entrepreneurial endeavors, specifically in the South-South region, have utilized human resource practices to enhance the efficiency of graduates and foster entrepreneurship education. This trend highlights the growing convergence of education and human resource management (HRM) in facilitating entrepreneurial achievements (Efanga & Oleforo, 2014). Furthermore, the transformation of the human resources (HR) function from a purely supportive position to an entrepreneurial instrument signifies its increasing significance in the context of sustainable development, particularly in educational establishments (Ezeh & Amaechina, 2022).

Additionally, it is imperative to emphasize the adaptable characteristics of contemporary human resource techniques within Nigerian business endeavors. The concept of flexibility in human resources, as discussed extensively by Gita & Pradhan (2014), is intricately connected to the overall success of a business. The Nigerian entrepreneurial landscape demonstrates a notable degree of adaptability within the fast-food sector, as evidenced by the human resource (HR)

practices that have adjusted to meet the swiftly evolving consumer preferences. These adaptive HR practices play a crucial role in facilitating the entrepreneurial achievements of enterprises operating in this area (Ozigi & Onuoha, 2023).

The growing significance of human resources (HR) within entrepreneurial endeavors in Nigeria can also be analyzed from the perspective of organizational citizenship behavior and employee retention intentions. Kumara & Pradhan (2014) provided insight into the relationship between HR flexibility and these variables, highlighting the changing HR strategies that place importance on the well-being and engagement of employees.

The crucial role of flexible and adaptable HR strategies has been underscored by the COVID-19 pandemic and the broader global context (Donthu & Gustafsson, 2020). Nigerian entrepreneurial endeavors, similar to those seen globally, have encountered these obstacles, hence requiring the implementation of inventive human resources strategies. These practices not only guarantee the uninterrupted operation of businesses but also capitalize on the prospects arising from the current circumstances.

In summary, the progression of HR strategies within Nigerian entrepreneurial ventures highlights a transition from conventional administrative responsibilities to more agile, strategic, and entrepreneurial activities. This adaptation is indicative of the wider international patterns observed in human resource management (HRM), while also being specifically customized to align with the socio-economic and cultural intricacies specific to Nigeria. The significance of human resources (HR) in driving the growth and evolution of the nation's entrepreneurial landscape is widely recognized and acknowledged.

## **2.2 Current State of HR Practices in Nigeria**

The Nigerian oil and gas sector, which is a crucial business, exhibits a distinct understanding of the relationship between human resource management (HRM) practices alongside organizational performance. The deep connection between the two has been significantly underlined by Adagbabiri & Okolie (2020) in this field. The research findings indicated that the implementation of efficient human resources (HR) strategies has played a crucial role in attaining organizational success. This demonstrates that the Nigerian oil and gas

industry is adopting and incorporating global HR best practices into its operations.

However, it is not only the large corporations that are acknowledging the importance of advanced human resources strategy. Small and Medium Enterprises (SMEs) play a crucial role in Nigeria's economy, serving as indicators for broader trends due to their flexibility and responsiveness (Hornsby & Kuratko, 2003). There is a clear confluence between human resource management (HRM) and entrepreneurial approaches in the context of small and medium-sized enterprises (SMEs). The research undertaken by Emil, Senad, & Ognjen (2020) highlighted the prevailing pattern, indicating a mutually beneficial association between entrepreneurship and human resource management (HRM). In a similar vein, the study done by Floren, Rundquist, & Fischer (2016) has provided further insight into the significance of human resource management (HRM) in cultivating an entrepreneurial orientation. This underscores the growing importance of modern HRM practices inside small and medium-sized enterprises (SMEs) in Nigeria.

The educational sector offers another viewpoint. According to Ezech & Amaechina (2022), the role of Human Resource Management (HRM) has evolved beyond its



traditional administrative function and is now seen as a strategic tool for fostering entrepreneurial endeavors and promoting sustainable development. This observation alludes to a more extensive pattern in which human resources strategies are extending outside typical corporate organizations and becoming prevalent in sectors that prioritize growth and skill enhancement. Another significant pattern, as elucidated by Omotoye, Abdulazeez, & Olusesi (2022), pertains to the increasing significance of Human Resource Management (HRM) within entrepreneurial enterprises. The authors emphasize the importance of human resources (HR) in fostering and maintaining entrepreneurial initiatives, indicating a transition from conventional to more strategic HR roles.

Nevertheless, despite the ongoing evolution and alignment of HR practices with global trends, there are always persistent difficulties that need to be addressed. The examination conducted by Ozigi & Onuoha (2023) highlighted the significance of flexibility in human resources (HR), particularly in industries characterized by rapid changes such as the fast-food sector. In a nutshell the existing condition of human resources practices in Nigeria serves as evidence of its ability to endure and adjust. While

incorporating international standards, it also maintains a strong connection to the specific circumstances of the local context. The existing body of literature emphasizes that HRM in Nigeria is experiencing notable progress and growth, regardless of whether it pertains to the extensive oil and gas industry or the dynamic small and medium-sized enterprises (SMEs). This progress is evident via the continuous adaptation, innovation, and establishment of new standards within the field.

### **2.3 Importance of culturally relevant HR strategies in Nigeria**

Nigeria, characterized by its extensive array of varied ethnicities, languages, and traditions, offers a distinctive cultural environment. In the given context, the formulation and execution of HR strategies that are culturally appropriate are not only advantageous but also essential. Upon exploring into the available literature, it becomes apparent that HR practices that are culturally attuned play a pivotal role in multiple sectors of Nigeria's economy. In sectors like as oil and gas, where there is a convergence of global and local practices, it becomes imperative to comprehend the intricacies of the local context.

Adagbabiri & Okolie (2020) underscored the sector's focus on the alignment of human

resource management (HRM) with organizational performance. Although the study does not explicitly address cultural factors, it may be deduced that attaining this alignment in Nigeria necessitates a comprehensive comprehension of the indigenous cultural milieu, particularly when engaging with local people and stakeholders. The study undertaken by Emil, Senad, & Ognjen (2020) explored the intersection of entrepreneurial orientations and human resource management (HRM) within the small and medium-sized enterprise (SME) sector in Nigeria. The cultural features are of significant importance in the context of small and medium-sized enterprises (SMEs), as these businesses often operate within localized environments. The implementation of HR strategies that are culturally relevant will enable these firms to maintain a strong connection to their local values and traditions, while also pursuing global standards of excellence. This may encompass region-specific training initiatives, incentives that align with local cultural values, and engagement activities deeply anchored in Nigerian customs and traditions.

According to Ezech & Amaechina (2022), educational institutions are increasingly recognizing the potential of human resource management (HRM) in promoting

entrepreneurship and facilitating sustainable development. Considering the significant influence of educational institutions in molding individuals' cognitive processes and moral principles, it becomes imperative for these institutions to ensure that their human resource strategies align with the prevailing cultural context. This enables that institutions maintain a sense of relevance and connection with their stakeholders, while also demonstrating a proactive and future-oriented approach.

Moreover, the scholarly work conducted by Omotoye, Abdulazeez, & Olusesi (2022) explored the topic of human resource management (HRM) within the context of entrepreneurial enterprises. Their research highlighted the importance of developing a comprehensive comprehension of the cultural environment in order to effectively navigate and address HRM challenges in this specific setting. Entrepreneurial endeavors frequently aim to address localized challenges or cater to specific market demands. Consequently, their human resources (HR) strategies must be tailored to line with local sensibilities. This is crucial in order to effectively attract, retain, and motivate employees who are deeply connected to the venture's goal and purpose. It is important to highlight that HR practices that are culturally relevant have a heightened

impact on dispute resolution, talent retention, and the promotion of diversity within the Nigerian workplace. Having a keen awareness of cultural sensitivities can assist businesses in proactively identifying and resolving possible problems in a manner that is both polite and beneficial. In conclusion, the cultural variety of Nigeria presents both opportunities and challenges. Culturally appropriate HR strategies not only capitalize on this valuable resource but also promote organizational cohesion, productivity, and harmony. The significance of culturally attuned practices in Nigeria's economic environment is expected to increase as the landscape continues to develop, rendering them an essential aspect of human resource management (HRM) in the country.

## **2.0 Methodology**

**Search Strategy:** The approach employed in a study plays a crucial role, providing a framework for researchers to pursue information and ensuring the study's trustworthiness and validity. The search strategy is a vital element inside the technique, particularly in research methodologies such as systematic reviews.

**Databases Searched:** In order to get an extensive compilation of academic journals pertaining to the subject matter of interest, a thorough search was conducted across

numerous databases with great attention to detail. Prominent academic databases such as PubMed, Scopus, Web of Science, along with Google Scholar provide a substantial collection of scholarly papers.

### **3.1 Inclusion/Exclusion Criteria**

In order to guarantee the relevance and high quality of the collected literature, clear standards for inclusion with exclusion were established. To ensure the relevance of the articles to contemporary HR practices,

#### **3.1.1 Inclusion Criteria**

- i. The study focused on publications within a specific time frame, of the last 10-15 years.
- ii. The research endeavors mostly concentrate on Nigeria or encompass substantial portions dedicated to the examination of human resource practices inside Nigeria.
- iii. Peer-reviewed articles to guarantee the accuracy and caliber of the data.
- iv. Articles that are available in English since that is the study's preferred language.

#### **3.1.2 Exclusion Criteria**

- i. Grey literature, encompassing reports, white papers, and theses, was only be considered if they provide substantial and unique perspectives that are not present in peer-reviewed articles.



- ii. The articles that are not immediately pertinent to the intersection of Human Resource Management (HRM) and cultural initiatives in Nigeria.
- iii. Research investigations that have a restricted focus or insufficiently rigorous technique.

### **3.2 Data Extraction Process**

The data extraction phase was a crucial component in the approach implemented for the present study. The procedure is crucial in order to guarantee the methodical extraction of all relevant data from the studies that satisfied the criteria for inclusion, so providing a thorough examination of the topic at hand.

In order to promote the dependability and uniformity of the extraction process, a standardized pattern for data extraction was established. The purpose of this design is to collect important details, like research objectives, research methods, significant findings, geographic location, sample size, along with other relevant characteristics.

Particular emphasis was placed on preserving the original context and intention of the authors of the chosen research. In order to mitigate the risk of potential misinterpretations, direct quotations were frequently extracted, particularly in cases

where the findings exhibited complexity or nuance.

### **4.0 Findings of the Study**

The findings of the study are discussed as below; Synergy between HRM and Entrepreneurship: The seamless integration of human resource management methods with entrepreneurial efforts is crucial for achieving optimal organizational performance (Narula & Chaudhary, 2018). The strategic alignment of human resource management techniques with the entrepreneurial vision has the potential to yield greater success in terms of service delivery along with organizational growth (Mathushan & Pushpanathan, 2020).

Balancing Benefits and Barriers: Entrepreneurial endeavors are accompanied by a range of advantages and difficulties. While Human Resource Management (HRM) has the potential to leverage benefits such as enhanced service provision and heightened organizational adaptability, it is imperative for HRM to effectively tackle and negotiate the inherent obstacles that may arise in entrepreneurial environments within Nigeria (Kanu, 2018).

Employee Behavior and Organizational Success: The achievement of entrepreneurial endeavors, particularly those involving international expansion, is closely tied to the

entrepreneurial characteristics demonstrated by employees (Hernandez, 2019). When provided with a conducive environment and adequately nurtured through human resource management methods, employees have a tendency to exhibit behaviors that can significantly improve service delivery and overall business success.

**Strategies for Survival and Growth:** In the highly competitive Nigerian business environment, the implementation of effective human resources (HR) development strategies plays a vital role in ensuring the sustainability and expansion of entrepreneurial endeavors. The continuous upskilling and alignment of the personnel with the venture's aims can significantly impact its long-term profitability and performance in service delivery.

**Adaptability in HR Practices:** In some industries such as fast food, the market requirements exhibit a dynamic nature. The implementation of flexible and adaptive human resource methods can effectively enable organizations to promptly address evolving demands, resulting in enhanced service provision and more favorable entrepreneurial outcomes.

## **5.0 Conclusion**

The role of Human Resource Management (HRM) is crucial in improving service

delivery within entrepreneurial operations, particularly in a varied and rapidly changing environment such as Nigeria. The achievement of these endeavours is intricately linked with the implementation of HRM practices that not only prioritize administrative duties but also strategically harmonize with the objectives of the enterprise. By placing a strong emphasis on adaptability, constant learning, and cultivating an environment that promotes entrepreneurial behaviour, organizations can elevate their service delivery standards while getting a firm foothold in the market. The ongoing development of the entrepreneurial ecosystem in Nigeria necessitates that enterprises acknowledge the significance of strategic human resource management (HRM) and allocate resources towards implementing practices that would facilitate long-term success. The following forms policy direction for this study.

**Adaptive HRM Framework:** It is advisable for entrepreneurial businesses operating in Nigeria consider the adoption of an adaptable Human Resource Management (HRM) framework. This would guarantee that human resources methods can swiftly adapt in light of external disruptions, such as economic recessions or worldwide occurrences, hence ensuring continuous service provision.

**Employee-Centric**

Considering the substantial impact of employee behavior on the success of ventures, it is imperative for HR strategies to prioritize approaches that are centered on employees. This encompasses the implementation of ongoing training programs, the cultivation of an entrepreneurial ethos, and the establishment of a conducive atmosphere that promotes and incentivizes the generation of creative concepts.

**Strategic Integration:** In order to effectively leverage the advantages and address the obstacles inherent in entrepreneurial environments, it is imperative for ventures to prioritize the strategic incorporation of Human Resource Management (HRM) in conjunction with other key business activities. The implementation of a comprehensive strategy will provide a unified and integrated organizational reaction to changes in the market environment.

**Approaches:**

**Invest in Continuous Learning:** In light of the dynamic nature of the entrepreneurial landscape, it is imperative to allocate resources towards ongoing educational pursuits. Human resources departments should play a crucial role in facilitating and implementing regular upskilling and reskilling initiatives in order to maintain the workforce's relevance and competence.

**Feedback Mechanisms:** The use of comprehensive feedback mechanisms can offer ventures valuable insights into areas for improvement in the delivery of services. Involving employees in this particular process has the potential to provide unique solutions and cultivate a sense of ownership.

**Flexible Employment Models:** Considering the inherent dynamism of entrepreneurial enterprises, the adoption of flexible employment models, which include gig-based positions or adjustable working hours, could potentially provide advantageous outcomes. This approach not only accommodates contemporary work preferences but also enables businesses to quickly adjust their scale in response to fluctuations in demand.

**References**

Adagbabiri, M., & Okolie, U. (2020). Human Resource Management Practices and Organizational Performance: An Empirical Study of Oil and Gas

Industry in Nigeria. *RUDN Journal of Public Administration.*, 7(1), 53–69.

Boxall, P. (2013). Mutuality in the management of human resources: assessing the quality of alignment in



- employment relationships. *Human Resource Management Journal*, 23(1), 3-17.
- Dabic, M., Ortiz-De-Urbina, C., & Romero-Martinez, A. (2011). Human Resource Management in Entrepreneurial Firms: A Literature Review. *International Journal of Manpower*, 32(1), 14-33.
- Donthu, N., & Gustafsson, A. (2020). Effects of COVID-19 on business and research. *J Bus Res*, 117, 284-289. doi: 10.1016/j.jbusres.2020.06.008.
- Efanga, S. I., & Oleforo, A. O. (2014). Managing human resources for entrepreneurship education and graduate's productivity in South-South Nigeria. *Journal of Education and Human Development*, 3(4), 297-303.
- Emil, K., Senad, B., & Ognjen, R. (2020). Strategic Human Resource Management in Small and Medium Enterprises. *International Journal of Human Resource Development and Management*, 20(2), 114-139.
- Ezeh, C. S., & Amaechina, U. O. (2022). Human resource management as entrepreneurial tool for sustainable development in educational institutions. *The Nigerian Journal Research and Productio*, 1-11.
- Floren, H., Rundquist, J., & Fischer, S. (2016). Entrepreneurial orientation and human resource management: effect from HRM practice. *Journal of Organizational Effectiveness: People and Performance*, 3(2), 164-180.
- Gita, K. I., & Pradhan, R. (2014). Human resource flexibility and organizational effectiveness: role of organizational citizenship behaviour and employee intent to stay. *International Journal of Business and Management Invention*, 43-51.
- Hernandez, M. A. (2019). Unveiling International New Ventures' Success: Employee's Entrepreneurial Behavior. *Administrative Science*, 56, 1-32.
- Hornsby, J. S., & Kuratko, D. F. (2003). Human Resource management in US small businesses: A replicaion and extension. *Journal of Developmental Entrepreneurship*, 8(1), 73-92.
- Kanu, A. (2018). Benefits and barriers of entrepreneurial ventures- a literature review point of view. *International*

- Journal of Entrepreneurship and Business Innovation, 1(1), 27-48.
- Kumara, I. G., & Pradhan, R. K. (2014). Human resource flexibility and organizational effectiveness: Role of organizational citizenship behavior and employee intention to stay. *International Journal of Business and Management Innovation*, 3(11), 43 – 51.
- Lai, Y., Sarisdakis, G., & Johnstone, S. (2017). Human resource practices, employee attitudes, and small firm performance. *International Small Business Journal: Researching Entrepreneur*, 35, 470-494.
- Mathushan, P., & Pushpanathan, A. (2020). Human Resource Management and Entrepreneurship fit: A systematic review of literature. *Journal of Managment Matters*, 7(1), 11-27.
- Narula, N., & Chaudhary, N. (2018). Human Resource Management as Entrepreneurial Tool: A Literature Review. *Amity Journal of Entrepreneurship*, 3(1), 66-72.
- Neha, N., & Nirmala, C. (2018). Human resource management as entrepreneurial tool: A literature review. *Amity Journal of Entrepreneurship*, 3(1), 66-72.
- Omotoye, O., Abdulazeez, A., & Olusesi, L. (2022). Human Resource Management in Entrepreneurial Business: A Literature Review. *RUDN Journal of Public Administration*, 9(1), 73–82. <https://doi.org/10.22363/2312-8313-2022-9-1-73-82>.
- Onimole, O. S., & Adebuseye, B. A. (2019). Human Resource Development Strategies for Corporate Entrepreneurship Survival in Nigeria. *Journal of Mgt. Science & Entrepreneurship*, 19(7), 29-42.
- Orakwue, A., & Iguisi, O. (2020). Conceptualizing Entrepreneurship in Human Resource Management. *International Journal of Research in Business and Social Science*, 9(3), 85–93.
- Ozigi, T. O., & Onuoha, B. C. (2023). Human Resource Flexibility and Entrepreneurial Success of Fast Food Firms in Rivers State, Nigeria. *International Academy Journal of Management, Marketing and Entrepreneurial Studies*, 10(1), 51 - 70.

Singh, N., & Kassa, B. (2016). The Impact of Human Resource Management Practice on Organizational Performance: A Study on Debre Brehan University. *International Journal of Recent Advances in Organizational Behaviour and Decision Sciences*, 1(1), 643–662.

Vozikis, G. S., Mescon, T., & Feldman, H. (2008). Howard, "Entrepreneurship: Venture Initiation, Management, and Development. KSU Press Legacy Project.