



HRM Practice and Various Performance in SMEs: Systematic Literature Review

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ABSTRACT

This article uses a systematic literature review of the analysis of the last seven years on small and medium enterprises (SMEs). This article contributes to the literature in three ways. First, update and expand the existing literature review with a recent stream of research emerging in developing and developed countries such as southern Africa, Spain, China, Germany, Malaysia, Pakistan, Poland, Thailand, the U.K., and Uganda. Second, identify and compile up-to-date knowledge about any performance-based Human resource management in small to medium-sized enterprises (SMEs).. Third, provide a roadmap for future research targeting deficiencies of the existing empirical literature. This article's research combines studies that analyzed ten publications from open access to Taylor & Francis. The results of the analysis findings show the advantages, weaknesses, and novelty of HRM practices to nine types of organizational performance that are fixed variables such as Performance on Business – Enterprise – Firm – Innovation, and performance variables in humans such as Employee – Managerial – Perceived Actual – Proactive Service. This mapping is expected to inspire entrepreneurs, educational institutions, and business consultants because it provides ideas on effectively improving organizational and individual employee performance through training, leadership, and employee engagement.

Keywords: *HRM practice, various performance, systematic literature review, SMEs.*

1. INTRODUCTION

The urgency of this study is to map various performances of small and medium enterprises (SMEs) related to human resource management (HRM) practices because when searching for empirical studies for the last seven years, I found several different performance types. Researchers must map so that they can describe what they have analyzed and what they can develop further. Furthermore, exogenous variables are HRM practices that can affect endogenous variables, and the author chooses training, leadership, and employee engagement because the business will only run with humans. Another reason is that we need to train people to understand the process, leaders must organize the people, and we must engage employees to ensure they stay and work hard to keep the business running smoothly. The problems in research on HRM performance have been known through changes in the economy today, characterized by globalization, accelerating technological changes, and increasing amounts of competition that put significant pressure on management SMEs. Humans are the subject of implementation in business activities that can influence

entrepreneurial performance. Therefore, H.R. management in SMEs is crucial to becoming a significant concern in the study of this scientific paper. [1].

The research method used to explore the problems systematically reviews the library periodically to synthesize and describe the latest advances that stimulate future research. Some high-quality studies have summarized a series of studies on the impact of HRM practices on performance within SMEs. This paper presents the excellence, shortcomings, and novelty of every scientific work published in open access included in the Scimago journal index ranked Q1 and Q2 on Taylor & Francis publisher.

1.1. Literature Review

Our literature review of HRM practice of performance within SMEs shows that HRM-focused literature has different versions, such as enterprise performance. [2], managerial performance [3], Business Performance [4], perceived actual performance and intended performance [5], proactive service performance [1], open innovation performance [6],

performance [7], [8], employee performance [9], firm performance [10]. This complexity, combined with research on performance in MSMEs spread across several regions, has research opportunities to learn further.

The basic concept of this scientific paper uses performance as an endogenous variable and HRM practice (training, leadership, and employee engagement as exogenous variables. Over time, the development of thought and research results show the many types of performance variables and HRM practice variables. The theory used to describe variables focuses on ten articles that have passed the filtering stage based on the research's criteria. Of the many articles sought, articles with hypotheses that mention the relationship between HRM practices and performance in SMEs include entrepreneurial orientation (E.O.) and entrepreneurial competencies (E.C.) that positively affect performance. (Khan et al., 2021) egotism, entrepreneurship, female searchers, and positive influence on managerial performance [3]. CEO duality, Modern stewardship theory, Resource dependence theory, and positive impact on business performance [4]. Off-the-job training and On-the-job training have a positive effect on performance [5]. Leadership, engagement, and positive emotional labor positively affect proactive service performance [1]. Open innovation performance affects the organization's sustainability and culture [6]. Training significantly and positively impacts enterprise performance [7]. Training and employee engagement have a positive effect on employee performance. [9]. Information system integration, the extension of e-business, a commitment based on H.R. practices, and horizontal competition positively affect firm performance [10]; age and seniority, H.R. management, management education, and strategic toolkit affect performance [8].

Ten previous studies were used to establish a mindset and sourced from the publisher Taylor & Francis. These studies were selected through the stages of a systematic literature review, focusing solely on those indexed in the Scimago Journal Rank (SJR) for Q1 and Q2. Those not included in the SJR were removed from the list—Information about the author, title, and journal name is described in Table 1.

2. METHODS

This article uses systematic and broad evidence-based secondary data, including narrative synthesis, to clarify what types of performance are discussed in the HRM field in the MSME sector and what variables affect it. A systematic literature review is beneficial in identifying and evaluating large amounts of evidence published over a long time and often applied in recent literature reviews. [4], The review process consists of three main phases, namely (1) data collection, (2) selection of relevant studies, and (3) data synthesis. This

sampling method in a systematic literature review is also called chain sampling, a sampling strategy where one case organically leads to another—the entire process of collecting and selecting data whose results are summarized in Figure 1.

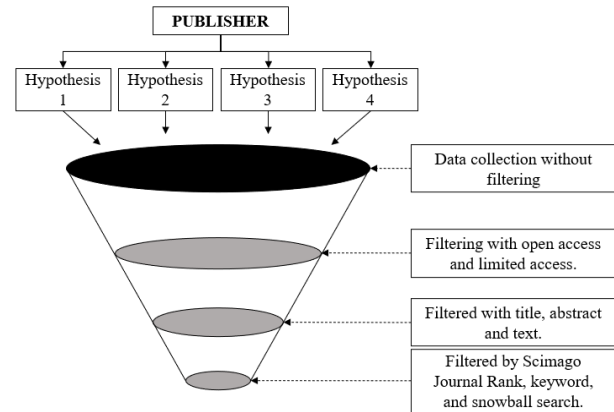


Figure 1 Data Collection

The first phase is the collection of data from keyword combinations related to the research topic. The number of searches selected uses two ways: general search and search focusing only on full access (full access) and open access with the keywords "performance, employee engagement, learning and development, training, strategic HRM, SMEs. These keywords are then used to scan the title, abstract, and article's keywords obtained from one type of publisher, Taylor & Francis Ltd., online through <https://www.tandfonline.com/>. Boria Majumdar (Routledge) states [11]: "I found Taylor and Francis Online very impressive. Very fast and very nice to see. The wait is worth it." This database was chosen due to its complex search. It includes various scientific journals from business, economics, and management disciplines. Determine the method. The article's journal peer review scanned, recognizing it as validated knowledge. [12]. The leading search was conducted in June 2021 and updated in November 2021. The snowball sampling approach is based on guidelines [13].

The second step is the selection of relevant studies. The research collected during the primary search was carefully reviewed to determine if the results were appropriate for this article. Title, abstract, and, in unlikely cases, all studies are reviewed with the following selection criteria:

- 1) Studies analyzed the performance with variables in human resource management (employee engagement, learning, training, strategic human resources management) in small and medium enterprises.
- 2) Studies should use the definition of human resource management and performance in SMEs.
- 3) Studies should use quantitative methods to measure the impact of free variables from H.R.

management. Studies that only analyze qualitative approaches or beyond simple correlation techniques are excluded from the data.

- 4) Studies should analyze the impact of performance on micro, small, and medium enterprises. Studies based on the analysis of large business units are issued (Fritsch, 2013)

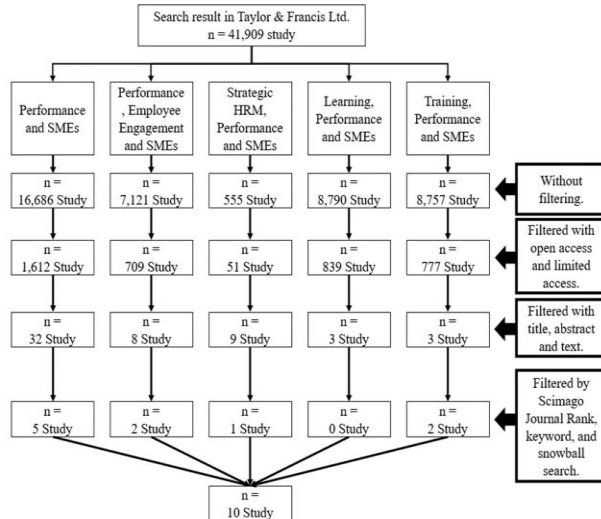


Figure 2 Data Filtering

The extensive search has yielded numerous human resource, financial, and marketing studies. Studies that met only some of the four selection criteria were omitted from the data manually. The selection process in this preliminary search results in $n = 10$ studies. There is considerable variation when comparing sample sizes with related literature reviews; therefore, it is still possible to represent the relevant literature if the sample selected needs to be completed.

The third step synthesizes research data using various human resource management measures in small and medium enterprises. Synthesis of integrative and evidence-based narratives based on guidelines set by [14] selected to combine, combine, and summarize a diverse set of studies. [15] Narrative synthesis is particularly beneficial in cases where heterogeneous theories, samples, methods, and other elements characterize research areas. By meticulously examining each article's methods and results sections, research bias is minimized. This process helps extract literature that delineates steps relevant to entrepreneurship and collates insights linked to the identified performance impact. [16].

3. RESULTS

The research findings of the ten articles in Table 1 are the final results of the findings of the many stages of the screening process, and these details are explained briefly in each paragraph. [2], In their study of 386 systematic random samples in Pakistan, analyzed performance in small businesses or enterprise performance (E.P.) during the Covid-19 pandemic from the existence of entrepreneurial orientation (E.O.)

mediated by competence to entrepreneurship or entrepreneurial competencies (E.C.) which analyzed quantitatively through an analysis of 386 small businesses using systematic random sampling. The purpose of choosing E.O. and E.C. is because both are specific concepts that competitors must easily imitate. The dimensions used to measure E.O. and E.C. are four Khan studies, which refer to the study of creativity and innovating ability, risk-taking tendencies, proactiveness, and autonomy.

[3] Their study of sixteen women business owners in South Africa uses interpretative phenomenological analysis (IPA) methodology to get the facts behind an event separate from each other. Through this IPA, researchers can get closer to the object of the study to collect, translate, and analyze each individual's specific real-life [17] Factors that contribute to performance are mentioned, each having three indicators: psychological, personal, and business. The dimensions of measuring psychological factors are the individual ego, social ego, and cultural ego. The dimensions of measuring personal factors are management, leadership, and job execution capabilities.

Measuring business factors are SME development, SME diversification, and SME expansion. [4] Analyzing the business performance of the 3568 SME board of directors in China registered from 2008-2018, his observation focused on the duality of the Chairman and general managers of 3568 companies. SMEs listed on NEEQ by 37.06%. This combined leadership approach has a notably stronger positive influence on business outcomes than the leadership duality seen in larger firms

[5] His research of 15000 in the U.K. contributes to H.R. management and SME literature by adding to the long-running HRM performance debate. It is now being analyzed more deeply into the training function as part of H.R.'s performance improvement strategy through RBV (Resource-Based Review) and KBV (Knowledge-Based Review) theories to examine H.R. practices related to leaders' performance. The performance studied was more specific to the type of "perceived actual performance (PAP)" or perceived actual performance, "intended performance (I.P.)," or desired performance. The measurement through the type of training taken is off-the-job training (training in a particular classroom) and on-the-job training (direct training in the workplace), either done alone or both (off and on-the-job training) to employees who are non-managerial and managerial staff or owners. Dimensi pengukuran yang digunakan untuk menganalisis PAP dan IP adalah: (1) Off the job staff training, (2) On-the-job staff training, (3) Managerial training.

[1] Moreover, [18] Interpersonal leadership plays a crucial role in enhancing the engagement and proactive performance of frontline workers in the

hospitality sector. Meanwhile, employee engagement acts as a vital bridge, channeling the effects of interpersonal leadership towards assertive behavior. Future studies focusing on regulatory tactics that tap into profound emotions align with the self-determination theory (SDT). [19]. [1] Defining "proactive service performance" is a self-initiated, (2) long-term oriented, and (3) persistent, individually oriented attitude by exceeding the specified performance requirements. Employee engagement reflects a positive, dynamic state of work-related psychological motivation, characterized by both physical commitment to achieving performance results and emotional and cognitive investment.

[6] The evaluation of structural equation modeling (SEM) From a study of 300 SMEs across diverse industries in China and Thailand, it was found that the interplay of organizational culture has a mediating effect on open innovation performance in SMEs, backed by transformational leadership, organizational ambiance, teamwork, and the empowerment of employees. Concurrently, corporate sustainability acts as a mediator, positively linking open innovation performance in SMEs with aspects like operations, marketing, customer support, capital administration, and the company's monitoring and evaluation.

[7] Measure performance on MSMEs on Business Outputs and H.R. Related Outputs through Training Professionalisation Level. The free variables analyzed are the approach to training, TNA (Training Need Analysis) design, Training Planning, and Training Evaluation. The outcomes of activities can be measured from productivity, service quality, and innovation. The dimensions used for professionalization level assessment use a systematic model using ten criteria: The first variable approach to training – (1) Determining if movement is conducted consistently or intermittently. For the TNA variable: (2) its utilization and the origin of the information being assessed; (3) the application of TNA's external outcomes; (4) the method the organization employs to record information during the TNA process. In terms of Training planning: (5) discerning whether training is exclusive to certain employee groups or universally offered; (6) the training methodologies implemented; (7) the intended objective of the training; (8) identifying who within the

organization can access the training blueprint. For the evaluation variable: (9) the techniques incorporated and the extent to which Kirkpatrick's levels are covered [20]; (10) how to document information and evaluate. The result is that the training process determines the desired outcome, [21]

[10] It reveals that the company's performance is related to e-business by being mediated by innovation. The integrative research method models the least structural partial equation (PLS) on data sets from 175 Spanish manufacturing SME levels. The results of the statistical model analysis corroborate the conjecture of the first hypothesis regarding the relationship between I.S. integration and e-business usage rates, the second hypothesis linking commitment-based H.R. practices and e-business usage rates, the fourth hypothesis linking e-business usage rates and organizational innovation, but failing to strengthen the relationship between horizontal competition and the extent of e-business use. In addition, the results for the fifth hypothesis regarding corporate innovation that mediated the relationship between e-business usage levels and company performance tested with three tests to test the effects of mediation, namely the Sobel test, the Aroian test, and the Goodman test, and show partial support for this.

3.1 Weaknesses from various HRM and Performance research.

They were starting from [2]. This study does not highlight strategies for increasing E.C. and E.O., as the mirrored dimensions are incomplete although widely cited in the literature, especially for E.O [3], Explaining that the study has three main limitations faced quite commonly in interpretative phenomenological analysis: (IPA) studies but does not negatively affect the overall findings and conclusions of the paper, namely: (1) relatively small sample size, (2) subjects under relatively new investigation for entrepreneurial research, limited access in obtaining supporting data through studies conducted, (3) this study discusses certain groups of performance factors that require researchers to remain within the context of the specified research. [5] His research revealed that his research had two main shortcomings, namely (1) data limitations using dichotomous variables and not considering additional dependent variables such as actual sales data and not measuring the extent of the effect of training on company performance between different companies.

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accounting because the opportunity costs are different from the company's field of operations which have primarily ignored practices within the company with adverse results. Another area for improvement in this innovation research is cross-sectional data that can still be done for longitudinal studies so that the results are unique and specific. [7] The study has four limitations: the methods and samples are limited only to companies

Table 2. Summary of various performance on HRM research

Country	Research object	Research Design	Variable
Pakistan (2021)	386 Systematic Random Sampling. Health & safety products, stitching, cooking/baking, Edu. Services & I.T.	Quantitative (SPSS dan AMOS)	Enterprise Performance; Entrepreneurial orientation; Entrepreneurial competencies; Small enterprises
Afrika Selatan (2021)	16 Female Owners	Qualitative (IPA)	Managerial Performance; Egotism; Entrepreneurship Female.; Success
China (2021)	3568 The Board of Directors of the g 2008–2018 in NEEQ market	Quantitative (2 stages instrumental variable method)	Business Performance; CEO Duality; Modern stewardship theory; Resource dependence theory
Inggris (2020)	(2015 Small Business Survey containing large-scale data) lebih dari 15,000 owner-managers of SMEs	Mix Method	Perceived Actual; Performance; Intended; Performance; Off-the-job training; On-the-job training
Malaysia (2020)	438 Frontline hospitality employees	Quantitative (Smart PLS)	Proactive Service Performance; Leadership; Engagement; Positive emotional labor;
Thailand & China (2020)	300 Different Business Industries	Quantitative (SEM)	Open Innovation Performance; Organizational sustainability; Organizational culture
Polandia (2019)	100 sampel peserta ESF program (Tracz-Krupa 2017).	Qualitative (Literature from meta analysis)	Performance; Training; SME
Uganda (2018)	150 employees in 4 Catholic founded hospitals	Quantitative (SPSS)	Employee Performance; Training; Employee engagement
Spanyol (2016)	175 Spanish Manufacturing SMEs	Quantitative (Smart PLS)	Firm Performance; I.S. integration; The extent of e-business; Commitment-based HR practices' Horizontal competition
Jerman (2014)	50 Pilot Study, 6000 Sample machinery and equipment sector	Quantitative (SPSS)	Performance; Age and seniority; Human resource management; Management education; Strategic toolkit

relatively small sample size, (2) subjects under relatively new investigation for entrepreneurial research, limited access in obtaining supporting data through studies conducted, (3) this study discusses certain groups of performance factors that require researchers to remain within the context of the specified research. [5] His research revealed that his research had two main shortcomings, namely (1) data limitations using dichotomous variables and not considering additional dependent variables such as actual sales data and not measuring the extent of the effect of training on company performance between different companies. (2) the absence of opportunities to analyze in detail the subjects covered during training and the number of hours spent on training activities. [6] explained that the measurement of the parameters of open innovation performance results that are not yet available in their research, and also the absence of sustainability

in Poland; moreover, the number of MSMEs observed only reflects part of the sample. Second, on performance evaluation, only the steps of perception are analyzed to give rise to the possibility of bias.

3.1. Advantages from various HRM and Performance research

Previous research has quite diverse advantages, including stated by [4] that the results of his study can provide empirical evidence in optimizing the company's board structure and improving business performance. [5] Expressing the advantages of the mixed-method approach can produce significant knowledge of the reasons that prevent MSMEs from providing formal training opportunities to their staff. [1] By integrating the principles of Self-Determination Theory (SDT) into training and development plans, and analyzing employees' aspiration for growth and optimal

performance, the research emphasizes the importance of a highly motivated workforce for success in the contemporary service-oriented business landscape. [6] Shows the superiority of its research in the methods and analysis section, where the most significant differences in SMEs in the number and employment of the workforce that determine performance and mapping the unique environment of interrelated SME clusters support innovation performance to win the business competition. Open innovation performance (OIP) organizations owned by SMEs can develop service processes, technologies, and products to maintain business continuity. [7], explaining that the impact assessment of training and development activities realizes the importance of investing in training practices in MSMEs for their owners. [9] Managers are prohibited from developing policies and procedures and making decisions in isolation from employees.

3.2. Novelty from various HRM and Performance research

[4] highlight a departure from previous research in their approach. Instead of focusing on the entirety of the board of directors or solely on independent directors (as most existing literature does) to examine the link between their characteristics and company performance, they chose to start their investigation from the selection of the Chairman. Specifically, they explore whether the combined roles of chairman and general manager can influence performance. Additionally, their study differs by concentrating both on international and domestic markets, specifically zooming in on China's NEEQ and its small to medium-sized enterprises (SMEs). Their analysis delves into the connection between board leadership attributes and the performance of a company. (2) A single index as a measurement of business performance derived from previous literature refers to the Boston matrix derived from two probability factors and the growth of a comprehensive measure of company performance, where variables are divided into four intervals, avoided because the inaccuracy of a single variable affects empirical results, making the measurements more comprehensive.

3.3. Novelty from various HRM and Performance research

Novelty from previous research is explained by [4] Most of the current research predominantly focuses on the entire board of directors or just the independent directors to understand the connection between their traits and a firm's success. This study, however, begins its investigation with the Chairman's appointment, probing into the potential effects of merging the chairman and general manager roles on performance. Additionally, the research zeroes in on both international and local markets, particularly targeting China's NEEQ and its SMEs, to explore the correlation

between the board's leadership qualities and organizational outcomes. Moreover, instead of using a singular index for gauging business success, as previous studies have done—like the Boston matrix, which relies on two probability elements and a company's growth rate—this study opts for a more holistic measure. This approach sidesteps the pitfalls of using a single variable, which could skew empirical findings, making the performance assessment more well-rounded. Next, [1] Initial findings underscore the significance of the positive aspects of emotional labor in studies centered on employee performance. These findings resonate with the foundational beliefs of self-determination theory (SDT), which posits that every individual inherently seeks to exert effort. (2020) Explained that his research on HRM practices in MSMEs could respond to the quality of actions taken and needs to evaluate when training and development programs are carried out. [9] claim that their research on employee engagement mediates training and performance in Uganda's health sector. [10] Mention that e-business and organizational innovation positively impact performance.

3.4. Reporting Research Results

Interpretation of the results of the study according to the author, there are three main points, namely: (1) Objects studied, (2) HRM practices, (3) Performance in MSM, (4) The Linkage of HRM practices with performance in MSMEs, (5) Indicators discussed in research findings, (6) Community of indicators (7) Instrument Similarity. Each paragraph will elucidate seven aspects from analyzing the ten articles reviewed. The discussion is the essence of the study that is expected to provide an overview focus of this paper.

3.5.1. The Object Focus

The objects studied in these ten articles are medical and safety equipment manufacturers, tailors, cake manufacturers (food), educational services, software, or I.T. services in Pakistan [2]. In particular, 16 female business owners in South Africa for sales (soft fruit, hard seed fruit, farm, vegetables) [3]. Three thousand five hundred sixty-eight directors from 2008-2018 are listed on the NEEQ China market [4], as many as 15,000 owners and managers of SMEs in the U.K. [5], 438 front-row employees of hospitality services in Malaysia [1], 300 different industries in Thailand and China (Srisathan et al., 2020), 100 Polish SMEs were benefiting from the European Social Fund (ESF), 150 employees at four Catholic foundation hospitals located in Uganda [9], 175 manufacturing SMEs in Spain (Soto-Acosta et al., 2016), and 6000 employees working in machinery in Germany [8].

H.R. practices that are the findings of the study are (1) H.R. management, (2) off-the-job training, (3) training two outside the classroom and while working (on-the-job training), (4) leadership (interpersonal,

transactional), (5) employee engagement, (6) management education, (7) observation of age, (8) role as a senior employee, (9) egotism, (10) application of organizational culture, (11) application of managerial devices, (12) Integration with information systems, and (12) horizontal competition. After reviewing ten articles in ten countries studied seven years from now, any practice in the field of human resources dominated by three variables that are a trend that successfully improves employee performance, namely [5], [7], and [9], then the practice of leadership [3], [4], dan [8], and employee engagement [1] dan [9].

3.5.2. *Various Performance in SMEs*

Performance in SMEs is the research findings into the type of research on HRM practices; there are ten types of performance. If grouped according to the unit of analysis, there are two types: humans and organizations. Classified as human as a unit of performance analysis are (1) managerial performance, (2) intended performance, (3) Employee performance, (4) proactive service performance, and (5) perceived actual performance. What makes the organization a unit of analysis is (1) enterprise performance, (2) business performance, (3) open innovation performance, and (5) firm performance (company performance).

3.5.3. *The relationship of HRM practice with performance in MSMEs*

The relationship of HRM practice with performance in MSMEs is very close, and about 90% of all relationships state that exogenous variables affect endogenous variables. The evidence from research on employee performance and SME performance is primarily positive. The study found three things that did not affect the first-mentioned result: a failure to strengthen the relationship between horizontal competition and the extent of e-business use [10]. Second, senior executive respondents admitted to applying only 36.6% of the registered gauges. One notable weakness of German managers is their limited strategic foresight and experience [8]. Third, CEO duality cannot give too much power to individual executive performance, This deficiency can undermine the oversight capabilities of the organizational board and impede effective management. Furthermore, it can exacerbate both internal and external information discrepancies, potentially escalating agency conflicts,

which can adversely impact the company's performance [4].

3.5.4. *The Similarity of indicators in HRM practices, which have similar variables.*

The Similarity of indicators narrows in HRM practices that have similar variables. At point three, it mentioned training (three articles), leadership (three pieces), and employee engagement (two papers). It starts with training [5], [7] and [9], presented in Table 3. Then, the practice of leadership [3], [4], [1], and [8] are presented in Table 4. The employee engagement [1] and [9] are shown in Table 5.

4. DISCUSSION

This study uses systematic literature review methods to map the various SME performances related to HRM (training, leadership, employee engagement) practices from the last seven years in Scopus-indexed articles in Taylor & Francis publisher. The existence of research objects from data sources tested for validity and reliability, coupled with the presence of several samples scattered in several countries, will strengthen the main foundation of the research framework.

The main contribution of this research is significant because the results of this analysis are expected to capture the novelty of the latest research. It can used for research development for businesspeople, education personnel, students, and the government to take strategic steps and determine the mission or policies regarding human resource development that can later improve individual employee performance and organizational performance. Summary of the three HRM practice variables explained as follows:

4.1. *Training variables with similar indicators.*

First, training variables with similar indicators are presented in Table 3, which illustrates that the three articles with similarities to training are only two, namely studies in the U.K. and Uganda that have the same indicator: job training and on-the-job training. The two articles need to explain the instrument's details, so there is no information on whether the device used is the same or different in the table. In comparison, one

article that looked at SMEs in Poland was more detailed on the focus of the training variables, where four indicators have two to three instruments. The first indicator is how the training approach has dimensions: (1) Activities continuously, (2) Activities sporadically. The second indicator of TNA (Training Need Analysis) has an instrument: (3) The use of TNA results, and (5) Availability of training for all employees or limited to a

operations board. (4) indicators of seniority and executives who have the instruments of age, seniority, management education, obtaining strategic management tools, application of strategic management tools, the absorption rate of strategic management tools, and number of seminar days in five years. Furthermore, (5) interpersonal leadership indicators have transformational leadership instruments, interpersonal

Table 4. Analysis of Indicators and Instruments on H.R. practices for leadership variables

No	Authors	Indicators	Instruments
1	(van Rensburg & Kanayo, 2021),	Psychological factors	(1) Individual egotism (2) Social egotism Cultural egotism
		Personal Factors	(1) Managerial ability (2) Leadership ability (3) Execution ability
2	(Li et al., 2021)	Duality CEO	(1) The CEO focuses on business operations (2) The Chairman focuses on the operation of the board
3	(Wagner & Paton, 2014)	Seniority and executive	(1) Age (2) Seniority (3) Management Education (4) Obtain strategic management tools (5) Application of strategic management tools (6) The absorption rate of strategic management tool (7) Number of seminar days in five years
4	(Aslam et al., 2020)	Interpersonal Leadership	(1) Transformational leadership (2) Interpersonal Justice (3) Informational Justice

narrow group of workers. The third indicator is training planning with the instrument (6) training techniques used, (7) Training objectives, and (8) who have access to the training plan. Final indicators, training evaluation with instruments (9) The methods employed and the extent to which the Kirkpatrick evaluation levels are addressed, and (10) information and assessments.

4.2. Variables related to leadership practices exhibit analogous indicators.

Second, leadership practice variables with similar indicators are presented in Table 4. The analysis results show no similarities because the four studies have different indicators and instruments, namely (1) indicators of psychological factors that have instruments in the form of individual egotism - social-cultural. (2) indicators of personal factors that have instruments in managerial ability - leadership – implementers. (3) CEO duality indicators have CEO instruments focusing on business operations and Chairman focusing on the

justice, and informational justice.

4.3. Variables about employee engagement display analogous indicators.

Third, employee engagement variables with similar indicators are presented in Table 5. The analysis results are indicators of employee engagement in these two articles, so in sum, there are six indicators: cognitive engagement, emotional engagement, physical engagement, vigor, absorption, and dedication. The study of these two kinds of literature does not explain each indicator's instruments.

The managerial implications of this study make us realize that the business output measured by the organization's performance is the impact of employee performance. Although it has different benchmarks, the results of both versions are derived from human resource activities. People need to be trained because they need to understand the process. Why is leadership required? Because the firm needs to organize the people.

Table 5. Analysis of Indicators and Instruments on H.R. practices for employee engagement variables

No	Authors	Indicators	Instruments
1	(Aslam et al., 2020)	Cognitive Engagement Emotional Engagement Physical Engagement	(not mentioned in detail)
2	(Sendawula et al., 2018).	Vigor; Absorption; Dedication	(not mentioned in detail)

Why is employee engagement meaningful? Because the owners must keep, the workers stay and strive to run the business and grow together. Another finding is that some business owners still need to gain managerial knowledge. There is also a requirement for the Board of Directors or manager certification in the future.

AUTHORS' CONTRIBUTIONS

We aimed a systematic review of the literature inspecting the HRM practices and performance in SMEs. Our investigation was motivated by research development from several studies that have analyzed several HRM practices with two focuses, namely, the performance of humans and organizations. We aim to compile research, identify similarities and gaps, and explore areas for future research. Overall, our research contributes to the HRM practice literature (training, leadership, employee engagement) on different types of performance in entrepreneurship by categorizing ten publications over the last seven years from 2014 to 2021 at open-access publisher Taylor & Francis. The findings are that human performance is divided into five parts: managerial performance, intended performance, employee performance, proactive service performance, and perceived actual performance. Then, organizational performance is enterprise performance, business performance, open innovation performance, and firm performance. The first evidence is fifteen variables that affect performance with organizational analysis units. They are entrepreneurial orientation, entrepreneurial competencies, CEO duality, modern stewardship theory, resource dependence theory, training, information system integration, the extent of e-business, commitment-based H.R., Horizontal competition, age and tenure, human resource management, management education, and strategic toolkit are key factors. On the other hand, when considering human-centric analysis, there are up to ten variables that influence performance, such as: egotism, entrepreneurship, off-the-job training, on-the-job training, leadership, employee engagement, positive emotional labor, Organizational sustainability, organizational culture, and training. The results of an analysis of twenty-five variables that affect organizational performance and human performance show that training is the single variable most commonly used to measure organizational and human performance.

Our findings contribute to the entrepreneurial literature by showing that training effectiveness to organizational performance is influenced by training approaches, TNA, planning, and evaluation of the details of subjects and the number of hours spent on training activities. Then, leadership effectiveness depends on psychological factors, personal factors, seniority and executive, interpersonal leadership, and the need to make licensed directors, board members, and executive directors in SMEs improve organizational performance. Because the duality of CEOs widely found

in the SME sector is like a knife with two sharp sides, which can boost performance or vice versa, the latter for business owners should consider the employee engagement index as a mediator of improving employee performance and organizational performance.

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The weaknesses, advantages, and novelty of the articles indexed by Scopus Q1 and Q2 from ten studies from ten countries in the last seven years have been presented in the background of this study. The conclusion is not perfect in every study; there is always a gap found and conveyed by the author to used as a basis for further research. Some of the holes presented are the depth of analysis, data limitations, and sample limitations, which still need to be bigger, so there is a need for a cross-sectional study. There is less time for research even though it has been cross-sectional, so there needs to be longitudinal research, not paying attention to additional dependent variables that can included in the study. Some studies only use perception measures to analyze to give rise to bias in longitudinal research.

LIMITATION

The main limitation of this study lies in the small number of previous research samples because it is limited to open access instead of full access and is limited to three search variables that actually practice does not only exist in training, leadership, and employee engagement. Opportunities with other HRM practices, such as talent, compensation, benefits, recruitment, and competence, can still be researched further. Another limitation is only from one publisher, where many are still accessible to other publishers. The literature search may include only some research related to HRM practice and performance in entrepreneurship despite our extensive efforts. Second, we only focus on articles published in English.

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