



Knowledge, Skills, and Ability on SME Performance: A Systematic Literature Review

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Abstract

The quantity of micro, small, and medium-sized enterprises determine job creation and earnings equality in alongside the economy's expansion. However, SMEs confront several challenges, one of which is a lack of human resource (HR) skill sets, in particular, capacities, qualifications, as well as expertise. Studies on the factors influencing the performance of small and medium-sized businesses that focus on knowledge, skills, and talents are relatively uncommon in the literature. Therefore, the primary objective of the present investigation seeks to figure out the elements, where its focus on understanding, expertise, along with abilities that promote smaller and medium-sized the company's sustainability. This study is based on the incorporation of multiple research methodologies and reviews based on publication standards, specifically ROSES (Reporting Standards for Systematic Evidence Synthesis). To choose articles, two superior databases, Dimensions and Core, as well as one supporting database, Google Scholar, are used. This review has identified 14 major topics based on the thematic analysis used. With a concentration on expertise, abilities, and knowledge, this research project offers tremendously to our existing awareness of what factors are underlying the profitability of small and medium-sized enterprises. The discoveries highlight that relatively little study is currently conducted regarding employee expertise in businesses of all sizes, focuses on knowledge, skills, and abilities in performance. It additionally aids to clarify the integral part human capital competences serve towards enhancing the operational efficiency of medium- and small-sized companies.

Keywords: SMEs; Knowledge; Skill; Ability; Systematic Literature Review

Introduction

The growing number of small and medium enterprises (SMEs) is crucial to the industries of all nations on the entire globe, not only contributing to the household sector but also to the employment sector (Mondal & Rahman, 2022). A similar idea was also conveyed by Fahmi & Hadiyati (2020), who stated that the presence of SMEs, apart from creating jobs and regional income, also has a quite significant role in economic development. Interesting things are also conveyed by the development that SMEs are widely recognized and have been able to contribute significantly to GDP and prevent unemployment by creating jobs throughout the world, including in countries (Alberti, Ferrario & Pizzurno, 2018; Sabatino, 2016). Likewise, with explanations by Kumburu, Kessy & Mbwambo (2019), small and medium businesses are considered the most capable of improving growth and livelihoods. This phenomenon is also in line with Yadewani (2018), which clarifies that the persistence of sidewalk marketers improves the economy's stability over time.

SME performance is still in the spotlight for academics, researchers, and policymakers because there are still many differences and uncertainties regarding the definition and measurement of SME performance and what variables influence it, along with some additional components. (Ardiana & Brahmayanti, 2010; Felício, Couto & Caiado, 2012; Bouazza, Ardjouman & Abada, 2015; Gomezelj & Antončič, 2015; Ibrahim, Abd Rani & Ooi, 2018; Widjajanta, 2018; Murtadlo, 2018; Da Costa & Xiong Ying, 2021; Sefnedi & Yadewani, 2022; Yadewani, 2023). Another phenomenon also explains why previous researchers focused more on human resource competencies in large companies (Iles & Yolles, 2003; Pajo, Coetzer & Guenole, 2010). On the other hand, it states that digital marketing has evolved over a period of time and how SMEs are adopting it for their survival (Yadewani *et al.*, 2023).

Notwithstanding the great deal of study results on small and medium-sized enterprises accessible right now, it has not been sufficiently accomplished to methodically examine these research findings, discover trends, and come up with fresh topics. More specifically, little consideration has been devoted to scrutinizing processes such as eligibility requirements, assessment, and recognition. It is essential to properly evaluate prior research, in line with Robinson & Lowe (2015). Dewey & Drahota (2016) additionally argue that the SLR is a methodology that sets up, instruments, and then reviews previous investigations with the goal of responding to the troubles that were originally given. Moreover, the evaluation paper's mission is to point out research shortfalls and offer ideas for additional investigation (Fayolle & Wright, 2014). It can be concluded from this phenomenon that most viable studies focus on empirical data. Moreover, a systematic review delves into a variety of study data concerning the subject of interest, utilizing specific techniques and methodologies (Armstrong *et al.*, 2011; Elshaer & Marzouk, 2019). The lack of studies that explore the performance of SMEs has been claimed by previous scholars. Ellis (2010) emphasizes the importance of systematic literature reviews compared to traditional literature reviews because they are comprehensive, minimize bias, and highlight the quality of studies. The few existing and related systematic literature reviews do not focus on KSA to improve the performance of SMEs (Sana, Poddar & Paul, 2020; Firend & Chun, 2018). The research question of this study is: How do knowledge, skills, and abilities influence SME performance? In contrast, the intention of this study is to see how expertise, talents, and skills affect the growth of SMEs. Furthermore, the current research will add to the amount of evidence already present by creating a methodical literature rating about the connections amongst information, abilities, and talents and small- and medium-sized corporations.

Research Methodology

Review of the Process - ROSES

The SLR is guided by ROSES (Reporting Standards for Systematic Evidence Synthesis). ROSES were developed by Haddaway *et al.* (2018) and aim to strengthen and maintain sound methodologies for developing SLRs through increasing transparency and to ensure and control the quality of reviews. Applying the PICo method, "P" for Issue or Population Growth "I" for passion, with "Co" for Context, research hypotheses must initially be formulated within the framework of the SLR technique. Several methodical aspects influenced the preparation and execution of the file discovery tactics: proof of identity, examination, and implementation. The following phase in the integrity evaluation method is carrying out the parameters that specified (Hong *et al.*, 2018). In this case, the quality of each selected article is determined before being included in the review. And finally, the data extraction and data analysis process are carried out. This process uses guidance from the main research question, while qualitative data synthesis (thematic synthesis) is carried out in analyzing the extracted data. In order to guarantee that the procedure for reviewing achieves the assessment targets, the writers said when it is acceptable, adhere to the comments made in the evaluation despite exploring options.

Raising Inquiries for Research

Employ PICo, this stands for "P" (an estimated population of or Concern), "I" (interest), and "Co" (Context), whereas generating study topics (Lockwood *et al.* 2015). Pi has been classified by authoring for the purpose of the scrutiny. As well as medium-sized businesses (Population), productivity (context),

and expertise, abilities, including capabilities (Relevance). This enabled attainable for the investigators to come up with the investigation's primary inquiry objectives;

RQ1 How do knowledge, skills, and abilities influence SME performance?

Systematic Search Strategies

The searching approach provided by Shaffril *et al.* (2018), composed of three different processes include identification, testing, also feasibility. it is described by the author in the present research.

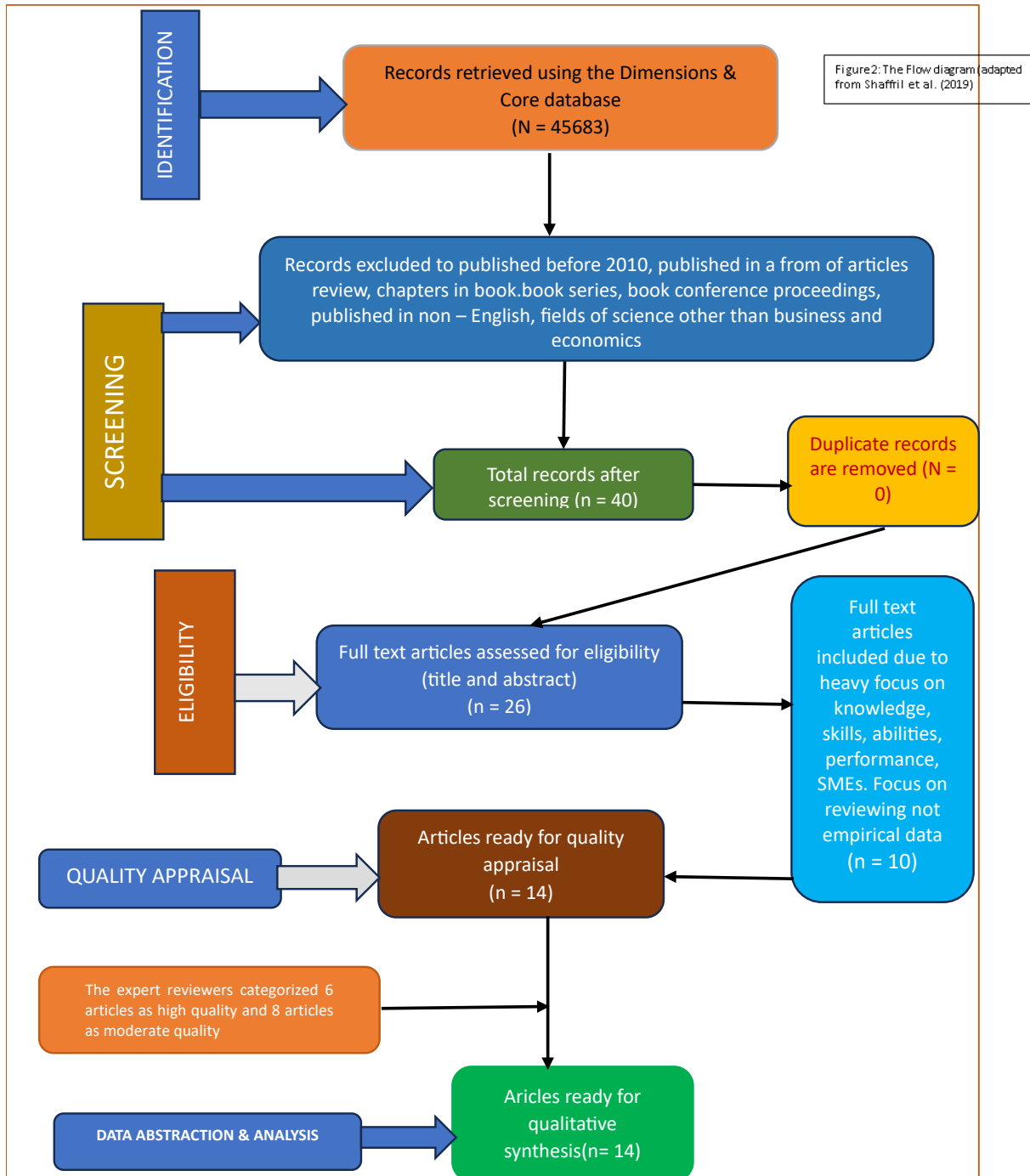


Figure 1: Formulation of Research Question

Identification

At this stage, it refers to the problem formulation that has been determined so that three main keywords are identified, namely Small and Medium Enterprises (Population), knowledge, skills, abilities (Interests), and performance (context). Because there are additional terms, the researcher explores for these phrases through employing a web-based thesaurus including thesaurus.com, pursuing substitutes, associated terms, as well as variations thereof, reviewing phrases in different the form of databases, checking phrases employed during previous investigations, and obtaining comments, the professionals. So, we found several keywords that were similar to performance, such as business growth, and business. Next knowledge, skills, and abilities are found in Human capital. The next step is that the keyword combination is processed using a search function and Boolean operators in two databases: dimensions and Core (see Table 1).

Table 1: Keywords for searches that serve a purpose especially for repositories

Search Sequence Database
Dimensions TITLE-ABS: Knowledge AND Skill AND Ability AND Performance AND SMEs AND Business Growth AND SMEs Performance
Core Knowledge, Skills, Abilities, Performance, SMEs, Human Capital, Business

Based on search efforts, a total of 45683 potential articles were identified from the selected database because this research only discusses the knowledge, skills, abilities, and performance of SMEs.

Filtering

The second procedure, namely filtering, is carried out by selecting which articles to include or exclude and is done manually by the author (with the help of a database or manually filtered by the author) from previously determined criteria (see Table 2).

Table 2: Standards for acceptance along with elimination

Exclusion Guidelines
Timeline 2010 – 2022 <2010 and before.
Journal articles form of publication Assessments of papers, books, and conferences
Non - British English
Field subject Business and economic engineering, technic, medicine, etc
Type context Open access non-open access

Kraus *et al.* (2020), stated that the 'maturity of the research field' must be the reference material for reviews. So, the screening process was limited to articles published between 2010 and 2022. Next, the author decided to review papers that only came from empirical research. The next criteria are only to determine articles that use English select economic and business studies and determine articles that can only be accessed.

Eligibility

In the next stage regarding eligibility, the author checks the remaining papers manually regarding the title, abstract, or entire paper with the aim of whether the paper meets the specified inclusion criteria. One hundred twenty-two articles were excluded during the title screening stage, and during the abstract screening stage, 68 articles were removed. Another six articles were excluded after the authors read the contents of the selected articles. In total, 196 articles were removed at this stage because they did not focus on SME performance, did not focus on knowledge, skills, and abilities, and referred to sciences other than social sciences. A total of fourteen papers all together throughout the initial phase of excellence evaluation.

Quality Assessment

Two trained professionals appraised the remainder of the pieces with the objective to keep the high standard of the information and with criteria based on Abouzahra *et al.*, 2020 with the following list of questions: 1) Are the research objectives clear? 2) Are the assignment's objectives and capabilities offered? 3) Is the approach used for the study has been well characterized? 4) Is the strategy's fundamental the idea clarified? 5) Is the position evaluated and contrasted to other relevant employment? 6) Are the assignments inhibits explicitly indicated? (Table 3). Utilizing a specific grading structure: No (N)=0, Partly (P)=0.5, or Yes (Y)= 1. Each ranking judgment is reached utilizing freedom of choice. The entire team of authors acknowledge that, at the moment in the selection procedure, every piece which has been selected has satisfied the essential requirements for technique as well as evaluation. The fourteen articles overall fulfilled every criterion, seven pieces achieved a minimum of 4 requirements, whereas 6 products effectively matched no fewer than five requirements (Table 4). At that stage, both the co-author and authors separately investigate the worth of the previously released documents.

Results and Discussion

A literature review search produced 14 articles conducted in various countries around the world. Out the total of fourteen pieces which were picked, three came out in 2013, a single piece in 2014, and 2 throughout 2015, one article in 2016, two articles in 2017, one article in 2020, two articles in 2021, and three articles in 2022 (See Table 2).

No.	Author and Year of Publication	Method	Outcomes
1	Aminu (2015)	Kuantitatif	The relationship of competence to employee performance
2	June, Kheng & Mahmood (2013)	Kuantitatif	The relationship between competence, person-job fit and employee job performance
3	Foroudi et al. (2017)	Kualitatif	The factor that influences the growth of the company is the relationship between technology and marketing capabilities
4	Samara, 2013	kualitatif	Just discussing family involvement in ownership and management has a positive hub with the company's performance in Lebanon
5	Alomar & Pasek (2014)	kuantitatif	Supply chain to measure performance but only in family-owned companies
6	Sabiu, Mei & Joarder (2016)	kuantitatif	The effect of HRM practices on organizational performance
7	Febrianti & Herbert (2022)	Kuantitatif	The result in this study is that business ability and innovation have an effect on performance
8	Kamau & Kyalo (2022)		That ICT infrastructure, management support, user expertise and information storage affect the performance of SMEs in Embu Regency.
9	Audretsch, Belitski & Korosteleva (2021)	kuantitatif	The relationship of managerial knowledge with SME performance
10	Marino-Romero, Palos-Sanchez & Velicia-Martin (2022)	kuantitatif	Digital capabilities are DT's defining enabler in improving performance digital resources integrated in KIBS companies and on the performance of their organizations
11	Richard, Triana & Li (2021)	kuantitatif	IRMS that can combine effectiveness and flexibility objectives may be in the optimal strategic position whether they are pursue

12	Pulka, Ramli & Mohamad (2019)	kuantitatif	Many factors affect the performance of SMEs, such as management competencies, entrepreneurial orientation, VRIN, ICT
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The connection connecting expertise also small-scale along with medium in size company achievement

For improved efficiency within an organization, exceptionally skilled assets must be present. Scientific research indicates an association amongst competence and the achievement of businesses of all sizes by (Sembiring, 2016b; Wibawa, 2018); Amelia, 2019; Sedyastuti *et al.*, 2021). For this reason, it is necessary to increase the knowledge of the owner or manager in completing every job they do, they must be skilled, fast, and precise, then select each work task and increase their knowledge according to the business field they are involved in. (Prastowo, 2019). Owners or managers will focus more on increasing knowledge both formally and informally to improve the performance of the businesses they run. This can also be interpreted as meaning that SMEs that have good knowledge will also have better performance.

The association within medium-sized businesses as well as their skills

Empirically, the skill variable influences SME performance, which has been proven by previous researchers (Aliyu, 2017; Sembiring, 2016a; Widjajanta, 2018; Al Mamun & Fazal, 2018; Slamet & Bintoro, 2019; Rizan & Utama, 2020; Wijaya, Yadewani & Karim, 2022) Therefore, every owner or manager must improve the skills they have. One way that SMEs can overcome the challenges they face to improve performance is by providing training (Mashenene & Kumburu, 2020).

Furthermore, the entrepreneurship training that is implemented is an important foundation for forming intentions, thoughts, strategies, and motivation in running a business. Business owners and executives have to consider an assortment of competencies and learning opportunities pertaining to the business and work fields that are made available to all staff members on an ongoing schedule in order to ensure their understanding of the subject grows. That, in consequently, influences their motivation for continually improving the operations of small companies in an environment of strong rivalry.

The link amongst smaller as well as medium in size companies' effectiveness and organizational capacity

The outcomes of the present investigation correspond with previous investigations indicating the effects of competencies on SME accomplishment (Ardiana & Brahmayanti, 2010; Wibawa, 2018; Viviani, Mufidah & Fibriyani, 2020; Wijaya, Yadewani & Karim, 2022). These findings show that SMEs that have good capabilities will have better business performance. A continuation of the abilities possessed by every owner or manager, namely that they must be able to choose effective and efficient work methods to be considered successful in carrying out the work they are carrying out (Kristiani, Pradhanawati & Wijayanto, 2013).

Conclusion

This researcher's review has found that only a few publications discuss human resource competency in small and medium enterprises that focus on knowledge, skills, and abilities on performance. This situation is caused by a lack of agreement regarding the definition of SME performance that is used so that one discovery and another regarding SME performance cannot be used outside the context of human resource competency. With the goal to attain this objective, additional research investigation was undertaken to discover a number of concepts, indications, and facets relevant to the effectiveness of businesses of all sizes. It is pertaining to talents, expertise, and abilities.

Realizing the important role of human resource expertise in enhancing the efficacy of medium-sized businesses presents a further obstacle for the proprietors and leaders of these types of businesses. This suggests that medium- and small business success will rise in a straight line to all attempts undertaken towards improving employee capability. grasping regarding customer understanding,

marketing approach, and additional topics are illustrations of various types of abilities from the knowledge factor that can be utilized during either official or informal college. In the interim, talents pertaining to economics, manufacture, and various other areas might be supplied for the purpose to allocate attention to capability aspects. Furthermore, capability variables can be developed in several ways, such as managing a business, making decisions, and changing business environments.

In order to verify the theoretical basis of worker competences for Businesses in developing nations, further survey-based investigations are essential. Additional investigations employing the longitudinal design consider must be conducted to examine the achievement of small and medium-sized enterprises over an extended period. These research investigations are able to serve as a foundation of data by future investigators who are going to use longitudinal approaches in order to evaluate and create ideas about competencies in human resources that concentrate on expertise, abilities, and skills in the backdrop of the accomplishments of business.

Conflict of Interests

The authors affirm that they do not have any conflicting objectives.

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