STRATEGIC HUMAN RESOURCE MANAGEMENT PRACTICES AND ORGANIZATIONAL PERFORMANCE OF SELECTED STARTUPS IN DELTA STATE, NIGERIA

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ABSTRACT

Over the years, startups have been recognized for their roles in encouraging creativity and enhancing economic growth and development. Unfortunately, many of them are challenged with low performances due to poor performance management system, low skills, and inadequate succession planning; hence, this study examined the effect of Strategic Human Resource Management Practices (SHRMP) and the organizational performance of a sample of start-ups in Delta State of Nigeria. A survey research design was adopted, and data was collected from 296 respondents made up of rank-and-file and management staff of the selected start-ups in Delta State using a structured questionnaire. The data obtained were analyzed using descriptive and inferential statistical methods with the aid of the Statistical Package for Social Sciences, (SPSS) version 25. The result found that there is a significant positive effect between the determinants of human resource management practices {Performance Management (=0.420), Human Capital Development (=0.350), and Succession Planning (=0.290)} and organizational performance of the start-ups. Thus, it was concluded that startup firms that adopted strategic human resource management practices will experience positive organizational

performance. It was recommended among others that startups should prioritize the development and implementation of robust performance management systems. This study has demonstrated that the application of strategic human resource management indicators will enhance organizational performance.

Keywords: Strategic human resource management, performance management, human capital development, succession planning, startups.

INTRODUCTION

The survival of newly established firms, particularly the infants and startups in Nigeria, has become the focus of successive administrations as well as many stakeholders in Nigeria. This may be linked to their role in job creation and the enhancement of rapid economic growth and development of the country (Arogundade *et al.,* 2015). Startups are nascent firms built with the aim of solving problems innovatively and with the potential of growing rapidly (Adekoya *et al.,* 2023). Although they contribute immensely towards the growth and development of the economy, their sustainability in establishing resilient human resource management practices remains uncertain (Kaliannan *et al*., 2022).

Strategic human resource management (SHRM) is perceived to be a fundamental tool for enterprise effectiveness. This is because human resource management (HRM) needs to be managed properly, strategically integrating human capital with organizational objectives, to enhance performance (Ndubuisi & Ugwu, 2021). This is especially important for entrepreneurs who work in fast-changing markets with limited resources. This technique methodically aligns human resource allocation and functioning with the business objectives to guarantee synergy between human capital strategy and organizational sustainable goals (Omar *et al.,* 2023). It equally involves the adaptability of the conventional HR practices into the organizational strategic objective of sustainable development in a technologically driven business environment (Kess-Momoh *et al.,* 2024). As a key strategy for digital transformation, strategic human resource management promotes digitalization, technological adaptability, human capital formation, and emotional safety (Năstase *et al.,* 2025). Accordingly, startups are expected to incorporate strategic human resource management to foster competition, adaptability, and sustainability (Adetomiwa & Ayobamidele 2024).

As an integral part of SHRM practices, performance management incorporates individual employee performance with organizational objectives (Li et al., 2024). Performance management is expected to boost innovation and adaptability, impacting the organizational effectiveness of startups (Mancebo *et al.,* 2025). Through setting clear goals and giving continuous feedback and appraisal of performance results, it acts as an effective medium where SHRM practices produce beneficial organizational outcomes (Era, 2024). Furthermore, the success of every organization is hinged on the competencies of its workforce, which is the fundamental role of human capital development. Human capital development is an indispensable function of SHRM aimed at improving employees‘ competencies in the organization. Its activities encompass training, retraining, and development of leadership skill

programs, which is imperative in improving the skills of employees and adapting to technological changes as well as market needs (Nwafili, 2024). Investment in human capital helps startup firms in the recruitment, maintenance, and retention of skilled employees and in maintaining an organizational environment that fosters innovation and sustainable growth (Omogbiya *et al.*, 2023). Conversely, its absence may result in workers' incompetency, thereby causing low morale and inefficiency.
Obviously, it is expected of every entrepreneur to desire that their businesses outlive them. This going-concern motive needs to be backed by proper planning of their workforce and leadership. Succession planning ensures the continuity of management and knowledge sharing in order to mitigate turnover and knowledge loss associated with it. The process of transferring leadership tasks from one individual to another is referred to as management or leadership succession (Nwafili *et al.*, 2023). Successful succession planning enhances organizational performance through employees' retention, training and development, and knowledge sharing designed to improve operational capacity (Aondokhir, 2026). Due to the importance of leadership succession in an organization, organizations plan the exit of the leaders ahead of time in order to prevent knowledge loss (Kajwang, 2022). This practice reduces the risks related to change of leadership by ensuring sustainability and stability of the organization (Samuel & Isa, 2024). Recently, various studies have been carried out on the relationship between SHRM practices and organizational performance of manufacturing and other large industries in Nigeria. A paucity of empirical studies has been carried out on startups in Delta State, which constitutes a research gap intended to be filled in this current study.

Objectives of the Study

While the broad objective of the study examined the effect of strategic human resource management practices on organizational performance of selected startups in Delta State, this study was specifically structured to;

i. investigate the effect of performance management on organizational performance of selected startups in Delta State.
ii. evaluate the effect of human capital development on organizational performance of selected startups in Delta State.
iii. examine the effect of succession planning on the organizational performance of selected startups in Delta State.

Research Questions

The study was guided by the following research questions:

i. How does performance management affect the organizational performance of selected startups in Delta State?
ii. To what extent does human capital development affect the organizational performance of selected startups in Delta State?
iii. What is the effect of succession planning on the organizational performance of selected startups in Delta State?

THEORETICAL UNDERPINNING AND HYPOTHESES FORMULATION

Human Capital Theory (HCT)

Human capital theory is one of the central pillar frameworks in economics, education, and strategic HRM. The major proposition of this theory was that the investment in human capital development through education, training, and skill acquisition will improve the performances and earning power of employees (Marimuthu et al., 2009). This suggests that individuals' knowledge, skill, ability, and competency are regarded as capital to be invested in in order to create economic value (Oltulular, 2025). Educational qualifications cause variations in the earnings of employees and their performances, and human capital as an asset enhances employees' and organizational performance (Fubara et al., 2023). This aligns with the objective of strategic human resource management, which aims at improving efficiency within the organization for better organizational outcomes. The essence of performance management is to identify the areas of strength and weaknesses of the employee to enable the organization to properly place their workforce or possibly embark on human capital development for the improvement of the skills and competencies of their workforce. Likewise, succession planning targets preventing knowledge loss by ensuring sustainability and stability in the leadership of the organization. The overall goal of these SHRM practices is to improve performance and ensure organizational competitiveness, which aligns with human capital theory.

Performance Management and Organisational Performance

Performance management is described as a practice adopted by the organization to improve its employees' productivity and their integration with strategic objectives of the firm (Onyango & Bando, 2022). It systematically plans, evaluates, and enhances individual and group performances with the purpose of achieving improved productivity as well as general organizational goals (Faozen & Sandy, 2024). As a modern approach to managerial supervision involving goal setting, feedback, training, and development, performance management is designed to motivate and facilitate employees' engagement and commitment (Faozen & Sandy, 2024). Fundamentally, performance management is defined as a holistic approach of organizational design, work planning, appraisals, and feedback that optimizes employees' performance at both individual, group, departmental, and strategic levels (Dwivedi, 2021). In the opinion of Hanandeh et al. (2024), performance management is a process designed to identify, assess, and strengthen employees' competencies for the purpose of achieving organizational goals. It is a means to communicate expectations, assess outcomes, and share benefits, thereby enhancing long-term organizational success through the enhancement of human capital (Samwel, 2018). According to Maake (2024), the alignment of these top-level strategies and the individual responsibilities foster clarity of purpose among the employees on how and what each individual is contributing to the organizational success. In addition, appropriate performance management creates a positive feedback loop, enhancing organizational management through evaluation, thereby leading to improved organizational strategies and processes (Gorski & Dumitracu, 2023). This is a holistic approach to employees' incentive drivers, aligning employee and corporate goals as well as improving employees' performance (Indrasari & Pamuji, 2023).

The focus of performance management is to enhance employees‘ performance critical to achieving organizational success. According to Dixit and Sharma (2021), performance management approaches enhance team spirit and individual performance, enabling the organization to attain its goals. In the opinion of Onyango and Bando (2022), performance management alleviates employees‘ productivity. This helps improve organizational performance. Samwel (2018) equally asserted that performance management has a positive significant effect on both employees‘ and organizational performance.

H01: Performance management has a significant positive effect on the organizational performance of startups in Delta State, Nigeria.

Human Capital Development and Organizational Performance

The success and survival of firms in today‘s competitive and dynamic business environment depend largely on the availability of human capital as a source of competitive advantage (Daniel, 2019). Human capital creates value, thus being regarded as assets that can be used for enhancing organizational performance (Chigozie et al., 2018). This suggests that organizational performance and overall success depend on the skills and capabilities of human resources in the organization (Islam et al., 2023). This fundamental relationship existing between human capital and organizational performance has led to the plethora of scholarly works based on the understanding that human capital is important in the attainment of organizational strategic objectives as well as sustainable competitive advantage (Dwivedi et al., 2024). This requires organizations to give special attention to human capital development to build unique qualities and competencies as well as create an environment for continuous skill improvement and an emphasis on the internalization of external knowledge (Gadzali et al., 2023). These forms of strategic investment in human resources enable firms to improve not only individual employees‘ performance but also build organizational routines and processes to absorb, learn, and utilize knowledge in various disciplines (Li et al. 2020). In essence, organizational performance is a function of human capital, which includes knowledge and skills acquired through education, experience, and training (Milošević et al., 2021). This is due to the fact that human capital, apart from being rare, valuable, and inimitable, can be used as a source of competition (Nderitu et al., 2019). The acquisition and development of these human competencies as intellectual property is important to create a firm-specific performance advantage and competitive position over time (Kesti & Syvjrvi, 2015). Therefore, building capacity and capital formation in the form of training, education, and professional development increase cognitive skills, the acquisition of skills, and overall productivity, resulting in increased creativity and performance (Abiddin & Talha, 2024).

Empirical studies found a positive significant relationship between human capital development and organizational performance. For instance, Nwafili, (2024) found a positive significant relationship between human capital development and employees‘ performance. In the opinion of Daniel (2019), human capital development improves organizational performance. Similarly, Chigozie et al. (2018) opined that knowledge impacts positively on product quality while skill impacts on innovation.

H02: Human capital development has a significant positive effect on the organizational performance of startups in Delta State, Nigeria.

Succession Planning and Organizational Performance

Succession planning is necessitated by the need to strategically prepare individual employees in an organization for career trajectory and maintenance of high-standard performance to enable them to take over from the incumbent peradventure there is an exit due to retirement, promotion, turnover, or even death (Gabriel et al., 2020). Effective succession planning involves managers preparing for their exit and that of their subordinates as soon as they are placed in the position. This ensures that a vacuum, which has a detrimental effect on organizational survival, does not occur (Nwafili et al., 2023). And requires proactiveness in human resource audits and forecasts to avert such occurrences. According to Siambi et al. (2022), developing internal strategy helps mitigate the susceptibility of an organization by ensuring internal human capital, thus reducing disruption drastically and preserving organizational talents. Consequently, effective succession planning encompasses risk mitigation techniques to involve a broader strategy that ensures organizational resilience, progression, and sustainability, thereby facilitating transmission of intergenerational knowledge and improvement in decision-making processes (Klugah *et al.,* 2025). The essence of succession planning is to meet the future organizational strategic needs and operational requirements by identifying, evaluating, and building leadership human resource assets (Dauda, 2013). As a mechanism for identifying future human resources systematically, succession planning requires periodic evaluation in order to achieve this core mandate (Al-Jahwari & Alwi, 2023). Likewise, it is imperative that potential openings are identified, followed by the choice of skills and expertise required for the sustainability and growth of the business (Mahto & Mandal, 2023). This persistence measurement transcends identifying individual personality factors, skills, experience, and knowledge, which are predictors of qualities required for organizational leadership (Ghazeli *et al.,* 2023). Succession planning can be used to build a robust leadership pipeline within the organization through the matching of skills with future organizational needs (Chitamba, 2025). This is of particular importance to firms operating in an unstable business environment to guarantee their growth and sustainability (Chitamba, 2025). This kind of plan helps organizations build internal capacity that will ensure an uninterrupted supply of manpower for crucial managerial positions and facilitate smooth business operations and organizational effectiveness (Mihir & Padroo, 2025).

Empirical studies found that succession planning has a positive significant effect on organizational performance. For instance, Nwafili et al. (2023) found that management succession planning is significantly related to organizational sustainability. Succession planning helps identify and alleviate the risks associated with positions in an organization by offering an improved reward system, employees‘ engagement and participation in decision-making, and, of course, training of the successors to enable them to fit into the designated positions (Daniel et al., 2020). This improves organizational performance. According to Klugah et al. (2025), succession planning influences the organizational performance of SMEs in Ghana.

H03: Succession planning has a significant positive effect on the organizational performance of startups in Delta State, Nigeria.

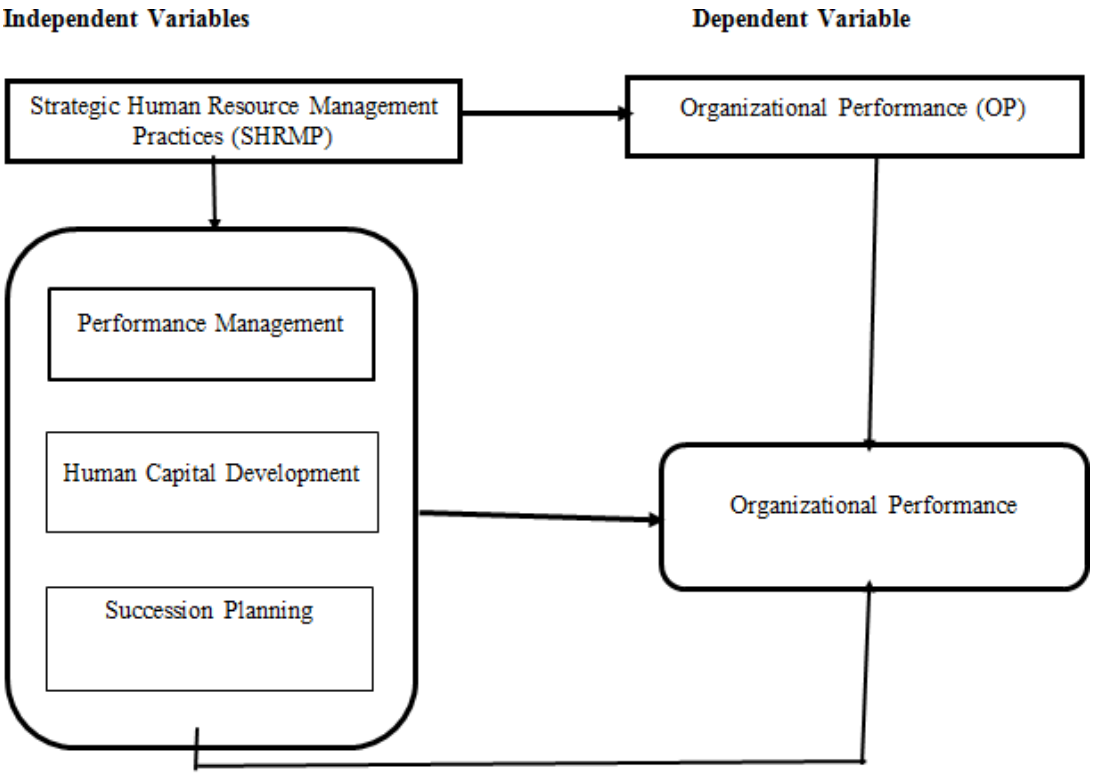
Conceptual Framework of Variables

The below model showed the relationship between strategic human resource management strategies and organizational performance of startups in Delta State, Nigeria.

$H0_3$: Succession planning has a significant positive effect on the organizational performance of Startups in Delta State, Nigeria.

Conceptual Framework of Variables

The below model showed the relationship between strategic human resource management strategies and organizational performance of startups in Delta State, Nigeria.



Source: Researchers' Model, 2026.

Abdulkareem and Adekunle (2025) conducted a study on the effect of SHRM practices on capital flight in Nigeria's healthcare sector. Data were obtained from 361 healthcare workers in Abuja out of 5,836 while applying the survey design approach. Findings of the study show a positive significant relationship between SHRM practices' indicators and capital flight in Abuja

hospitals. In order to reduce capital flight and enhance service delivery, this study recommended training, work-life balance programs, employees' recognition, and commitment.

Similarly, the relationship between HRM practices and financial and non-financial performance of SMEs in Nigeria was investigated by Ogunyomi and Bruning (2016). To test the hypotheses, the survey research design method was applied to 236 respondents. Using multiple regression for data analysis, the result revealed a direct relationship of human capital development and occupational health and safety with non-financial outcomes and employee performance management and non-financial outcomes on financial performance. In this study, it was revealed that HRM practices jointly represent 16% of the variation experienced by non-financial performance and 12% of the variation experienced by financial performance, affirming that HRM practices drive the organizational performance of SMEs.

In their study, Onyango and Bando (2022) looked at the extent to which performance management practices (specifically goal setting) affect employee productivity in the Kisumu County government. They used a quantitative research design, collecting data from 361 employees out of a population of 3709, using a proportional stratified random sampling approach. The analysis involved both descriptive and inferential statistics, performed using SPSS on the data obtained from a Likert scale questionnaire. The results obtained indicated that goal setting affects employee productivity positively (= 0.399), explaining 15.9% of the variation in productivity. The study concluded that well-established goal-setting practices may improve employee productivity.

However, the study conducted by Nwafili (2024) sought to examine the effect of human capital development on employees' performance in Delta State civil service. In this study, survey research design was adopted, and a sample of 357 respondents provided the sufficient data used for regression analysis. Findings showed that manpower planning and career development are positively related to employees' performance. Forecasting of future human resource needs of the organization, amongst others, was recommended to ensure sustained organizational performance.

Furthermore, the impact of succession planning on the privately owned companies was investigated by Terzungwe (2026) in Benue State in terms of management development, talent retention, and knowledge transfer. Building on human capital and resource-based theories, the study surveyed 170 employees drawn using the Taro Yamane formula and random sampling method. From the result of data analysis, a positive and significant relationship exists between the components of succession planning and organization performance. The findings showed that good succession planning improves performance.

Again, Nwafili *et al.* (2023) examined the effect of management succession planning on the organizational sustainability of SMEs in South-South Nigeria. The result of multiple regression on data obtained from 200 participants of 7 cities in 4 states of south-south geopolitical zones showed that the variables of succession planning (training, mentorship, and manpower planning) are positively significant to SMEs' sustainability in south-south Nigeria. It was concluded that proactive leadership succession planning will improve the performance and long-term sustainability of SMEs in south-south Nigeria.

METHODOLOGY

A descriptive survey design using a quantitative approach was employed. A total of 200 startups in Delta State were investigated with a focus on 10 employees conveniently chosen in each of the startups (Bryman, 2016), bringing the total population to 2,000. Using the Krejcie and Morgan table of sample size determination, a sample size of 322 was drawn. A 5-point Likert-scale questionnaire was used, measuring variables such as performance management (PM), human capital development (HCD), and succession planning (SP). The stratified random sampling technique was adopted to take care of the heterogeneity of the startups and their employees in the three senatorial districts. The instrument was validated by experts, and reliability was confirmed with a Cronbach alpha of 0.7. Data were analyzed using descriptive statistics and regression analysis with SPSS 25.

Table 1: Reliability Statistics Result

Variables	Cronbach's Alpha	Number of Items
Performance Management	.759	5
Human Capital Development	.748	5
Succession Planning	.730	5

Model Specification and Estimation Strategy

The focus of this study is on Strategic Human Resource Management Practices (SHRMP) and Organizational Performance of Selected Startups in Delta State, Nigeria.

$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$ ..... (1)

Where:

Y = Organizational Performance (OP)

a = Constant term (intercept)

b1, b2, b3 = Regression coefficients of the independent variables

X1 = Performance Management (PM)

X2 = Human Capital Development (HCD)

X3 = Succession Planning (SP)

e = Error term

By substitution,

$OP = a + b_1PM + b_2HCD + b_3SP + e$ ..... (2)

RESULTS AND ANALYSIS

To determine the effect of strategic human resource management strategies on organizational performance, 322 questionnaires were administered, out of which 296 were successfully

retrieved, accounting for a 92% return rate, and subsequently used for statistical analysis. Multiple regression was conducted between organizational performance (dependent variable) and performance management, human capital development, and succession planning using sample data from a field survey. The results are shown in tables 2, 3, and 4 below.

Table 2: Multiple Regression Analysis among the Construct of Strategic Human Resource Management Strategies

Coefficients[a]

Model		Unstandardized coefficients		Standardized coefficients	t	Sig.
		B	Std. Error	Beta		
1	(constant)	1.738	1.010		1.721	.086
	performance management	. 420	.070	.380	6.00	.000
	human capital development	.350	.060	.320	5.830	.000
	succession planning	.290	.080	.260	3.630	.001

Dependent variable: Organizational Performance.
Source: SPSS output of field survey, 2026.

Table 2 above showed that the results from multiple regression analysis revealed that all the constructs of strategic human resource management (performance management, human capital development, and succession planning) have a positive effect on organizational performance. It recorded that performance management has a positive effect on organizational performance ($\beta = 0.380$, $p < 0.001$), human capital development ($\beta = 0.320$, $p < 0.001$), and succession planning ($\beta = 0.260$, $p = 0.001$). The β value shows the effect of these constructs on organizational performance, i.e., the extent to which they accounted for the change in organizational performance.

Table 3 Model Summary of Multiple Regression

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.714	.510	.503	.912

a. Predictors: (constant), Performance management, human capital development and Succession planning.

Source: SPSS output of field survey, 2026

Table 3 above showed the model summary of the multiple regression. It showed the change in organizational performance brought about by performance management, human capital development, and succession planning. 50.3% of the change in organizational performance is explained by performance management, human capital development, and succession planning.

Table 4: Fitness of the Model Analysis (ANOVAa)

Model		Sum of Squares	df	Mean Square	F
1	Regression	389.620	3	129.870	58.230
	Residual	373. 980	296	1.260	
	Total	763.600	299		

a. Dependent variable: Organizational Performance

b. Predictors: (constant), Performance management, human capital development, Succession

Source: SPSS output of field survey, 2026

The *F*-ratio in table 4 above tests whether the overall regression model is a good fit for the data. The table showed that strategic human resource management significantly predicts organizational performance, F (3, 296) = 58.230, $p < .0005$ (This means that the regression model is a good fit for the data).

Discussion of Findings

Hypothesis One

The result of the regression analysis revealed that performance management has a positive and significant effect on organizational performance ($\beta = 0.380$, $p < 0.001$). From the beta value, a change in performance management will lead to a 3.8% change in organizational performance of startups in Delta State. Improvement in performance management will lead to a 3.8% increase in organizational performance and vice versa for a reduction. Based on this result, the null hypothesis is rejected, while the alternative hypothesis is accepted. This implies that performance management significantly enhances organizational performance among startups in Delta State, Nigeria. This finding is consistent with the study of Onyango and Bando (2022), who found that goal-setting practices positively influence employee productivity and organizational outcomes. The finding also agrees with Dwivedi's (2021) assertion that effective performance management improves employees‘ efficiency and organizational effectiveness through continuous monitoring, appraisal, and feedback mechanisms. In relation to the conceptual framework of this study, the finding confirms that performance management, as a dimension of strategic human resource management practices, contributes significantly to organizational performance. This indicates that startups that establish clear performance targets, employee evaluation systems, and regular feedback channels are more likely to improve productivity, accountability, and operational efficiency. The finding further aligns with the views of Gorski & Dumitracu (2023) and Indrasari & Pamuji (2023) that performance management serves as a strategic mechanism for aligning employees‘ efforts with organizational objectives and enhancing sustainable organizational success.

Hypothesis Two

The regression result showed that human capital development has a positive and statistically significant effect on organizational performance ($\beta = 0.320$, $p < 0.001$). The beta value suggests that a change in human capital development will bring about a 3.2% change in organizational performance of startups in Delta State. The more the startups embark on human capital development, the more the improvement of organizational performance by 3.2% and vice versa. Consequently, the null hypothesis is rejected, thereby accepting the alternative hypothesis. The finding is in agreement with the study of Nwafili (2024), which revealed that manpower planning and career development positively affect employee performance. The result also supports the findings of Chigozie et al. (2018), who established that investment in employee training and development improves productivity and organizational effectiveness.

From the perspective of the conceptual framework, the finding validates the proposition that human capital development is a critical component of strategic human resource management practices that drives organizational performance. The result implies that startups that invest in employee training, skill acquisition, career advancement, and knowledge development are more likely to achieve innovation, adaptability, and competitive advantage. This finding also aligns with the views of human capital theory, which emphasizes that employees‘ knowledge, competencies, and skills are valuable organizational assets capable of improving organizational productivity and long-term performance.

Hypothesis Three

The result of the analysis indicated that succession planning positively and significantly affects organizational performance ($\beta = 0.260$, $p = 0.001$). By implication, a change in succession planning will bring about a 2.6% change in organizational performance of startups in Delta. The more startups engage in succession planning, the more their performances improve by 2.6% and vice versa. Therefore, the null hypothesis is rejected, while the alternative hypothesis is accepted. This finding supports the study of Terzungwe's (2026) assertion that there is a positive relationship between succession planning and organizational performance. The finding also aligns with the study of Nwafili *et al*. (2023), which concluded that proactive succession planning improves the sustainability and performance of SMEs. In relation to the conceptual framework of this study, the finding confirms that succession planning is an important dimension of strategic human resource management practices that enhances organizational performance. The implication is that startups that identify and prepare future leaders, transfer organizational knowledge, and maintain leadership continuity are better positioned for sustainable growth and operational stability. The finding further aligns with the views of previous scholars (Gabriel et al., 2020; Klugah et al., 2025; etc.) that succession planning minimizes leadership gaps, preserves organizational memory, and strengthens long-term organizational resilience and sustainability.

CONCLUSION AND RECOMMENDATIONS

The study concludes that startup firms that adopt strategic human resource management practices such as performance management, human capital development, and succession planning will experience positive outcomes in terms of organizational performance.

Based on the findings of this study, the following recommendations are hereby presented:

i. Management of startup firms should give priority attention to the establishment and implementation of effective performance management systems. This can be achieved through the development of clear performance targets, regular employee appraisal mechanisms, continuous feedback processes, and reward systems that align individual performance with organizational objectives. Such strategic initiatives will enhance employee productivity, accountability, and overall organizational efficiency.
ii. Startup organizations are encouraged to invest consistently in human capital development through structured training, workshops, professional development programs, and career advancement opportunities. This recommendation is necessary because the dynamic nature of the contemporary business environment requires employees to continuously update their knowledge, competencies, and technological skills in order to improve innovation, adaptability, and organizational competitiveness.
iii. Organizations should institutionalize succession planning as a strategic human resource management practice. Startup firms should proactively identify and groom potential leaders capable of assuming critical managerial responsibilities in the future. This will ensure leadership continuity, reduce operational disruptions associated with employee turnover, and strengthen the long-term sustainability of the organization.

Limitation of the Study

Despite the valuable insights provided by this study, certain limitations were encountered in the course of the research.

First, the study was restricted to selected startups in Delta State, Nigeria; therefore, the findings may not be entirely generalized to all startups or organizations operating in other states or sectors of the economy. The geographical limitation may have influenced the diversity of organizational structures and management practices captured in the study. Again, the study adopted a cross-sectional survey research design, which focused on data collected at a single point in time. As a result, the study could not adequately capture the long-term effects and dynamic changes associated with strategic human resource management practices and organizational performance over time. As such, further studies should expand the scope of the study beyond Delta State by conducting similar studies across other states and geopolitical zones in Nigeria in order to enhance the generalizability of findings. And longitudinal research designs should be adopted to examine the long-term effects of strategic human resource management practices on organizational performance over a sustained period.

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