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**MANAGEMENT OF BUSINESS PROJECTS IN THE HRM AXIS:
IMPACT OF HUMAN RESOURCE SATISFACTION PRACTICES ON
THE PRODUCTIVITY OF CAMEROONIAN AGRI-FOOD SMES**

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Abstract: Since project management is generally stressful because of its countless activities, a subjective HRM of projects leads to great conflicts and tensions. Previous scientific work has focused more on project management for large companies. The opinions of project management experts are divergent between those who are skeptical about its link with HRM and those who maintain that HRM is a global lever for project success. This study aims to enrich this debate by focusing on the existence of a link between HRM and the management of SME projects. The general hypothesis of the study is based on the principle that the HRM practices of SMEs can result in objectivity in recruitment procedures, the relevance of remuneration systems, rigors in training actions and the development of skills determine the levels of organizational productivity. The methodological design adopted is the wish-based sampling technique of administering a questionnaire to a sample of 87 parties interested in the study. The results reveal that HRM practices have significant links with the productivity of SMEs. These results could be explained by specific characteristics of HRM in SMEs. By way of discussion, since few studies are done in SME project management, shouldn't future methodologists give prominence to the exploration of this research perspective?

Keywords: Project Management, HRM, HR Satisfaction, Productivity, SME.

GESTION DE PROYECTOS EMPRESARIALES EN EL EJE DE GESTION DE RECURSOS HUMANOS: IMPACTO DE LAS PRACTICAS DE SATISFACCION DE RECURSOS HUMANOS EN LA PRODUCTIVIDAD DE LAS PYMES AGROALIMENTARIAS CAMERUNESAS

Resumen. Dado que la gestión de proyectos es generalmente estresante debido a sus innumerables actividades, una gestión de recursos humanos subjetiva de los proyectos conduce a grandes conflictos y tensiones. El trabajo científico anterior se ha centrado más en la gestión de proyectos para grandes empresas. Las opiniones de los expertos en gestión de proyectos son divergentes entre quienes se muestran escépticos sobre su vínculo con HRM y quienes sostienen que HRM es una palanca global para el éxito del proyecto. Este estudio tiene como objetivo enriquecer este debate centrándose en la existencia de un vínculo entre la gestión de recursos humanos y la gestión de proyectos PYME. La hipótesis general del estudio se basa en el principio de que las prácticas de GRH de las PYMES pueden traducirse en objetividad en los procedimientos de contratación, la relevancia de los sistemas retributivos, los rigores en las acciones formativas y el desarrollo de habilidades determinan los niveles de productividad organizacional. El diseño metodológico adoptado es la técnica de muestreo basada en deseos de administrar un cuestionario a una muestra de 87 partes interesadas en el estudio. Los resultados revelan que las prácticas de gestión de recursos humanos tienen vínculos significativos con la productividad de las pymes. Estos resultados podrían explicarse por las características específicas de la gestión de recursos humanos en las pymes. A modo de discusión, dado que se realizan pocos estudios sobre la gestión de proyectos PYME, ¿no deberían los futuros metodólogos dar protagonismo a la exploración de esta perspectiva de investigación?

Palabras clave : gestión de proyectos, HRM, satisfacción de los recursos humanos, productividad, PYMES.

Introduction

There is now consensus around the world that the strength of government economies is based on Small and Medium-Sized Agri-Food Enterprises (PMEA) (OECD, 2004). With this in mind, YASMINE (2019) notes that it is time for financial institutions and African government leaders to give a crucial place to the developments of these small agrifood industries. Indeed, PMEAs represent the backbone of the economies of the African continent in the sense that they employ more than 90% of companies and employ around 60% of the active population made up in particular of young people and women (FJOSE & GREEN , 2010). It should be noted that not only are the PMEAs bases for the development and creation of new local jobs, they also make a substantial contribution to meeting urgent challenges which include in particular the provision of public services and sustainable development. In Cameroon, notwithstanding an enigmatic political and economic environment, PMEAs are considered to be catalysts of the national economy, occupying just over 90% of the fabric of production and 54% of job creation. NTOH (2009) points out that the relevance of PMEAs is marked by the existence of a ministerial department dedicated to it, namely the Ministry of Small and Medium Enterprises, Social Economy, and Crafts (MINPMEESA).

Faced with a constantly changing business environment, SMEA entrepreneurs must take significant risks to overcome the many challenges they face (BEN, 2020). The innumerable challenges faced by many PMEAs favor their failures and often even their deaths. PMEAs fail because of traditional managerial paradigms not based on project modes. Some of the successful SMEA entrepreneurs make use of project-based management methods. Given that the management of PMEAs in project mode refers jointly to a work strategy and a management technique, the objective of which would be to ensure cooperation and collaboration between several employees (Fleur, 2020). SMEA entrepreneurs must operate in project mode for several reasons. Among other things, this management method develops the degrees of trust, communication and cooperation between the stakeholders. This mode allows HR to get out of their ordinary operations to acquire new skills and consequently increase the various expected results upstream. Helping small and medium-sized enterprises to achieve the expected objectives would involve looking for professionals capable of project management (Brunet, 2021).

From economics to management, including new information and communication technologies, not to mention the agrifood industries, organizations must place project management at the center of their ambitions. Project management is the optimal approach to achieve strategic objectives in all structures (Granger, 2020; Goncalves, 2020). As such, project management occupies a prominent place in all organizations as a very effective management style (Granger, 2020). History tells us that project management appeared in its modern form at the dawn of the 1950s (Moperto, 2011). There are countless dimensions that characterize project management as an area of study. Among others, there is the management of civil engineering projects, the management of sanitary projects, the management of sustainable development projects and the management of enterprises. This scientific publication is positioned in the area of project management for companies focused on HRM. The choice of the HRM axis of PMEAs is not a risky fact even less reductionist, it is justified by the fact that PMEAs do not all conceive HRM in the same way.

In the SMEA ecosystem, a relevant HRM promotes the recruitment of high talents, contributes to the well-being of employees, guarantees the development of skills and above all builds the loyalty of high potentials. While PMEAs constitute the bulk of Cameroon's economic fabric and contribute better than large companies to the development of the country, Nkakleu (2016) considers that the review of the HRM literature of PMEAs is poorly structured. Within Cameroonian SMEAs, it is singular to realize that HRM is often reduced to the weak part of the iceberg, particularly in the administrative management of personnel (Revolution-Rh, 2016). As soon as we approach training, payroll, professional relations, recruitment and other practices in the field of social management, the HRM of PMEAs shines with limits amply presented in the issue (Nabila, 2017).

The interest shown by the scientific community in the satisfaction of SMEA staff has grown over the past decade. Indeed, several researchers believe that staff satisfaction in SMEs is undoubtedly the concept studied by the greatest number of contemporary researchers (Larouche & Delorme, 1972; Lise, 1990; Surbhi, 2017). Notwithstanding this great scientific

deployment, methodologies do not seem to have access to in-depth knowledge of the satisfaction of the HR of SMEs (Larouche & Delorme, 1972). As of this date, no researcher knows whether staff satisfaction is an effective strategy promoting the HR involvement of SMEs in general, let alone agro-food SMEs in Cameroon. This is a limit and a lacuna relating to epistemology. In addition, there is no research that can confidently answer the following question: what are the effects of staff satisfaction on the productivity of agribusiness SMEs in Cameroon? Regardless of its status and size, the main asset of an SMEA is its human resource. It is right that for Peretti (2013), including the HR dimension in the strategy of any organization is now a necessity and pushes us to explore the theme entitled: "Impact of HR satisfaction on the involvement of Cameroonian SMEs. "

Issue and Literature Review

The development of African nations depends on the companies which are the engines of socioeconomic progress (Zambo, 2006). In the march towards the emergence of Cameroon by 2035, entrepreneurship through agri-food SMEs is decisive (Yang, 2009). Entrepreneurship in agri-food SMEs gives rise to questioning of personnel management methods in terms of job creation, both for modern companies and those under development (Garang, 1999). The concrete achievement of results in terms of job creation by agribusiness SMEs is proof of the improvement in the economic performance of nations (Amos, 2016). The Cameroonian head of government rightly declared: "The Cameroonian government relies mainly on the development of its SMEs to meet the immense challenge of employment" (Yang, 2009). It is singular to note the innumerable weaknesses of agribusiness SMEs (Patricia, 2005).

The weaknesses of agri-food SMEs are, among other things, the very high mortality rates, the lack of forward-looking skills management, the lack of interest on the part of managers for the well-being of employees (Axess, 2016). The lack of planning for agribusiness SMEs from their creation is a fashionable phenomenon for many owners (Mouyeme, 2010). The lack of interest in the health of employees of SMEs and the failure to take well-being at work into account in the management process of agro-food SMEs are evident in Cameroon (Axess, 2016; Clubdescho, 2018). Despite some efforts made by the managers of agribusiness SMEs to improve working conditions, the employees of these structures are still dissatisfied (Deschenes, 2018; ArunKumar, 2014). From executives to laborers through performers and agents, each socio-professional category in agri-food SMEs is the victim of the phenomena of dissatisfaction (Cambridge, 2020). The most recent CEGOS social climate study argues that employee satisfaction is lower in companies today (Colders, 2009).

The number of staff enrolled in agro-food SMEs is considerable. It represents a significant part of the proportion of the Cameroonian industrial fabric, i.e. around 50% (INS, 2016). Problems relating to the disengagement of this human capital are identified among the most prominent HRM concerns (Jim Clifton, 2012). Faced with this phenomenon of staff lack of commitment, most managers of agribusiness SMEs experience enormous difficulties in managing their staff in a sound and efficient manner (Balhadj, 2012). More and more, managers of agri-food SMEs are convinced that the achievement of results for their organizations inevitably derives from the quality of employee management (Peretti, 2011). However, in these

companies, the turnover rates are very high. This is a critical issue because staff turnover can slow down growth processes and induce loss of competitive advantage (Filev, 2017; Nwahanye, 2016).

Even if SMEs are important sources of income and tax contributions for nations around the world, Cameroonian agri-food SMEs suffer, more than large companies, from staff management problems by managers. From the observation of a sample of agri-food SMEs in the period 1996 to 2016, it appears that the inexperience and the lack of professionalism of the leaders precipitate the cessations of activity (Evou, 2020). Agrifood SME projects are not always well matured before they are set up (Mouyeme, 2010). The planning that should be done upstream of the actions turns out not to be a priority for the owners and managers of agri-food SMEs (Mouyeme, 2010). In fact, 80% of agri-food SMEs dies every five successive years (Yondeu, 2019).

Based on the aforementioned arguments, employees accuse the HR managers of PMEAs of doing nothing to ensure their professional future (Mouyeme, 2010). This study emphasizes the barriers of HRM that hinder productivity within Cameroonian PMEAs. The lack of professionalism in HRM leads to disinterest in occupational health and the disregard of skills in SMEs (Axess, 2016; Clubdescho, 2018). The central assumption of this scientific contribution was formulated as follows: the well-being of human resources determines their adherence to strategic and operational objectives. Its general objective was to verify from the opinions of the individuals surveyed whether HRM practices determine the levels of engagement within PMEAs.

Several researchers have devoted their scientific articles and doctoral theses to business management, and the number has continued to increase over the years (Vigan & Giauque, 2016). The theme relating to employee satisfaction is at the center of scientific production in business management and the countless research studies on this subject are irrefutable proof of this (Larouche & Delorme, 1972). Notwithstanding this popularity on staff satisfaction, it is strange to note that the results of studies are not yet unanimous among theorists (Larouche, Levesque, & Delorme, 1973). Below will be presented some studies with converging and divergent points of view.

In the article titled “What is Employee Satisfaction”, employee satisfaction according to Gutzman et al. (2020) is “the measures without which employees are satisfied with their work performance and their working environment” (p.1). Employee satisfaction is measured through a satisfaction survey. In this company survey, it is necessary to take into account the remuneration system, the costs of the activities of the employees, the expectations of the managers, the team work and the available resources (Gutzman, et al., 2020). Staff satisfaction can be a critical issue if it does not take into account the important values of top talent (Gutzman, et al., 2020; BasuMallick, 2020).

In the article entitled Happywork: Multi-Agent Modeling of Job Satisfaction, Chapuis and Kant (2014) focus on the subjective elaboration of job satisfaction and organizational influence. Chapuis and Kant (2014) focus on psychosociological models of employee

satisfaction in companies. The results of their research highlight the different properties and psychological approaches relating to the happiness of employees in companies. Added to this, the research reveals a business planning strategy determining employee satisfaction (Chapuis, 2016).

In his research work entitled *Job Satisfaction of University Academics in China*; YU (2009) is one of the few Chinese researchers to have looked into the topic of employee satisfaction. Yu (2009) takes a mixed approach combining qualitative and quantitative data collection. The study overcomes the literary vacuum while presenting the relationship between employee satisfaction and corporate culture. His results show that the job satisfaction of Chinese academics is correlated with several cultural factors.

In the article entitled *Job satisfaction: a consequence of the choice of statistical tools and HRM measurement instruments*, Iglesias et al. (2010) are interested in the link between employee satisfaction and statistical measurement instruments. Iglesias et al. (2010) note the subjectivities when measuring employee satisfaction. Job satisfaction according to IGLESIAS et al. (2010) is "a central concept in HRM. Despite this, the relationships found between this concept and other field variables are still sometimes uncertain or even contradictory "(p.245).

Method

The empirical study itself was carried out during the period from January 2021 to March 2021. In this part, it is a question of presenting the operating framework of the research, the population and site of the study, the perspective of the study, the description of the data collection instrument, the data processing method and the statistical tools used.

Operational framework of the study: According to Law N ° 2010/001 of April 13, 2010 on the promotion of Cameroonian companies, it follows the existence of three SME models including in particular Very Small Enterprises (TPE), Small Enterprises (PE) and Medium Enterprises (ME). However, it seems appropriate to specify that the TPE is a structure employing more than five employees and therefore the share capital is less than fifteen million CFA francs net of tax. The PE is a structure whose number of employees is set between six (06) and twenty (20), whose annual share capital is included between fifteen (15) million FCFA and 100 million FCFA. The PME is an agrifood company which employs between 21 and 100 staff, whose share capital is less than one (01) billion FCFA (NATIONALE, 2010).

Study Population and Site: The study population viewed itself as the group of individuals with similar characteristics of interest to the research. She was represented by all of the nation's SMEA stakeholders. In view of the multiplicity of Cameroonian PMEAs, it was opportune to collect data in the Adamawa region.

Study perspective: The sampling technique chosen made it possible to focus only on individuals with whom the data relating to the correlations between satisfaction practices and involvement in Cameroonian PMEAs are proven and palpable. So to access the sample, we opted for the wish-based sampling technique which consisted of interviewing 87 individuals (employees, entrepreneurs and SMEA sectors).

Description of the data collection instrument: In order to properly carry out the empirical investigations, a homogeneous questionnaire was designed, including closed items, of an impersonal and general nature, for the respondents. This questionnaire was completed by several sections including the identification of the respondents, the objectives and the project of the survey as well as the various questions. In order to ensure confidentiality, reduce frustrations and transcend respondents' suspicions, the mention of the name of the interviewee was optional. Following this identification grid, it was opportune through questions to assess whether the HR satisfaction of SMEAs has an impact on the productivity of SMEAs.

Data processing approach: To optimize the processing of data collected in the field, we made use of computer tools (laptops and electronic tablets). These tools made it possible to build a database and the research results were verified using the SPSS software (Statistics Packages of social sciences). The SPSS software facilitated the insertion of multiple tables and graphs. In addition, we also used Excel application software and a scientific calculator to check the percentages matches.

Inferential analysis: The inferential statistical tool that was chosen was the chi-square. It is also called chi-square, contingency Square, and Pearson's chi-square. Aware of the drawback of this method, which is the fact that it only indicates the existence of a link between the variables, but not the strength of the link between these variables, we nevertheless chose it for three reasons following: first of all it is used well with the nominal variables and also with the classes, then it manages to indicate the existence of a relation between two variables finally it applies whatever the distribution of the variables.

Statistical analysis with chi-square and degrees of freedom: The higher the chi-square, the greater the probability that there are relationships between the variables studied. To consult the tables, it was necessary to calculate the abbreviated degree of freedom in the form dof. In calculating the chi-square for a study variable, the degree of freedom was simply the number of categories minus one. In an array containing two variables, it is the product of the degree of freedom of each variable.

Methods used to test the four hypotheses: Let V and V' be two quantitative variables (not necessarily having the same number of modalities, but represented in the same sample), It was possible to give a rigorous definition of the intuitive idea of independence between the variables. We had to formulate the hypothesis H_0 according to which V and V' are effectively independent. The chi-square test was used to estimate the plausibility of this statement, given the frequencies observed for each pair of modalities in the sample. The results were interpreted in two distinct ways: Either by comparing the calculated chi-square value with that read in the statistical table, taking into account the degree of freedom. When the calculated chi-squares

were greater than the chi-square read in the statistical table, then the null hypothesis was rejected to consider the alternative hypothesis H_a . In this case, the null hypothesis was considered.

Results

Q1: Are you satisfied with the ways in which human resources are managed in your organization?

Purpose of the question: This question is to analyse the satisfaction of employees with the human resource management within SMAEs.

Table 1

On the satisfaction levels of employees with the HRM of their organizations

	Frequencies	Percentages	Cumulative percentages
Yes	11	12.64	12.64
No	76	87.36	100.00
Total	87	100.00	

Note: Source: Authors based on survey data

From this table, it appears that within Cameroonian SMAEs, 12.64% against 87.36% of employees surveyed are satisfied with HRM practices.

Q2: Do you think that recruitment approaches as practiced in SMAES are based on applicants' skills?

Purpose of the question: To test the relevance and objectivity of candidates' recruitment techniques.

Table 2

On the perception of stakeholders' opinions on recruitment processes

	Frequencies	Percentages	Cumulative percentages
Yes	19	21.84	21.84
No	68	78.16	100.00
Total	87	100.00	

Note: Source: Authors based on survey data

21.84% versus 78.16% felt that the recruitment techniques adopted by SMAEs managers were not objective in the sense that they were not based on the skills of the job seekers.

Q3: Do you think that current recruitment techniques help HR productivity in SMAEs?

Objective of the question: To evaluate the effects of recruitment strategies on profitability levels in SMAES.

Table 3

On the perception of respondents' opinions on the correlations between profitability policies and employee productivity

	Frequencies	Percentages	Cumulative percentages
Yes	9	89.65	10.34
No	78	10.35	100.00
Total	87	100.00	

Note: Source: Authors based on survey data.

89.65% versus 10.35% of respondents recognize the existence of links between recruitment practices in companies and employee productivity levels.

Q4: Are you satisfied with your company's compensation systems?

Question objective: To assess HR satisfaction with compensation policies.

Table 4

Employee views on levels of satisfaction with compensation policies

	Frequencies	Percentages	Cumulative percentages
Yes	29	33.33	33.33
No	58	66.66	100.00
Total	87	100.00	

Note: Source: Authors based on survey data

33.33% versus 66.66% of the respondents find the remuneration strategies implemented in the SMAEs to be ineffective in contributing to human capital satisfaction.

Q5: In your opinion, can objective compensation policies practiced within SMAEs increase HR productivity levels?

Question objective: To assess HR satisfaction with compensation policies.

Table 5

On the perception of respondents' views on the correlations between compensation systems and employee productivity

	Frequencies	Percentages	Cumulative percentages
Yes	33	62.07	33.93
No	54	37.93	100.00
Total	87	100.00	

Note: Source: Authors based on survey data

62.07% versus 37.93% maintain that the qualities of remuneration systems determine the performance of HR in Cameroonian SMAEs.

Q6: What do you think about training policies in SMAES?

Objective of the question: To identify the views of HR regarding their employers' obligations to provide retraining.

Table 6
Respondents' opinions on the effects of employee training on their work performance

	Frequencies	Percentages	Cumulative percentages
Yes	13	14.94	14.94
No	74	85.06	100.00
Total	87	100.00	

Note: Source: Authors based on survey data

Only 14.94 vs. 85.06 of employees believe that personal development activities carried out in SMAES are beneficial.

Q7: In your opinion, does the ongoing training provided to employees have an impact on their job performance levels?

Objective: We would like to know if the training offered by companies to HR influences the engagement of HR in the workplace.

Table 7
On the perception of respondents' opinions on the correlations between vocational training systems and employee productivity

	Frequencies	Percentages	Cumulative percentages
Yes	52	59.77	59.77
No	35	40.22	100.00
Total	87	100.00	

Note: Source: Authors based on survey data

59.77% vs. 40.22% of SMAEs employees believe that continuous training determines their performance.

Q8: Are you satisfied with your company's ergonomic system?

Purpose of the question: To assess employee satisfaction with the ergonomic management of their workstations.

Table 8
On the perception of the respondents' opinions on HR satisfaction related to ergonomics at work

	Frequencies	Percentages	Cumulative percentages
Yes	17	19.54	19.54
No	70	80.46	100.00
Total	87	100.00	

Note: Source: Authors based on survey data.

Just 19.54% versus 80.46% of employees think their working conditions are good.

Q9: Does the ergonomic management of your company determine your productivity at work?

Objective of the question: To evaluate the correlations between ergonomic management in SMEs and employee productivity.

Table 9

On the perception of the respondents' opinions on HR satisfaction related to ergonomics at work

	Frequencies	Percentages	Cumulative percentages
Yes	50	54.47	54.47
No	37	42.53	100.00
Total	87	100.00	

Note: Source: Authors based on survey data.

With 54.47% of employees against 42.53%, ergonomic systems influence productivity in SMAEs.

Table 10

Savings in hypothesis testing

HR	DOF	A	Coefficients Contingencies	X ² Cal	X ² Lu	Decisions
HR1	4	0.05 (5%)	0.30	11.0211	8.388	X ² Cal>X ² Lu Conclusion Accepted H _a
HR2	4	0.05 (5%)	0.450	29.5233	8.388	X ² Cal>X ² Lu Conclusion Accepted H _a
HR3	4	0.05 (5%)	0.591	61.8820	8.388	X ² Cal>X ² Lu Conclusion Accepted H _a

Note: Source: Authors based on survey data.

The contingency coefficients are higher than 0.50 on the one hand and the observed Chi-square are all higher than the theoretical ones on the other hand, which suggests a dependency link between the variables of HRM practices (1), recruitment process, (2) remuneration systems, (3) continuous HR training, (4) remuneration systems and HR productivity. In conclusion, the results obtained validate the hypothesis that HRM practices determine work productivity in Cameroonian SMEs.

Discussion

This study produced results that align with several methodologies who have focused on HRM practices in SMAEs, including Boogaard (2019), Balhad (2012), Boubakary (2020), Garang (1999). These famous authors believe that employee dissatisfactions are the main causes of low productivity in SMEs. According to research of the direction of animation, research, studies and statistics (DARES) of the French government held in 2016, it follows that the lack of recognition or even dissatisfaction at work triples the risks of occupational diseases and doubles that of depressive states in HR. Conversely, the power of HR satisfaction is high. For Christine (2019), employee dissatisfaction has a direct effect on absenteeism, conflict, commitment and productivity in SMEs.

Employee satisfaction is a key factor in the strategic management of human resources. However, in terms of satisfaction, Granger (2021) believes that the human being is complex. It is up to the manager to find the elements that will guarantee the satisfaction of its employees. In this perspective, Herzberg proposes avenues of reflection in his theory of factors. Factor theory argues that any satisfaction practice is based on optimal motivation derived from two types of factors, including psychological and hygienic factors. Psychological factors are specific to each individual because they correspond to the well-being of employees, and are sources of satisfaction if the employee does not experience any parallel source of dissatisfaction. Hygiene factors are also specific to each person and refer to the working conditions. They can cause discontent and dissatisfaction at work.

For Hellriegel (2002), job satisfaction is a favourable emotional state that can result from the favourable impression one gets from one's professional performance. Cambridge (2020) and Clubdescho (2018) believe that it is appropriate to think that an employee who is satisfied with his or her job would in turn be able to meet the obligations and requirements of his or her job. In SMAEs, satisfaction occurs when the work performance is adequate to the employees' values and needs. Satisfied employees attract many customers. They will be positive and will, for example, promote an image of the SMAE that is consistent with their state of mind. Thus, they will attract new customers more easily and comfortably unlike dissatisfied employees characterized by a lot of animosity towards their structures.

In sum, it must be admitted that employee satisfaction is indispensable and necessary as a sine et quantum condition for increasing the degree of productivity at work. The SMAEs, although being levers of the nation's wealth, do not always function perfectly because of the phenomena of dissatisfaction of human resources. We believe that the entrepreneurs of SMAE deserve to be involved in the updating of human resources management methods. Among other things, we propose the following actions within the SMAEs: implement relevant HR recruitment policies, implement performance-based compensation systems, develop HR skills through training activities and adapting human resources to their workstations through ergonomic policies.

Notwithstanding the fact that one of the main consequences of employee dissatisfaction in SMAEs is the lack of productivity at work (Colders, 2009). Hope is not lost. It would be advisable to set up steering committees in order to devise HRM practices and mechanisms aimed at increasing HR satisfaction levels. In addition to the analyses listed above, this research has provided clarification on the relationship between HRM and project management, which to date has been the subject of several divergences. The management of SMAE in project mode is based on the development of employees and especially their job satisfaction. It should be noted that the economy we present in this study is clearly partial, if it is true that the expected objective upstream consisted of identifying only significant points. Other studies could complete this proposal by exploring the benefits that employee motivation could have on commitment to a company.

Conclusion

The new economy of knowledge-based management of business projects has drastically changed the contours of management in global work platforms. Paradigms formerly based on technical or financial capital are gradually giving way to managerial dynamics that focus on intangible investment and the enhancement of HR as a driving factor in the dynamics of innovation and creation. The new managerial practices within SMAEs are signals the reposition

of HR to its true perspective and value by moving away from Taylorian approaches that reduced them to simple automatons. We believe that the employees within SMAEs as human capital must be preserved and nurtured. The stocks of skills they hold make them fundamental elements of development strategy better to improve the performance of SMEs in Cameroon, this with a view to enabling them to achieve the expected objectives, adequately carry out their missions and ensure their survival.

Having positioned HR in its real place in SMEs, it is now appropriate to present the economics of our research which focused on the analysis of HRM practices and their effects on workplace productivity. The research question was whether HRM systems implemented in Cameroonian SMEs influence productivity in the workplace. To this question, the main hypothesis that HRM practices significantly determine employee productivity was put forward. Four subsidiary hypotheses were retained. The results obtained supported these different hypotheses chosen upstream. To prove the truth of these hypotheses, it was necessary to carry out investigations by administering questionnaires to the interested parties, i.e., the employees, employers, and consultants of SMAEs.

The various results were presented in graphs and tables using computerized data processing tools. To determine the validity, reliability, scientificity and fidelity of the results of this research, we used tools that facilitated the computerized verification of the research hypotheses through chi-square tests. At the end of the different stages and the results obtained, we concluded that the independent variable of the theme namely "HRM practices" significantly improves the dependent variable in this case "the productivity of HR of Cameroonian agri-food SMEs". This means that the originality of our research would be reflected in the fact that it is management of business projects in the axis of HRM of SMEs in Cameroon Agribusiness on the one hand and it proposes avenues of solutions related to the low productivity of HR within SMEs. At the end of this study, it should be noted that the problem of productivity of Cameroonian agri-food SMEs can be resolved by improving employee satisfaction.

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