

Appropriate HRM Practices for Small and Medium Enterprises

Anirudh N M¹, Arjun Kumar K V², Praveen M V³, Sunil Kumar V⁴, Manasa J⁵

^{1,2,3,4}Assistant Professor, Dayananda Sagar College of Arts, Science & Commerce, Bangalore-78, Karnataka, India.

⁵Assistant Professor, NMKRV College, Bangalore-560011, Karnataka, India.

Cite this paper as: Anirudh N M, Arjun Kumar K V, Praveen M V, Sunil Kumar V, Manasa J, (2025) Appropriate HRM Practices for Small and Medium Enterprises. *Advances in Consumer Research*, 2 (4), 2500-2507

KEYWORDS

*HRM practices,
SMEs,
Developing
economies*

ABSTRACT

Although several studies have shown that the survival and success of firms depend, to a large extent, on the effectiveness of their HRM practices, most of the studies have focused on the HRM practices of large corporations. Very little research has been done on the HRM practices of small and medium enterprises (SMEs), particularly in the developing African economies. The main cause of business failure in SMEs is, among others, the lack of sound HRM practices. Large and small firms differ in respect of resources and expertise. Since an SME is not a mere miniaturised form of a large firm; it needs unique and customised HRM practices that suit its unique conditions, resource endowments and environment. An SME needs a customised approach for designing appropriate organisational structure, communication channel, flow of information, selection and recruitment procedure, performance appraisal system, and a training and development scheme. Application of HRM practices and policies of large, multi-product, multi-divisional and multi-national corporations (MNCs) may have serious implementation problem unless they are thoroughly modified and customised to the objective conditions in which an SME is operating. This paper analyses the various HRM practices in general; the characteristics and current HRM practices of SMEs in particular, and develop a conceptual framework integrating the best HRM practices with characteristics of SMEs in a developing economy. The paper presents new insights in the development of appropriate HRM practices for SMEs. Some suggestions are also made for owners, managers, and trainers of SMEs on the critical dimensions of HRM practices and on customising them for situations in which SMEs operate. Implications for future research in the area are also indicated.

1. CONCEPTUAL FRAMEWORK AND LITERATURE REVIEW

RESEARCH on human resource management practices (HRM), which is vital for the survival of small and medium enterprises (SMEs) in a competitive environment, has gained prominence in recent years. Recent trends in globalisation of business have compelled SMEs to have a re-look on their HRM practices and strategies. In a changing business environment, employers feel encouraged to experiment innovative HRM practices to ensure increased efficiency in SMEs (Okpara and Wynn, 2008). Most of the researchers in the field are unanimous on the premise that HRM practices are vital to the success of SME (Costea, 2002; and Tanova and Nadiri, 2005), SMEs that have been successful in managing their HRM practices effectively are likely to have high level of profitability, productivity and market share. Such SMEs also gain in stature and strength to meet the demands of their stockholders, investors, customers, employees and ultimately the needs of the society, like the economic revival of the region and locality by creating new economic centres and diffusing capital among the lower social strata (Costea, 2002; Coskun and Altnisik, 2002; Tanova and Nadiri, 2005). SMEs, thereby, play a greater role in the economy, especially in the diversification of the economic activities, in supplying the necessary raw material to large firms, in creating a competitive environment, and in providing flexibility in adoption of new technology and production systems. SMEs need to be globally competitive, more productive and economically sustainable in any environment. In order to achieve this, SMEs require a highly skilled, knowledgeable, innovative, and relatively stable workforce. Studies, worldwide, have addressed HRM practices and problems of large, multinational companies, with little attention to the study of the HRM practices in SMEs, particularly in developing countries.



HRM practices have been defined as ‘a new way of thinking about how people should be managed as employees in the work place’ (Reid, et al., 2002); as ‘practices involved in managing human resources to achieve better knowledge-related outcomes in retaining personnel, building their expertise into organisational routines through learning processes and establishing mechanisms for the distribution of benefits aiming at the utilisation of this expertise (Minbaeva, 2005); and as ‘formal strategies developed by organisations for people management in line with organisational strategies, such as manpower planning, skill-mix, policies of equal opportunities, skill retention, job security, industrial relations and redundancies’ (Sheridan and Kotey, 2004). HRM practices contribute enormously to employees’ job satisfaction and commitment. They boost up the organisation success by minimising employees’ intention to quit. Some researchers have attempted to identify such of the HRM practices as are beneficial to SMEs to be employment security, selective hiring, extensive training, performance appraisal, sharing and diffusion of information, incentives and emphasis on promotion and development (Wickramasinghe, 2007; Mazzarol, 2003; and Pfeffer, 1997).

This study seeks to investigate the HRM practices in SMEs, with a special reference to recruitment and selection, training and development, performance management, compensation to employees for their efforts to enhance organisational performance, and minimisation of employees’ intentions to quit.

Recruitment and Selection Practices

The owners/managers of the SMEs need to build a long-term commitment to retain their workforce. In order to be strategically positioned and globally competitive in a dynamic environment, SMEs need to adopt scientific recruitment and selection practices. Employee security policies should be based on scientific recruitment and selection. The SMEs managers and policy-makers need to have a long-term strategic view to HRM resources, rather than a short-term operational cost-cutting approach (Fisher and Dowling, 1999). Mak (1995) observes that bad hiring practices are caused by poor analysis of job function, personality skills profile, inadequate interviewing and questioning techniques. Recruitment and selection processes help in the selection of right kind of persons, having the right kind of qualifications and skills (Mazzrol, 2003).

Abdulai (2000) suggests that recruitment and selection processes are intended to identify prospective employees who will fit well with organisational needs. A good employee is trustworthy; can do a good job quickly and efficiently, with a steady background; he is in a good health; he is honest and pleasant to work with others (Wyatts, 1989). Similarly, employers should pay close attention to the behavioural traits of prospective employees during recruitment and selection process (Sheridan and Kotey, 2004). In recruitment and selection of employees, due care should be taken to avoid common pitfalls, such as discrimination on the basis of race, sex or marital status. Moreover, employment advertisements should not be discriminatory in terms of gender-bias. Asking all applicants the same questions should also be avoided.

Informal recruitment is still widely practised in SMEs as complementary to the formal recruitment (Barber, et al., 1999; Carroll, 1999). Formal procedures attract, acquire and evaluate applications which will lead to selecting the right candidate for the job (Tanova and Nadiri, 2005). Recruitment methods, such as realistic job previews, provide accurate and detailed information about the applicant and can be helpful in making decisions for accepting or rejecting the offer because the applicants will be in a position to understand the job expectations (Watson, 1999). On the other hand, formal recruitment methods, such as press advertisements, job-centre and other agencies, could be used besides the informal ones, including recommendations from the existing staff and word of mouth publicity.

Training and Development Practices

Training and development refer to any activity that is intended to develop skills, knowledge and behaviour of employees. Training of employees is very important to both the employees and organisation, as it equips them with necessary skills for the present and future tasks and provides an opportunity to share their experiences with others and increases the degree of organisation cohesiveness (Tanova and Nadiri, 2005). Proper training will minimise their intention to quit and improve their habit of absenteeism (Jackson and Schuler, 2000).

Traditional expectation has been that a worker should receive his education and training before he enters the workforce. However, the increasing pace of technological changes implies that workers will need to update and expand their productive knowledge and skill throughout their working life. Some of this upgrading should be done within the institutions of higher education. In general, training provides employees with knowledge and skill applicable within and outside the current organisation. These act as an incentive to the employees (Reid, et al., 2002). Training enables employees to do their current job in a better way. In the later life, the skills learnt while in service will help the employee even outside the organisation.

Training and development of employees improve customer services of SMEs. Training provides a mix of on-the-job and formal training, building team relationship and new ways of working (Minbaeva, 2005). Training to employees, in addition, leads to high-performance in SMEs. This means that employees should be equipped with necessary skills to enable the organisation to achieve its goal. Knowledge and intellectual capital are becoming increasingly important in SMEs in this era of competitive global markets (Abdulai, 2000).



Compensation Practices

Compensation takes the shape of monetary and non-monetary rewards which an employee gets in exchange for the services rendered by him. Thus, a well-designed pay structure of the organisation sends a clear message to SMEs workforce that employees are truly valued as assets of the business. Compensation can take any form such as increase in the basic pay, share ownership, stock options, profit sharing. Commissions, bonuses, paying for skills acquisitions and individual or group incentives. Similarly, compensation can be in the form of promotion based on certain accepted policies of the organisation. Promotion of employees which is done properly in line with the human capital strategy of the organisation motivates employees. In addition, in designing pay structure or policies related to compensation, the management should consult employees, trade unions and the stakeholders. Similarly, the pay structure of SMEs should be both internally and externally competitive to minimise employee turnover. Employees should also be motivated by intrinsic rewards for challenging work, autonomy of the work, task significance and job enrichment among others.

Individual employees should be rewarded at the team level, unit level, and at the organisation level (Zobal, 1999). Many researchers agree that compensation should be in line with the individual's effort to enhance organisational performance (Okpara and Wynn, 2008; Schuster and Zingham, 1999). They also agree that extrinsic rewards, such as money, are extremely important in the short run, but intrinsic rewards are more meaningful in nature because they have effect of motivating employees in the long run (Zobal, 1999). HRM practitioners feel that incentives have positive effect in motivating employees and non-financial rewards have many advantages, like flexibility (Pascarella, 1997).

In designing compensation schemes for employees, one should consider benefits, like on site day-care, on-call baby-sitters for sick-care children, domestic partner benefits, on-site fitness and yoga classes, three-day week end mini vacations in company-owned cottages, mortgage financing, work visa and other kind of legal assistance will motivate employees if they are provided by the employers (Lockwood and Ansari, 1999).

Performance Appraisal Practices

Performance appraisal is a process that involves identifying the strengths and weaknesses of employees. It is a yardstick to measure the progress of each employee's performance, and is centred on individual employee and his/her contribution to the organisation, as measured against the expected standard of performance. The procedures of performance appraisal also vary from organisation to organisation. Consequently, discussing a person's performance openly is likely to clash head-on with the society's norm of keeping harmony and may be felt by a subordinate as an unacceptable loss of face.

Managers and employees engage in two types of performance appraisal discussions. That is, a top-down discussion in which the candidate's performance is judged by his immediate supervisor, a bilateral discussion in which employee and supervisor explore together "how things are going" and "where the problems are", and during which an employee is allowed to "say his piece of mind" on performance. The manager should be responsible for correcting poor quality work so that employees with any weakness are identified.

The type of appraisal instrument used to measure performance is also important. The appraisal form should be easy to understand for those who appraise as also for those who are being appraised and should provide an adequate level of behavioural richness to encourage meaningful discussion. A study by Wiersma and Berg (1999) shows that managers prefer behavioural observation scales (BOS) to trait scales and to behaviourally-anchored rating scales (BARS) because the BOS yield more information to provide feedback and set subsequent goals. The BOS are algebraically-summed, Likert-type scales, based on 'critical incident job analysis' and the appraiser indicate the frequency with which the employee has engaged in specific behaviour.

Proposed Conceptual Model

The conceptual framework for this paper is based on the available literature on human resource management practices. The framework, depicted in Figure 1, suggests that if managers and owners of SMEs take HRM practices seriously, the SMEs will be in a position to achieve organisational needs by increasing profitability, productivity, and the market share. Thus, in the long run, an SME will be in a position to satisfy the stockholders, government, investors, trade unions, employees, bankers, and the society at large.



Figure 1 : Conceptual Framework

2. RESEARCH METHODOLOGY

The research design, employed for this study, was a cross-sectional survey. The survey instrument used in collecting data was a questionnaire. A questionnaire was the most popular instrument used in the previous related studies (Okapara and Wynn, 2008; Yaganesh and Su, 2008; Ongori and Agolla, 2008; Tanova and Nadiri, 2005). The research instrument was divided into five parts: Part I comprised the demographic information of the respondent, Part II dealt with recruitment and selection practice, Part III with training and development, Part IV with compensation, and Part V comprised performance management. A pilot study was conducted with a few managers of SMEs to test the reliability and validity of the instrument. Their suggestions were incorporated before final administration of the questionnaire to the sample of the study. To measure their perception, the Five-point Likert scale (using strongly agree 5 to strongly disagree=1) was developed.

Out of the 360 questionnaires randomly distributed to SME managers and owners in Gaborone, only 155 questionnaires were received back duly completed; giving a response rate of 43 per cent of respondents. The response rate is consistent with similar surveys involving small firms (Desphande and Golhar, 1994; Uyargil, et al., 2001; Yaganesh and Su, 2008; and Tanova and Nadiri, 2005).

Respondents' Profile

The data was collected mostly from the manufacturing SMEs (60 per cent) and service SMEs (40 per cent). Most of the SMEs were owned by corporations (63 per cent), partnership firms (22 per cent), and sole proprietor (15 per cent). Thus, partnership and company ownership accounted for 85 per cent of the sample SMEs. Moreover, most of the SMEs surveyed (64 per cent) indicated that they had been in existence for over 6 years and those less than 6 years accounted for (36 per cent) of the respondents.

The sample consisted of 98 males and 57 females. The age of the managers/owners. Participated in the survey was between 26 and 35 years (41 per cent) 36 and 45 years (34 per cent), 18 to 25 years (20 per cent), and 46 to 55 years (4 per cent). Most of the sample SMEs were managed and operated by both the genders. The managers who were managing the business of SMEs had the experience of at least one year. However, most of the businesses were operated and managed by employees who had 5-10 years of experience (45 per cent), followed by 1 to 5 years. (35 per cent), and over ten years (20 per cent). Most of the SMES had 25 to 99 employees (74) and 6 to 25 (26%). Most of the sample SMEs were operated and managed by the people with a diploma or degree (74%).

3. RESULTS AND DISCUSSION

The perceived HRM practices investigated in the sample SMEs are summarised in the table 1.

Table 1 : Perceived HRM Practices in SMEs (N=155)

HRM PRACTICES	Combined scores					
	Agree		Neutral		Disagree	
	No.	%	No.	%	No.	%
Training and Development						



Training employees' policies	18	12	42	27		95	61
Policies are communicated	29	19	41	26		85	55
Training for better decision making	115	74	26	17		14	9
Training to handle stress	67	43	49	31		39	25
Achieve organisation objectives	115	74	25	16		15	10
Job rotation best approaches	91	59	38	25		27	16
Orientation program as given to employees	83	54	32	20		40	26
Use of mentoring/coaching method	98	63	39	25		18	12
Compensation							
Awareness of employees towards policies	88	56	35	23		32	21
Compensation based on performance	72	46	36	23		47	31
Share profits of employees	-	-	40	26		115	74
Performance based pay increment	92	59	32	21		28	20
Non-financial rewards applied	110	71	23	15		22	14
Flexible compensation policies	93	60	37	23		25	17
Challenging work form of reward	97	63	28	18		30	19
Recruitment and Selection							
Formal policies in place	100	64	34	22		21	14
Appropriate media used	108	70	30	19		17	11
Internal recruitment practiced	94	61	41	27		20	12
External recruitment practiced	76	49	46	30		33	21
Recruitment/Selection aid orientation	95	61	44	28		16	11
Clear procedures for selection	110	71	30	19		15	10



Reference checks techniques used	31	20	34	22		90	58
Employment test used	103	66	29	19		23	15
Technical skills for non-manual staff	86	56	52	34		15	10
Performance Appraisal							
Awareness of performance policies	94	61	37	24		15	15
Aims of performance management	108	70	34	22		13	8
Ranking method used	98	63	40	26		17	11
Outside raters used	77	50	42	27		36	23

The respondents were asked to indicate whether they have training policies for their employees. The results indicated that 95 (61 per cent) of the respondents disagreed. This suggests that some SMEs were operating without proper policies for training their employees. This is detrimental to organisational performance. Training of human capital is critical for the survival, growth and sustainability of SMEs. Lack of well-defined policies to train employees in organisation will affect employee relations (Tanova and Nadiri, 2005). In previous empirical studies, training of employees was considered as one of the strategies in enhancing employee loyalty and commitment (Jackson and Schuler, 2000; Okpara and Wytin, 2008; Schuster and Zingham, 1999). On the variable whether training policies are communicated to all employees, it was found that 85 (55 per cent) of the respondents had disagreed. This indicates that although some SMEs had policies on how to train their employees, they did not communicate the fact to their employees. This is not a good strategy for promoting employee relations in SMEs. Management should keep their employees informed of the policies which affect them. Failure to encourage open communication in organisation will lead to organisational conflicts (Ongori, 2008).

A large majority of the respondents (74 per cent) felt that training should be taken seriously by the management, since it enabled employees to make better decisions and perform better. This finding is consistent with that of Reid, et al. (2002), who argued that training provided employees with knowledge and skills to enable them to make quality decisions. In addition, Ongori (2007) argued that the lack of training of employees was a major contributing factor to employee turnover in organisations. In the face of many challenges in the present era of globalisation, SMEs stand to benefit if they invest in the development of the human capital.

On the variable whether training of employees will help employees to cope up with stress, only 67 (43 per cent) of the respondents agreed. Needless to stress, occupational stress should be managed properly to promote employee relations and minimise their intentions to quit. In fact, training of employees helps them in developing stress-coping skills. To a large majority of the respondents, (74 per cent) employee training is important for the enhancing organisation, especially organisational performance. The results also indicated that training is critical for the survival of SMEs. This finding is consistent with that of Wright, et al. (1994), who argued that knowledge and intellectual capital development in organisation were becoming increasingly important in highly competitive global markets. In a majority of respondents (59 per cent) is considered job rotation as one of the best methods of training employees. Orientation of employee especially the new ones, was favoured as an aid to training in organisation, by a majority of respondents (54 per cent).

Thus, all new as well as the existing. Employees who have been given added responsibilities should be oriented. Most of the managers in SMEs (63 per cent) felt that mentoring of employees should be taken seriously. This suggests that managers and owners of SMEs realise the importance of succession planning in organisations.

On the variable of compensation of employees, the results indicated that a majority of employees (56 per cent) were aware of their compensation policies. This highlighted that employees of SMEs were aware about the intrinsic and extrinsic rewards in place. This promotes good employees' relations and reduces employees' intentions to quit. Only 42 per cent of the respondents felt that the employees were compensated on the basis of their performance. In this connection, it must be noted that certain scholars (Schuster and Zingham, 1999 and Zabal, 1999) have argued that compensation should be in line with an individual's effort

On the variable whether the employees share part of the profits, a large majority (74 per cent) of the respondents disagreed with the policy. This suggests that most of the SMEs need to change their approach in compensating their employees.



Although sharing of profits may be risky to employees, management should consider it as one of the strategies to minimise employee turnover in organisations.

A majority of respondents (59 per cent) felt that pay increment of employees was based on their performance. Whether non-financial rewards were used in SMEs, a majority of (60 per cent) of the respondents agreed. This finding is consistent with that of Zobel (1999) who stated that since extrinsic rewards would have a short-term effect on the employees, in the long-run, intrinsic rewards should be considered. For instance, employees should be given a challenging work and promotional avenues. Hence, SMEs should apply both intrinsic and extrinsic rewards judiciously in compensating the employees.

The respondents were asked whether there were flexible compensation policies in their organisation. A majority (60 per cent) indicated their affirmation. This finding is consistent with that of Pacerella (1997), who argued that flexible compensation policies were good for the organisation since they can accommodate any changes which might arise due to inflationary adjustments. On the variable whether challenging work was considered as a reward, a majority (63 per cent) of the respondents agreed with the statement. Challenging work has undoubtedly a long-term impact on employees' performance and commitment.

On the recruitment and selection variable, the results indicated that formal policies were in place for recruiting employees (64 per cent). This reflected that both formal and informal policies were practised in the SMEs. Although formal practices were considered to be the best, SMEs preferred informal practices (Barber, et al., 1999). In recruiting employees, a majority (70 per cent) of the respondents found newspapers to be the appropriate medium. This finding is consistent with that of Mak (1995), who argued that for SMEs to survive, grow and develop in this era of globalisation there is need for good recruitment practices. A majority (61 per cent) of the SMEs surveyed agreed that for recruitment of employees the internal sources were given priority. This finding is consistent with that of Watson (1999), who stated that internal recruitment provided accurate and detailed information about the applicant and minimises the recruitment expenses. In addition, external recruitment is also practised in SMEs in only 49 per cent of cases. Thus, managers of SMEs surveyed realised the importance of external recruitment, especially in injecting new skills in the organisation.

On whether recruitment and selection process aids orientation, a majority (61 per cent) of the respondents agreed.

Having a clear and proper procedure of recruitment and selection enabled the organisation to have the right quality and quantity of employees. This was favoured by a large majority (71 per cent) of the respondents. Reference-check technique was not commonly used in 58 per cent of the sample SMEs, Failure to cross-check and verify the information given by the applicants will be classified as bad hires in organisation (Mak, 1995). Reference-check is indeed important in organisation in order to have the right human capital.

Employment tests are used in SMEs' selection process although they are not widely practised (66 per cent). There are various tests which can be applied to aid selection process, like proficiency and aptitude tests. This would help the managers and other personnel entrusted with the responsibility of selection process to make better hiring decisions. Technical skills were highly favoured for non-managerial positions (56 per cent). This practice is good for the operations of SMEs. The performance of SMEs, especially on lower levels of the organisation, depends largely on the technical skills of their employees.

On the performance management variable, a majority (61 per cent) of respondents indicated that the employees were aware about the firm's policies of performance management system. Therefore, the standards set should be specific, measurable, achievable, and realistic and timed (SMART). The performance aims should be clearly spelt out. This motivates employees to work towards achieving the performance standards set since they are based on the SMART principle. Performance appraisals for the employees should highlight their strengths, opportunities to be developed and weakness to be corrected (68 per cent). This approach is good for the SMEs employees because they will be in a position to know their strengths and weaknesses. In evaluating the employees' performance, the ranking method was considered as the most appropriate, by a majority of respondents (63 per cent).

Other methods can also be used. On the variable whether outside raters are used in rating the employees, 50 per cent of the respondents agreed to the statement. This approach, if practised, is good for promoting employee relations in SMEs and will minimise employee's intention to quit.

4. CONCLUSIONS

HRM practices are critical to SMEs' survival, growth and development, and, at the same time, these help the organisation in increasing profitability, productivity and retention of employees. The policies pertaining to training of employees which are in place are not communicated to the employees. The training of employees in SMEs has a great impact on their retention and on organisational performance. Although various approaches are available for training the employees of SMEs, on-the-job training is considered to be the best for imparting necessary skills to the employees; pre-service approaches can play only a supplementary role.

It has been formed that the managers/owners of SMEs apply both intrinsic and extrinsic rewards in compensating their employees. These rewards do have a positive effect on employee performance and retention in SMEs.



For recruitment and selection of employees, the managers/owners of SMEs use both the internal and external sources and both of them are found to be so useful for the organisation because they promote employee relations and inject new talent in the organisation. Poor recruitment can be avoided by conducting detailed job analysis, using appropriate media for advertisement, adequate interviewing, and questioning techniques, employment tests and reference checks (Mak, 1995). Performance management is used as a controlling strategy to assess employees' strengths and weaknesses in SMEs. Performance standards should be specific, measurable, achievable, and realistic, and time-bound. Ranking method has been commonly used in evaluating the employees. Other methods, like point system, should also be used. This will enable the management to assess the employees' strengths and weaknesses. This study is expected to make contribution to the body of knowledge if it prompts the managers of SMEs to come up with appropriate strategies and promote good HRM practices in their organisation. The major limitation of this study is that the sample selected on the basis of convenience sample did not comprise all SMEs in developing economies and, therefore, the suggested premises cannot be generalised for all the SMEs, which were not part of this study. Therefore, there is a need of longitudinal research to be conducted in future, which has large sample to have a clearer viewpoint on HRM practices in SMEs. In addition, triangulation method needs to be applied in future research to validate these findings.

REFERENCES

- [1] Abdulai, A. (2000), "Human Resource Management", *Journal of Public Sector Management*, Vol. 13, No. 5, pp.5-7.
- [2] Barber, A., M. Wesson, Q. Roberson, and S. Taylor (1999), "A Tale of Two Job Markets: Organisational Size and Its Effects on Hiring Practices and Job Search Behaviour", *Journal of Personnel Psychology*, Vol. 52, No. 4, pp. 841-67.
- [3] Carroll, M., M. Marchington, J. Earnshaw, and S. Taylor (1999), "Recruitment in Small Firms: Processes, Methods, and Problems", *Journal of Employee Relations*, Vol. 8, No. 6, pp. 272-01.
- [4] Coskun, R. and R. Altunisik (2002), "Management Concerns about Issues faced by Turkish SMEs", *International Journal of Small Business Management*, Vol. 8, No. 6. Pp. 272-91.
- [5] Costest, ES. (2002), "The Role of HRM in Today's Organisation: The Case of Cyprus in Comparison with European Union", *Journal of European Industrial Training*, Vol. 26. No. 6, pp. 261-268.
- [6] Deshpande, S., and D. Golhar (1994), "HRM Practices In Large and Small Manufacturing Firms: A Comparative Study", *Journal of Small Business Management*, Vol. 32, No. 2, pp. 49-56.
- [7] Huselid, M.A. (1995), "The Impact of Human Resource Management Practices Turnover, Productivity and Corporate Financial Performance", *Academy of Management Journal*, Vol. 38, No. 3, pp. 35-72.
- [8] Jackson, S.E., and R.S. Schuler (2001), *Managing Human Resource: A Partnership Perspective*, (London: South-Western College Publishing).
- [9] Karl, J.M. (2002), "Human Resource Practices and Service Quality in Parks", *International Journal of Contemporary Hospitality*, Vol. 14, No. 4, pp. 6-17.
- [10] Lockwood, D. and A. Ansari (1999), "Recruiting and Retaining Scarce Information Technology Talent", *Journal of Industrial Management and Dahn Systems*, Vol. 99, No. 6, pp. 251-256.

fffff