



THE IMPACT OF HRM PRACTICES ON SUPPLY CHAIN MANAGEMENT SUCCESS IN SME

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ABSTRACT. Background: Management practices are being carried out by most of the small and medium sized enterprises (SME) which substantially switched to sophisticated manner. This study aims to determine the relationship between human resource management (HRM) and supply chain management (SCM) in SME.

Methods: the data from 195 manufacturing and service sectors SME were collected. The Pearson's correlation and multiple regression were employed to examine the relationship and measure the overall impact of IV on DV respectively. This study found that SME performed moderate level of HRM and SCM practices and there is a correlation between HRM practices that proactively contributes in supply chain success. Lastly, training contributed greater to SCM success as compared to other HRM factors.

Results and conclusions: Results suggest that SCM success is activated by HRM practices. SME owners/managers should focus on enhancing the SCM success by implementing sophisticated HRM practices. This integration will allow mapping unique strategies to gain an edge over competitors. Appropriate approaches should be considered at national level to boost the national economy through SME sector.

Key words: Human resource management, supply chain management, organization structure, competitive advantage, SME.

INTRODUCTION

As the world transformed into a global village and technology integrated the processes, business environment became highly dynamic. Organizations faced higher risk and greater degree of uncertainty due to the increase in global competition. These risks and uncertainties decreased market share at national and international levels, and affected organizational efficiency. However, organizations managed to survive in this condition by continuously altered, redesigned and developed their strategies. Moreover, continuous development in the field of management enabled different functions to be

integrated to produce more significant results. The 1990's decade witnessed the integration of supply chain management into the organization processes, and further with other organizational management functions, was considered as the strategic advantage for the firm around the world [Shub and Stonebraker, 2009]. However, the integration process may vary among firms, sectors and industries around the region. Similarly, human resource management function also emerged as a dominant organizational function, which has a significant effect on organizational functions and performance [Zheng, 2009]. Likewise, other organizational functions in human resource management proactively contributed to the emergence of supply chain success

[Wellins and Rioux, 2000]. On the other hand, supply chain management has direct and indirect effects on human resource management practices [Kinnie, et al, 1999]. However, few studies have been available which reported the relationship between human resource management practices and supply chain management success, especially in the context of SMEs.

As elsewhere Pakistan's business environment also faces higher risk and greater degree of uncertainty. Moreover, economic meltdown in 2008 also affected SMEs along with large scale firms. Escalating inflation and slow economic growth in Pakistan further worsened the situation for SME growth. Our focus in this study is not the external environment of SME, but rather we focus on human resource and supply chain management strategies.

Human resource and supply chain management are recently adopted strategies in Pakistan's SME sector. Albeit, these practices have already existed in SME in a very informal and casual manner, there is a need to revamp these practices under separate departments of HR and supply chain management SCM which are responsible for performing these practices. During the last decade, SME expanded their market share by focusing on competitive advantages in the booming economy of the country. In this period, Government of Pakistan had taken a number of initiatives for supporting SME growth, for example, Small and Medium Sized Enterprises Development Authority (SMEDA), SME Bank, Agriculture Support Fund, Business Support Fund, and Competitive Support Fund. The State Bank directed private banks for soft collateral policies for microfinance grants.

SME are identified as the leading employment generation sector nationwide. In the context of Karachi city which contributes 30% in manufacturing sector of Pakistan and 90% in Sindh's GDP and around 20% of the total GDP of Pakistan, SME sector plays pivotal role and have potential for further growth [Khan, 2011]. Moreover, extensive trade activities at Karachi's ports and industrial zones increase the significance of Karachi city, hence is called the financial and business hub

of Pakistan, providing millions of economic opportunities.

SME contribute in export and generate foreign exchange that boosts the national economy. In terms of percentage for the period between 1990s and 2006, in the total export of SME, China stood at the top with 60% share, followed by Taiwan (56%), Thailand (46%), India (40%), and Pakistan (25%). This data indicates that in the worst economic conditions, SME's performance in Pakistan is commendable and better than Malaysia and Indonesia and it has great potentials to increase its share in the total [Tambunan, 2010].

HRM philosophy emphasizes employees' efficiency, effectiveness and productivity and employees' needs. Employees' satisfaction motivates employees for capacity building and learning new technology required in the production process. The extensive use of HR practices indicates a significant investment in human capital. Basic microeconomics suggests that investments in human capital (employees) are justified when such investments are more than offset by future returns in the form of increased productivity. Thus, firms will make greater use of such practices when employees are viewed as particularly vital to firm success [MacDuffie, 1995]. Traditional literature on human resource activity identified and classified human resource activities into four categories, which includes: Staffing, training, evaluation and compensation [Dessler, 2008; Mathis and Jackson, 2008; Fisher, et al., 2006]. In a few cases, these categories are aggregated in a slightly different manner, and certainly there is overlap and interrelationship among them (Shub and Stonebraker, 2009). Generally, the relationship-based approaches to staffing, training, evaluation, and compensation are shown in the literature to be directly associated with greater supply chain integration and performance [Shub and Stonebraker, 2009].

Supply chain as a formal concept is not understood and practiced in Pakistani SME. Harland [1996] described supply chain structure as a dynamic, inter-connected supply network. In practice, supply chains form a complex interdependent network of suppliers, manufacturing facilities and stockist linking multiple organizations. This trend is

getting more popular day by day in the firms which operate globally. Moreover, Cox [1999] considered supply chain management as a technique that is linked to the adaptation of the lean production system. The supply chain management (SCM) philosophy stresses supply chain integration that links a firm with its customers, suppliers, human resource and other channel members [Young, 2005]. Scholars in the field of SCM have revealed that a major source of cost savings and enhanced service performance in the supply chain is through increased collaboration [Sheth and Sharma, 1997] and integration among supply chain participants [Morash and Clinton, 1998]. The cross-functional coordination in SCM involves multiple business functions that span departmental and firm boundaries [Young, 2005]. The typical structure of supply chain of firms organizes the conventional functional of a firm with emphasis on individual functions like suppliers, logistics, operation and customers. However, recent improvements in Internet and Information Technology applications have facilitated rapid flow of information for real time coordination with supply chain to match demand [Eng, 2004].

This study aims to find the correlation between HR practices and SCM. The research location of this study is the city of Karachi, a port city of Pakistan, hub of huge SME and focal point of export-import activity at national and international levels. SME functioning in different industrial zones of Karachi have a mixture of formal and informal set up of HRM and Supply Chain. This study designs the research to evaluate HR practices and its overall impact on the functioning of supply chain. In addition to that the study gauges the rate of interaction among various activities of HRM and SCM.

LITERATURE REVIEW

Human resource and supply chain management importance has been recognized as a means of competitive advantage in industry. Hence integration of HR and SCM functions enable organizations to craft a unique strategy, and will increase the firm's performance. In this study, these concepts are reviewed in the perspective of Pakistani SME.

Many studies conducted in different working conditions reveal a strong correlation between HRM and SCM [Gowen and Tallon, 2003]. McAfee et al. [2002] emphasized the necessity to create a fit between supply chain and human resources strategies. Bulk of literature has been produced on HRM and SCM separately. Very few of them investigate the relationship between human resource practices and supply chain process which is the focus of this study.

Pakistan's SME sector is very different from SME in the industrialized world. Here, small and medium size businesses are usually not documented mostly with the purpose of tax evasion. Pakistan has also a unique culture of not sharing information with others. Organizations are not willing to share any information regarding their businesses. Business profiles are not uploaded onto the website, and it is so difficult for field researchers to collect basic information through interviews. Limited academic studies are conducted so far on HRM and SCM in Pakistan's SME environment. This study is thus dependent on earlier researches conducted in environment other than Pakistan for conceptual understanding and theory development. Selected literature is reviewed for this study whose results are generalizable to any other environment.

Human Resource Management Practice and Supply Chain Management Success

Human resource is the backbone of every organization; likewise supply chain management is also playing a significant role in the organization performance. Therefore, human resource and supply chain management (HRSCM) system has evolved to play an integrated supporting role in the creation of value chain system of an organization. The new integrated model of HRSCM would combine suppliers, information systems, finance, employees, manufacturing and operations, sales and marketing, research and development, inventory management and customer relations, and integrate them into a single unified model which can be divided into different modules according to the flexibility of an organization [Kureshi et al, 2009].

Gowen and Tallon [2003] found a link between managerial and employee support as well as employee training to enhance the SCM practice success. This research demonstrates that SCM has a substantial competitive advantage in four dimensions: value added, rareness, imitation cost barrier and organizational structure. All these four dimensions are activated by HRM factors such as employee training and employee support. In brief, HRM enhances the value added chain by providing more effective resources in terms of trained and enthusiastic employees. Hence, organizations could achieve a greater competitive advantage by directing more resources toward managerial and employee support while maintaining employee training (Goldstein and Ford, 2002). However, there is little literature that describes the relationship between human resource activities or organization variables and supply chain success [Shub and Stonebraker, 2009].

The success of the SCM system depends on adopters who develop specific capabilities [Chandra and Kumar, 2000]. Attaining these capabilities requires employees, who are flexible in their role to have a broad set of skills, adaptable to recognition, able to work in boundary-spanning responsibility and are innovative [Othman and Ghani, 2008]. Moreover, companies said to be effective in their SCM practices put a lot of emphasis on developing their human resource through training and retraining of employees [Gowen and Tallon, 2003]. In addition, Shadur and Bamber [1994] pointed out that effective SCM practices also rely on teamwork and continuous improvement. Basu and Miroshnik [1999] explained that such collaboration also requires high trust among employees and with suppliers. The study by Othman and Ghani [2008] provided evidence that there was a positive relationship between HRM practices and the SCM success. Moreover, they found some support for the contention that the adoption of SCM needs to be supported by specific forms of HRM practice.

Another study on SCM and electronic information relationship by Hussain and Subramoniam (2009) demonstrates the positive benefits of integrating the Internet into management of the supply chain. It also

suggests that firms which have completed such integration hold a current competitive advantage over those that have not. Ramos [2004] also examined the relationship between managerial accounting and SCM and found positive significance between these two approaches. She focused on the potential role that management accounting information can play a significant role in supply chain management.

Concepts Related to Supply Chain Success and Human Resource Management in SME Sector

In recent years the small and medium sized enterprises (SME) have come under "public policy limelight" [Schlogl, 2004]. Researchers focus their intentions on this sector to identify the employment potential and the number of firms as the major concern of their research. Moreover, this shift has been even more profound in Pakistan [Bhutta et al., 2007]. SMEDA was established in October, 1998 under SMEDA ordinance promulgated by the President of Pakistan on August 12, 2002 with the aim to develop Small & Medium Enterprises (SME) in Pakistan [SMEDA, 2010]. Moreover, in the mid-nineties, Government of Pakistan established an SME bank to provide financial assistance. Moreover, many commercial banks in the country have set up their SME departments to cater for the SME sector [Bhutta et al., 2007].

While analyzing the human resource management practices in Pakistan, Sabeen Jamil [2005] concluded that the economies and business activities were facing latest development of globalization and free market worldwide. The human resource management practices in Pakistan were adopted in response to face these challenges. However, HRM concept is in a developmental phase in Pakistan. Business seems inclined to introduce the HRM practices to manage and retain their workforce but companies' desire to invest and to accept the real essence of HR development is needed. Kinnie et al. [1999] described the direct and indirect effects of supply chain management have on human resource activities which are practiced in SME.

METHODOLOGY

This study aims to identify the relationship between HRM practices and SCM success in SME of Karachi, Pakistan. This study is quantitative in nature because this method is most appropriate to measure the relationship between the constructs. The cross-sectional survey was carried out to collect the primary data from manufacturing and service sectors SME. It covers eight sub-sectors, which include textile, engineering/construction, leather goods, chemical/pharmaceutical, education, financial institutions, hotels/restaurants and logistics.

The HRM items in the questionnaire were adopted from the study of Chew [2004]. However SCM items were developed through existing literature. All items were based on five point Likert scale, from strongly disagree to strongly agree. In this study, it is hypothesized that human resource management practices are associated with supply chain management; and human resource management practices have significant positive effect on supply chain management success.

Sampling and data collection

Initially the survey questionnaires were sent through courier along with the introductory letter and paid return envelope. However, due to very low response rate, the survey was then self-administered. Three groups of researchers administered the survey and collected the data. Each group comprised of three members, i.e. a researcher and two degree level students who were asked to volunteer their services for data collection. The sample of the study was randomly selected from different areas of Karachi, Pakistan. The manufacturing SME were selected among the members of Korangi Association of Trade and Industry (KATI). However, service sector SME were selected from the Phonebook Yellow Pages of Pakistan since the database of Phonebook is more categorized and updated. A total of 300 survey questionnaires were distributed. However, only 195 fully-filled questionnaires were found eligible for further analysis. It showed 65% response rate.

Reliability Testing

Cronbach's alpha was employed to measure the reliability of the items used in this study. The internal consistency reliability coefficients (Cronbach's alpha) for the items used in this study are found well above the level of 0.7. The alpha value should be greater than 0.7 to enable the instrument to be accepted for data collection and analysis [Sekaran, 2005]. Thus, the instrument is acceptable for the analysis purpose. The summary of alpha scores is given in table 1.

Table 1. Reliability Coefficients of the variables (n = 195)
 Tabela 1. Współczynniki wiarygodności zmiennych (n = 195)

Constructs	No. of Items	Cronbach's Alpha
Selection	4	.650
Training	6	.792
Compensation	6	.845
Evaluation	5	.624
Supply Chain Management	5	.756

FINDINGS

Background of Respondents

The background of the respondents in this study analyzes the different demographic variables which present the respondent's responses, clearly and logically. The demographic characteristics of respondents summarized in table 2.

Descriptive Statistics of Main Variables

The descriptive statistics of the main variables of the present study, i.e. selection, training, compensation, evaluation and supply chain is summarized in the table 3, presented below. The results showed that the SMEs generally practiced the HRM, selection is moderately practiced in the organization (mean = 3.49, SD = 1.10) along with training (mean = 3.35, SD = 1.081), compensation (mean = 3.68, SD = .975), evaluation (mean = 3.69, SD = 1.34).

With respect to supply chain management, the SMEs responded in this study are generally

inclined towards the supply chain management success (mean = 3.66, SD = .95). See table 3.

Table 2. Summary of Respondents(n = 195)
Tabela 2. Charakterystyka respondentów (n = 195)

Variable (S)	Frequency	% age	Variable (S)	Frequency	% age
<u>Gender</u>			<u>Marital Status</u>		
Male	167	85.6	Married	130	66.7
Female	28	14.4	Unmarried	64	32.8
			No response	1	0.5
<u>Age</u>			<u>Departments</u>		
20-25 yrs	29	14.9	Supply chain / operations	83	42.5
26-30 yrs	48	24.6	HR / Administration	112	57.4
31-35 yrs	40	20.5	<u>Management Level</u>		
36-40 yrs	32	16.4	Junior	14	7.2
41-45 yrs	16	8.2	Middle	108	55.4
46-50 yrs	21	10.8	Top	70	35.9
Over 50	9	4.6	No Response	3	1.5
<u>Education</u>			<u>Working Experience</u>		
Intermediate	3	1.5	< 1 Years	3	1.5
Bachelors	77	39.5	2 - 4 Years	39	20
Masters	103	52.8	5 - 7 Years	37	19
M. Phil	7	3.6	8 - 10	45	23.1
PhD	0	0	11 - 13	20	10.3
Other	5	2.6	14 - 16	19	9.7
<u>Business Sectors</u>			> 17	32	16.4
Financial Institution	18	9.2	<u>No of Employees</u>		
Engineering/Construction	23	11.8	10 to 50	45	23.2
Leather goods	5	2.6	51-100	16	8.2
Chemical/Pharmaceutical	18	9.2	101-150	26	13.3
Education	15	7.7	151-200	73	37.4
Textile	19	9.7	201 - 250	35	17.9
Hotels / Restaurants	18	9.2	<u>Type of Business</u>		
Logistics	17	8.7	Manufacturing	89	45.6
Others	62	31.8	Services	106	54.4
Total	195	100.0	Total	195	100.0

Table 3. Descriptive Statistics of Variables (n = 195)
Tabela 3. Opisowe statystyki zmiennych (n = 195)

Items	Mean	SD
Selection	3.497	1.10
Training	3.352	1.081
Compensation	3.683	.975
Evaluation	3.682	1.349
Overall HRM Practices	3.553	1.126
Supply chain management	3.661	.956

Selection

Out of the four items of selection, "only the best people are hired to work in this organization" (mean = 3.74, SD = 1.07) has the highest mean score, followed by "the values and beliefs of this organization are discussed in interviews with potential employees" mean value of 3.69 (SD = 1.054), "when new employees are hired, they must go through an extensive hiring process in which they are interviewed a number of times" (mean = 3.44, SD = 1.153), and "employees of this organization are involved in the hiring of their peers" (mean 3.11, SD = 1.152). In general, the

SMEs appeared to have moderate selection practices in their organization.

Training

The descriptive statistics for each training items showed that "people are properly oriented and trained upon joining this organization" has the highest level of training practice (mean = 3.67, SD =1.042), followed by "the company provides enough training for the employees to learn new ways to do their job" (mean = 3.59, SD = 1.037). "This organization does provide regular opportunities for personal and career development" (mean = 3.43, SD = 1.045). "Training provided by the firm often consists of both classrooms teachings and On-Job-Training (OJT)" (mean = 3.27, SD = 1.168); "This organization subsidizes, assists or reimburses employees for training they get outside the organization", mean = 3.22, SD = 1.097). However, "employees in this organization receive additional compensation" have the lowest level of practice in the variety of activities (mean = 2.90, SD =1.099).

Compensation

Out of the six items "Employees are given positive recognition when they produce high quality work" showed the highest level of compensation practice (mean = 3.89, SD = .965), followed by "This organization pays well" and "This organization offers good opportunities for promotion" (mean = 3.723, SD = .927) and (mean = 3.723, SD = 1.018) respectively. "The way in which employees in this organization are compensated" (mean = 3.65, SD = .920). "This organization values individual excellence over teamwork" (mean = 3.61, SD = 1.015); "This organization offers a good benefits package compared to other organizations", mean = 3.49, SD = 1.007). The overall mean score showed a moderate level of compensation practiced followed in SMEs.

Evaluation

Results found that SMEs are highly intended to let its employees know, how they are performing (mean = 4.08, SD = 2.98). The item wise analysis showed that the

measurement of an employee's performance on the job is a priority in this organization, it received the highest mean value (mean = 3.77, SD = .895), followed by the measurement of turnover and absenteeism is a priority in this organization" and "when evaluating the employees for promotion, seniority is one of the criteria taken into account" (mean = 3.517, SD = .937) and (mean = 3.517, SD = .970) respectively. However, "this organization makes a point of keeping track of factors that it considers critical for success" receive the lowest mean value (mean = 3.50, SD = .959).

Supply Chain

Five items were used to measure the supply chain management success in SMEs. Out of the five items, "our organization is involving in establishing continuous improvement teams" received the highest mean value (mean = 3.86, SD =.934), followed by the "our organization is creating substantial customer satisfaction evaluation" received the second highest mean value (mean = 3.83, SD= .939), followed by "Our organization is creating substantial supplier quality evaluation" (mean = 3.65, SD= .931); "Our organization is involving in substantial competitive benchmarking advantage" and "Our organization is establishing substantial supplier partnerships" (mean = 3.57, SD= .956) and (mean = 3.38, SD= 1.02) respectively.

The overall mean for supply chain management success (Mean = 3.661, SD = .956) suggests that SMEs in this study are generally effected by the HRM practices.

Correlation Matrix

To determine the relationships amongst the variables Pearson correlation were employed. As a result, a correlation matrix is presented in table 4.

Analysis showed that out of four, three human resource management variables show a positive and significant relationship to supply chain management. This means that the SMEs practiced training; compensation and evaluation have the higher tendency for supply chain management success. However, selection

practice does not seem to have any bearing on supply chain success in SMEs.

The results reveal a significant and positive relationship between supply chain management and (a) Training ($r = .510, p = .000$), (b)

Compensation ($r = .654, p = .000$) and (c) Evaluation ($r = .556, p = .000$). However, there is no significant relationship between selection and supply chain management success ($r = -.033, p = .730$).

Table 4. Correlations Matrix (n = 195)
Tabela 4. Macierz korelacji (n = 195)

HRM Practices	Training	Compensation	Evaluation	Selection	SCM success
Training	1				
Compensation	.459**	1			
Evaluation	.509**	.698**	1		
Selection	-.067	-.100	-.021	1	
SCM success	.510**	.654**	.556**	-.033	1

**Correlation is significant at $p < 0.01$

Table 5. Overall Effects of HR practices on SCM success
Tabela 5. Ogólny wpływ działań HR na sukces łańcucha dostaw

R	R square	Adjusted R square	Std. error of the estimates	F	Sig.
.585	.342	.315	.94421	12.56	.000

Table 6. Effect of each HRM Practice variables on SCM success
Tabela 6. Wpływ poszczególnych działań HR na sukces łańcucha dostaw

Variables	Std. error	Std. Beta	t	Sig.
Selection	.196	-.099	-.984	.327
Training	.250	-.386	-3.763	.000
Compensation	.163	-.181	-2.262	.025
Evaluation	.167	-.106	-.906	.366

Multiple Regression Analysis

To test the overall impact of HRM practices on SCM success multiple regression was employed. The idea here is to estimate the variance explained in SME's supply chain management success by four dimensions of human resource practices. Four components of HR practices i.e. selection, training, compensation and evaluation were included in the regression model using a default enter method, to calculate the effects of variance caused on the supply chain management success. The results are shown in table 5.

The results from Table 10 indicated that the multiple regression coefficients (R) of the four independent variables of HRM practices in the SCM success model is .585 and the R square is .342. The value of F is 12.56 at ($p = .000$). This means that 34.2 percent of the variance in SCM success has been significantly explained by the four factors of HR practices. Thus the results in this study support the hypothesis that SME's HR practices have significant bearing on SCM success. However in the regression analysis beta values of each independent variable signify the significant contribution

and influence on the SCM success was addressed and the results are shown in table 6.

From the result presented above, training appeared to be the strongest explanatory variable to predict SCM success followed by compensation. However selection and evaluation did not able to predict significantly on SCM success in SMEs.

The summary of results of hypotheses examined in this study is presented in the table 7.

Table 7. Summary of Hypotheses Testing Results
 Tabela 7. Wyniki testowania hipotez

	Hypotheses	Result
H1:	Selection has a significant positive effect on supply chain management success.	Rejected
H2:	Training has a significant positive effect on supply chain management success.	Supported
H3:	Evaluation has a significant positive effect on supply chain management success.	Supported
H4:	Compensation has a significant positive effect on supply chain management success.	Supported
H5:	Four factors of human resource practices have significant positive effect on supply chain management success.	Partially supported

CONCLUSION

During the data collection process, we encountered a number of people, trends and policies that gave a vivid picture of HRM practices and SCM. Our ethnographic survey of other SME working in areas other than the sample revealed that the infrastructure for SME support is critically lacking and Pakistan's unstable economy further discouraged the owners of SME to run the business in traditional style. Despite Pakistan's resilience economy, policy makers have failed to formulate SME policy at national, provincial and even local government levels that could exploit the full potential of human resource in Pakistan. Law and order situation also unprovoked the local investors to invest and bring foreign direct investments.

The findings revealed that SME practiced the HRM and SCM at a moderate level.

However, it also indicated that HRM and SCM functions were not practiced fully in SME. The research demonstrated that SCM success is activated by HRM practices. Hence it proved the contention that HRM significantly amplified the level of supply chain success. Moreover, trained and motivated employees and managers contributed effectively under these practices.

This study found that by applying HRM practices at modest level and if linked with SCM, an organization can enhance SCM effectiveness. This would provide an edge to lead in the competitive market(s). Moreover, the integration of best HRM practices with SCM has significant effects on SME's performance as well [Souviron and Harrison, 2007; Shub and Stonebraker, 2009; MacDuffie, 1995]. Indeed this integration provides an edge over those who either focus on human resource management or supply chain management. The finding clearly indicated a unidirectional effectiveness of HRM on supply chain, which is not vice versa. It means that organizations need to focus more on HRM not only to improve the performance of employees but also to enhance the supply chain management success. Moreover, this study also demonstrated that employee training and compensation contributes the most significant value in SCM success. We safely conclude that human resource practices are the activators of all non-human resources and are means for developing competitive advantages in the market place.

This study further found that HRM practices such as training, compensation and evaluation were the key factors for either supply chain success or failure in SME. Therefore, it is clear that SCM success is highly dependent upon HRM practices which were confirmed by Othman and Ghani (2008) and they found some support for the contention that the adoption of SCM needs to be supported by specific forms of HRM practices.

This study demonstrated the relevance of considering the effects of integrated HR practices which includes: selection, training, compensation and evaluation rather than considering individuals. The central role of HR practices in shaping supply chain has been

advocated in other researches [Souviron and Harrison, 2007]. However, effects of individual HR practices are also contingent on other HR practices and therefore require an approach to those practices working as a set or "bundle" rather than independently [Delery, 1998].

The development of SME needs clustering of products and networking that can only be improved through effective governmental assistantship programs such as industrial incubators, industrial parks for SME, and industrial apartment. Effective cluster environment synergized various shortages and helps in the production processes. Further SME owners/manager should implement HRM and SCM functions by considering them as an investment rather than expenses, which in return enhance the organizational performance. It is further observed that the existing HRM and SCM structure in Pakistani SME is fragile and still there is ample room for improvement.

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WPŁYW PRAKTYK ZZZ NA SUKCES ZARZĄDZANIA ŁAŃCUCHEM DOSTAW W MAŁYCH I ŚREDNICH PRZEDSIĘBIORSTWACH

STRESZCZENIE. Wstęp: Metody zarządzania są stosowane przez większość małych i średnich przedsiębiorstw. W miarę upływu czasu metody te stają się coraz bardziej złożone. Celem pracy jest określenie związku pomiędzy zarządzaniem zasobami ludzkimi (ZZL) a zarządzaniem łańcuchem dostaw w małych i średnich przedsiębiorstwach.

Metody: zebrano dane od 195 przedsiębiorstw, zarówno produkcyjnych jak i usługowych. Wyliczono współczynnik Pearsona oraz regresję wielokrotną w celu zbadania zależności. W wyniku badań stwierdzono, że małe i średnie przedsiębiorstwa stosują średnio zaawansowane metody zarządzania zarówno zasobami ludzkimi jak i łańcuchem dostaw. Stwierdzono korelację pomiędzy metodami ZZL, które pozytywnie wpływają na sukces w łańcuchu dostaw. Największy wpływ wśród wszystkich stosowanych metod ZZL miały szkolenia.

Wyniki i wnioski: Otrzymane wyniki potwierdzają pozytywny wpływ metod ZZL na sukces łańcucha dostaw. Właściciele i managerowie małych i średnich przedsiębiorstw powinni skupić się na szerszym wprowadzeniu zaawansowanych metod zarządzania ludźmi w celu osiągnięcia lepszych wyników w obszarze łańcucha dostaw. Takie działanie pozwala na osiągnięcie większej przewagi nad konkurencją.

Słowa kluczowe: zarządzanie zasobami ludzki, zarządzanie łańcuchem dostaw, struktura organizacyjna, przewaga konkurencyjna, małe i średnie przedsiębiorstwa.

EINFLUSS VON HRM-PRAKTIKEN (HUMAN RESOURCES MANAGEMENT) AUF DEN ERFOLG IM MANAGEMENT VON LIEFERKETTEN IN KLEIN- UND MITTELGROßEN UNTERNEHMEN

ZUSAMMENFASSUNG. Einleitung: Ausgewählte Methoden der Unternehmensführung werden von den meisten klein- und mittelgroßen Unternehmen angewendet. Im Laufe der Zeit werden die Methoden immer komplizierter. Das Ziel der Arbeit ist es, den Zusammenhang zwischen dem Human Resources Management (HRM) und dem Management von Lieferketten in klein- und mittelgroßen Unternehmen zu bestimmen.

Methoden: Als Material-Bezugsquelle wurden 195 sowohl Produktions-, als auch Dienstleistungsunternehmen ermittelt. Zwecks Prüfung der Abhängigkeit wurden der Pearson'sche Korrelationskoeffizient und die mehrfache Regression berechnet. Im Ergebnis der Forschungen stellte man fest, dass die klein- und mittelgroßen Unternehmen nur mittelmäßig fortgeschrittene Methoden der Unternehmensführung im Bereich des HRM wie auch im Management von Lieferketten in

Anspruch nehmen. Es wurde dabei eine gegenseitige Korrelation zwischen den HRM-Methoden, die den Erfolg innerhalb der Lieferkette positiv beeinflussen, festgelegt. Unter allen angewendeten HRM-Methoden haben Schulungen den größten Einfluss ausgeübt.

Ergebnisse und Fazit: Die ermittelten Ergebnisse bestätigen den positiven Einfluss der HRM-Methoden auf den Erfolg einer Lieferkette. Die Geschäftsführer und Manager von klein- und mittelgroßen Unternehmen sollten eine breitere Anwendung von den fortgeschrittenen HRM-Methoden zwecks Erzielung von besseren Ergebnissen innerhalb der Lieferketten anstreben. Solch eine Ausrichtung der betreffenden Aktivitäten erlaubt, eine bessere Wettbewerbsfähigkeit des Unternehmens zu gewinnen..

Codewörter: Human Resources Management, Management von Lieferketten, Organisationsstruktur, Wettbewerbsfähigkeit, klein- und mittelgroße Unternehmen

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