

## Challenges Faced By The Organisation In Implementing The Hr Practices In SME'S

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### Abstract

This study focuses on the challenges faced by small and medium-sized enterprises (SMEs) in Tirunelveli City while implementing human resource (HR) practices. SMEs often encounter difficulties due to limited financial resources, a small workforce, and unique operational dynamics. The research aims to analyze the perceptions of employees regarding recruitment and selection processes, learning and development opportunities, and the promotion policy within these organizations.

The study employs a descriptive research design, collecting primary data from employees in various industrial clusters through a sample size of 450. Statistical tools such as percentage analysis, descriptive statistics, Kruskal Wallis test, and One-way Anova are utilized for analysis. Findings reveal a gender imbalance, with a majority of male participants. The age distribution indicates a concentration in the 31-40 age group, and most respondents are married. Educational qualifications predominantly include bachelor's degrees and diplomas. The study encompasses various job cadres, with a balanced representation of technical and non-technical roles. Concerning recruitment and selection, employees generally express a positive perception, with structured interviews and talent management policies receiving higher acceptance. Learning and development opportunities are considered adequate, matching individual job needs and competencies. Promotion policies are perceived as having room for improvement.

**Keywords:** HR practices, SME's and Challenges.

### INTRODUCTION

HR strategies are crucial in influencing the business culture, promoting employee engagement, and assuring overall efficiency. Small and Medium-sized organizations (SMEs) have distinct difficulties when it comes to establishing efficient HR practices, unlike big organizations that often have established HR frameworks. The primary objective of this debate is to examine the difficulties faced by businesses, particularly small and medium-sized enterprises (SMEs), in Tirunelveli City while attempting to adopt human resources (HR) practices.

Tirunelveli, sometimes has a thriving business ecosystem characterized by a substantial concentration of small and medium-sized enterprises (SMEs) across diverse sectors including manufacturing, textiles, and information technology. These small and medium-sized enterprises provide a substantial contribution to the economic development and employment in the area. Nevertheless, the small scale, restricted resources, and distinctive operational dynamics of these organizations provide specific obstacles in effectively implementing and carrying out HR policies.

### STATEMENT OF PROBLEM

Small and medium-sized enterprises (SMEs) often work with restricted financial resources and a small number of employees. Assigning resources for comprehensive HR practices may be difficult, since they may give more importance to current operational requirements rather than long-term investments in human resources. This may have an influence on the execution of comprehensive recruiting, training, and staff development initiatives. And also, insufficient specialist HR Staff: In contrast to big organizations, SMEs may lack dedicated HR departments or staff with specialist HR expertise.

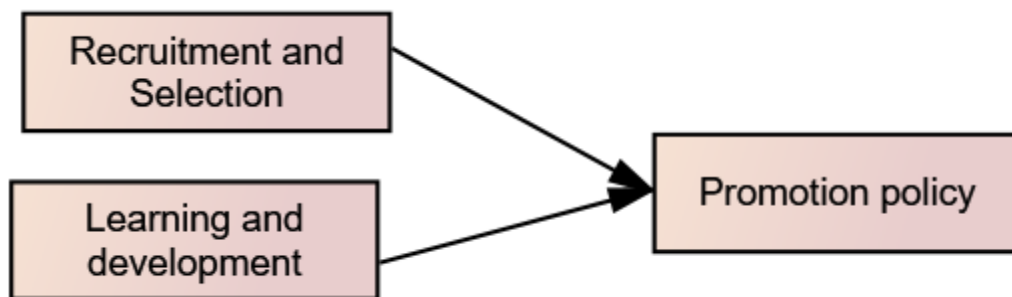
Oftentimes, HR duties are delegated to current staff members, such as office managers or firm owners. The absence of HR experience might impede the efficient execution of optimal strategies in domains such as talent management and employee relations.

Meanwhile, resistance to change is often seen in small and medium-sized enterprises (SMEs), particularly those with established structures and entrenched habits, since they may be reluctant to modify their organizational processes. Introducing novel HR methods often necessitates a change in perspective and organizational culture. The effective incorporation of current HR procedures might be hindered by resistance from leadership or workers who are used to old methods of functioning.

**OBJECTIVES OF THE STUDY**

- 1 To evaluate the perception of employees towards recruitment and selection process.
- 2 To analyse the learning and development of employees towards HR practices.
- 3 To ascertain the performance management, promotion policy and business policy and directions of employees.

**CONCEPTUAL FRAMEWORK**



**Recruitment and selection**

Recruitment and selection present formidable challenges for small and medium-sized enterprises (SMEs) operating in Tirunelveli City. These organizations often grapple with limited resources, both financial and human, which significantly curtail their ability to attract and retain top talent. Without the financial muscle to offer competitive salaries and benefits packages, SMEs find themselves at a disadvantage when vying for skilled professionals against larger corporations. Moreover, the absence of dedicated HR personnel or departments exacerbates the situation, leaving SMEs ill-equipped to design robust recruitment strategies or conduct comprehensive candidate evaluations. Consequently, they may struggle to ensure compliance with labor laws and regulations, further complicating the recruitment process. The high turnover rates prevalent in SMEs compound these challenges, necessitating frequent recruitment cycles that strain already constrained resources.

**Learning and development**

In the realm of learning and development, SMEs in Tirunelveli City encounter a host of obstacles that impede their efforts to cultivate a skilled and adaptable workforce. Resource constraints loom large, inhibiting their ability to allocate adequate resources for employee training and development initiatives. With limited budgets and time at their disposal, SMEs often resort to ad-hoc or informal training methods, which may not effectively address the evolving skill requirements of their workforce. Moreover, the absence of formalized training structures and programs further complicates matters, leaving employees without clear pathways for skill enhancement or career advancement. Additionally, limited access to external training providers or educational institutions hampers SMEs' ability to offer diverse learning opportunities, hindering the professional growth of their employees.

**Promotion policy**

Promotional policies present yet another hurdle for SMEs in Tirunelveli City as they strive to nurture talent and foster a culture of internal mobility. The inherently flat organizational structures characteristic of SMEs translate into limited growth opportunities for employees, resulting in higher turnover rates and diminished morale. Furthermore, the absence of formalized promotion criteria leaves room for subjective evaluations and favoritism, breeding perceptions of unfairness and undermining employee motivation. Without clear career development planning in place, employees may feel adrift in their roles, lacking the guidance and support needed to progress within the organization. In navigating these challenges, SMEs must prioritize transparency, meritocracy, and strategic planning to cultivate a work environment conducive to employee growth and retention.

**SCOPE OF THE STUDY**

Today human resources occupy, more than ever, the center stage of all economic activities. It is alarming time for all those organizations that wish to be successful in global markets to gear up and implement desired shift in their prevailing human resource management practices and leverage their human resources along with the other resources. Also, to become more flexible and innovative organizations need to adopt new ways of attracting, retaining and motivating employees who are keen to learn and can contribute to the growth and development of the organization. In an increasingly competitive market, survival and prosperity of business will depend critically on the ways an organization manages its resources especially the human resources. The main scope of the study is that it will be useful for the company to know about the HR practices of the company.

**RESEARCH METHODOLOGY**

**Research design:** Descriptive research design is adopted for the present study.

**Data collection**

**Primary data:** With the study primary data was collected from the employees working in industrial clusters of various companies.

**Secondary data:** The secondary data was collected from websites, journals and articles.

**Sampling design**

The targeted units’ employee working in SME’s and simple random sampling technique was used towards the study.

**Sample size:** The sample size of the study is 450.

**Statistical tools used for analysis**

The following tools were adopted: Percentage analysis, Descriptive statistics, Kruskal Wallis test and One-way Anova,

**LIMITATIONS OF THE STUDY**

- Only limited dimensions regarding HRM Trends, High Performance work environment & Motivation and Business outcomes were used with the study.
- There may be a bias towards primary data collected from the respondents.

**ANALYSIS AND INTERPRETATION**

**Demographic variables of the study**

Demographic variables	Particulars	Frequency	Percent
Gender	Male	387	86
	Female	63	14
	Total	450	100
Age	21-30 years	63	13.7
	31-40 Years	222	49.1
	41-50 Years	105	23.4
	51-60 Years	57	12.6
	Above 61 Years	6	1.1
	Total	450	100
Marital status	Married	372	82.9
	Unmarried	78	17.1
	Total	450	100
Educational qualification	Final schoolings	6	1.1
	Bachelor’s degree/Diploma	222	49.1
	Master’s degree	138	30.9
	Professional Degree/Diploma	84	18.9
	Total	450	100
Job cadre	Clerical	9	2.3
	Jr. Management	165	36.6

	Middle Management	198	43.7
	Sr. Management	78	17.4
	Total	450	100
Type of job	Technical	225	50.3
	Non-Technical	225	49.7
	Total	450	100

**Gender:**

The majority of participants in the study are male, constituting 86% of the total sample, while females make up 14%. This suggests a significant gender imbalance in the study population.

**Age:**

The age distribution reveals that the largest proportion of participants falls within the age group of 31-40 years, comprising 49.1% of the sample. The age groups of 41-50 years and 21-30 years follow, with 23.4% and 13.7%, respectively. This indicates a relatively mature workforce with a concentration in the middle-age brackets.

**Marital Status:**

The majority of participants are married, accounting for 82.9% of the total sample, while unmarried individuals constitute 17.1%. This suggests that the study predominantly involves individuals in committed relationships.

**Educational Qualification:**

A breakdown of educational qualifications shows that participants with a Bachelor's degree/Diploma form the largest group at 49.1%, followed by those with a Master's degree at 30.9%. Participants with a Professional Degree/Diploma and those with only final schooling represent 18.9% and 1.1%, respectively. This implies a well-educated sample with a significant proportion having attained higher education.

**Job Cadre:**

Job cadre distribution indicates that the majority of participants fall into the Middle Management category, constituting 43.7% of the total sample. Junior Management and Senior Management follow, with 36.6% and 17.4%, respectively. Clerical staff comprises the smallest proportion at 2.3%. This reflects a diverse representation of job roles and responsibilities within the study.

**Type of Job:**

The distribution based on the type of job reveals an equal split, with 50.3% holding technical positions and 49.7% in non-technical roles. This suggests a balanced representation of both technical and non-technical professionals in the study, providing a comprehensive view of different job functions.

**Recruitment And Selection**

Particulars	Mean	SD
Recruitment and selection driving a well-designed talent management policy of the company	5.97	1.456
Applicants undergo structured interviews before being employed	6.08	1.296
Applicants exposing to formal test before actual selection is made	5.71	1.685
When selecting new employees, the overall fit of the applicant with the organization's values is assessed	5.89	1.309
Selections are based on role-based competencies	5.61	1.254
The hiring practices focus on how well the individual fits with the culture of the company.	5.49	1.313

The employees working with Tirunalveli have a higher level of acceptance towards recruitment and selection is driving a well-designed talent management policy of the company (5.97), applicants undergoing structured interviews before being employed (6.08), applicants exposing to formal test before actual selection is made (5.71), selections based on role-based competencies (5.61).

**Learning and development**

Particulars	Mean	SD
There are enough opportunities for learning and intellectual development.	5.46	1.651
Company offers training that are essential for employees to do the given tasks effectively.	5.45	1.758
Company prepares employees for their next level promotion by formal training process.	5.06	1.872
Trainings are matching with individual job needs and employee competency.	5.21	1.592

The employees agree towards enough opportunities for learning and intellectual development. (5.46), company offering training that are essential for employees to do the given tasks effectively (5.45), company preparing employees for their next level promotion by formal training process (5.06) and trainings matching with individual job needs and employee competency (5.21).

**Comparison Between demographic variables and level of acceptance on recruitment and selection with reference To HR Practices**

H01: There is no relationship between demographic variables and opinion regarding recruitment and selection with reference to HR practices.

Demographic Profile	Particulars	N	Mean Rank	Chi-Square	Asymp. Sig.
Gender	Male	387	183.55	13.697	0.000
	Female	63	126.07		
	Total	450			
Marital Status	Married	387	170.63	3.946	0.047
	Unmarried	63	199.03		
	Total	450			
Type of Job	Technical	387	215.41	55.479	0.000
	Non-Technical	63	135.13		
	Total	450			

There is a relationship between gender (0.000), marital status (0.047), type of job (0.000) and level of acceptance on recruitment and selection.

**Gender**

Male respondents 183.55 have higher opinion regarding recruitment and selection than female respondents.

**Marital Status**

Unmarried respondents 199.03 have higher opinion regarding recruitment and selection than married respondents.

**Type of Job**

The respondents who are working with technical department 215.41 have higher opinion regarding recruitment and selection.

**Comparison between demographic variables and opinion regarding recruitment and selection with reference to HR practices**

Ho2: There is a significant difference between demographic variables and opinion regarding recruitment and selection with reference to HR practices

Demographic Profile	Particulars	N	Mean	SD	F	Sig
Age	21-30 years	63	5.97	1.097	46.152	0.000
	31-40 Year	222	6.35	0.609		
	41-50 Years	105	5.33	1.427		
	51-60 Years	57	4.43	0.924		
	Above 61 Years	6	3.66	0.000		
	Total	450	5.79	1.189		

Educational Qualification	Final schoolings	6	7.00	0.000	95.654	0.000
	Bachelor Degree/Diploma	222	6.45	0.632		
	Master Degree	138	5.56	1.026		
	Professional Degree/Diploma	84	4.35	1.169		
	Total	450	5.79	1.189		
Job Cadre	Clerical	9	6.91	0.089	51.241	0.000
	Jr. Management	165	6.41	0.713		
	Middle Management	198	5.69	1.215		
	Sr. Management	78	4.57	0.938		
	Total	450	5.79	1.189		
Length of service in current job	1- 5 Years	90	5.06	1.375	49.235	0.000
	6-10 Years	174	6.29	0.683		
	11-15 Years	117	6.19	0.906		
	16-20 years	21	5.95	0.713		
	20 +	48	4.20	1.058		
	Total	450	5.79	1.189		
Organizational Strength	1- 100	45	6.53	0.502	24.913	0.000
	101-200	165	5.90	1.093		
	201-300	12	4.33	2.371		
	301-400	9	4.08	0.089		
	401-500	66	4.76	0.906		
	500+	150	6.12	0.996		
	Total	450	5.79	1.189		
Sales turnover of the Company	Less than 50 Cr	33	5.13	1.544	9.691	0.000
	51-150 Cr	135	6.14	1.029		
	151-250 Cr	90	5.34	1.364		
	250+ Cr	195	5.85	1.038		
	Total	450	5.79	1.189		

There is no significant difference between age (0.000), educational qualification (0.000), the Job cadre of the respondents (0.000), length of service in current job level of the respondents (0.000), organizational strength (0.000) and sales turnover of the company of the respondents (0.000) opinion regarding recruitment and selection of their companies.

#### Age

The respondents from the age group above 60 yrs (3.66) somewhat disagree, age group between 51-60 yrs (4.43) somewhat agree, the respondents from age group between 41-50yrs (5.33) and between 21-30yrs (5.97) agree. The respondents from age group between 31-40yrs (6.35) strongly agree towards recruitment and selection of their companies.

#### Educational Qualification

The respondents who have completed their professional degree/diploma (4.35) somewhat agree. The respondents who have completed their master's degree (5.56) agree. The respondents who have completed their bachelor's degree/diploma (6.45) strongly disagree, and the respondents who have completed final schooling (7.00) strongly agree towards the level of acceptance on recruitment and selection of their companies.

#### Job Cadre

The respondents who are working in Sr. Management (4.57) disagree, Middle management (5.69) agree, Jr. Management (6.41), clerical department (6.91) strongly agree towards opinion regarding recruitment and selection of their companies.

#### Length of service in current job

The respondents who are working with the current job above 20 yrs (4.20) somewhat agree, 1-5 yrs (5.06) and 16-20 yrs (5.95) agree, 11-15 yrs (6.19), and 6-10 yrs (6.29) strongly agree towards opinion regarding recruitment and selection of their companies.

**Organizational Strength**

The respondents who are working with a company having employees between 301-400 (4.08), 201-300 (4.33), 401-500 (4.76), somewhat agree, the respondents who are working with strength 107-200 (5.90) agree, and above 500 (6.12) strongly agree towards opinion regarding recruitment and selection of their companies.

**Sales turnover of the Company**

The respondents who are working with a company making a turn over less than Rs 5 Crs (5.13), Rs 151-250 Crs (5.34), above Rs. 250 Crs (5.85) agree, Rs. 51-150 Crs (6.14) strongly agree towards opinion regarding recruitment and selection of their companies.

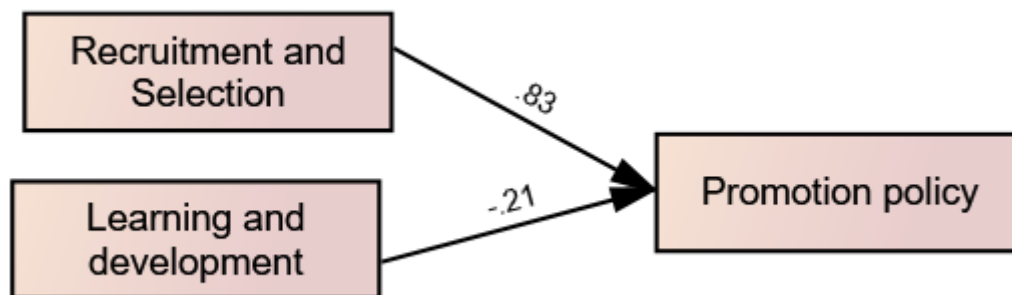
**PROMOTION POLICY**

Particulars	Mean	SD
Company is having a well written promotion policy	4.28	1.847
Job promotions are fair and equitable	4.97	1.663

The above table depicts the respondents somewhat agree towards company having a well-written promotion policy (4.28) and fair and equitable job promotions (4.97).

**CONCEPTUAL FRAMEWORK**

**Impact of recruitment and selection and learning and development on promotion policy**



The above chart describes that recruitment and selection have positive impact on promotion policy (0.832) and learning and development don't have impact on promotional policy.

**FINDINGS**

- Most of the respondents are male.
- Most of the respondents are from the age group between 31-40 years.
- Most of the respondents are married.
- Most of the employees working in Tirunalveli zone have completed their bachelor degree/diploma.
- Most of the respondents are working in middle management level in Tirunalveli zone.
- Most of the respondents are working in technical jobs.
- Most of the respondents are working with the current job between 6-10 years.
- Most of the respondents said that their company is having employees between 101-200.
- Most of the respondents are working with a company making turnover of more than Rs. 250crs.

**RECRUITMENT AND SELECTION**

The employees working with Tirunalveli have a higher level of acceptance towards recruitment and selection is driving a well-designed talent management policy of the company, applicants undergoing structured interviews before being employed, applicants exposing to formal test before actual selection is made, selections based on role-based competencies.

## **Comparison between demographic variables and level of acceptance on recruitment and selection with reference to HR practices**

### **Gender**

Male respondents 183.55 have higher opinion regarding recruitment and selection than female respondents.

### **Marital Status**

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### **Type of Job**

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### **Age**

The respondents from the age group above 60 yrs somewhat disagree, age group between 51-60 yrs somewhat agree, the respondents from age group between 41-50 yrs and between 21-30 yrs agree. The respondents from age group between 31-40 yrs strongly agree towards recruitment and selection of their companies.

### **Educational Qualification**

The respondents who have completed their professional degree/diploma somewhat agree. The respondents who have completed their master's degree agree. The respondents who have completed their bachelor degree/diploma strongly disagree, and the respondents who have completed final schooling strongly agree towards the level of acceptance on recruitment and selection of their companies.

### **Job Cadre**

The respondents who are working in Sr. Management disagree, Middle management agree, Jr. Management, clerical department strongly agree towards opinion regarding recruitment and selection of their companies.

### **Length of service in current job**

The respondents who are working with the current job above 20 yrs somewhat agree, 1-5 yrs and 16-20 yrs agree, 11-15 yrs, and 6-10 yrs strongly agree towards opinion regarding recruitment and selection of their companies.

### **Organizational Strength**

The respondents who are working with a company having employees between 301-400, 201-300, 401-500, somewhat agree, the respondents who are working with strength 107-200 agree, and above 500 strongly agree towards opinion regarding recruitment and selection of their companies.

## **SUGGESTIONS**

Traditional practicing of searching based on competency alone may not be useful for attracting applicants to organizations. Organizations should to align many HR functions, such as selection, assessment, training needs assessment, promotion, and pay determination through the use of competencies (Lievens et al., 2004). Competencies are prevalent and invasive in many organizations, and thus, future research should examine how the use of competency models affects employee performance and satisfaction with various competencies-focused functions. While organizations may not rely on providing competency information to recruit employees, competencies are useful for organizations in many other domains. It is important to examine employees' attitudinal and behavioural responses to such practices.

Proper communication at the beginning performance conversation will make the employee relaxed and be prepared. For this purpose, an orientation to all the employees can be given about the assessment and implementation of the 360-degree appraisal process along with ongoing performance conversation.

The performance feedback and follow through process can be handled by a Trained Professional. As this system is being launched for the first time in the organization under study, so they require expertise. For instance, more work is required when the feedback is negative and unexpected. Managers with low self-esteem probably, will have difficulty accepting negative feedback and will tend to deny and will use a variety of defence mechanism to protect themselves from negative results. Managers may rationalize the results by believing that their subordinates and peers do not understand the pressures under which management works. Thus, they might shift the workload to their subordinates or evaluate them poorly on their next performance appraisal.

## **CONCLUSION**

Leader or manager should understand their employee's needs in order to motivate them. High performance work environment is used to get better performance by building leadership pipeline, better information, tools, incentives and build trust on the leadership. Good work environment helps the organization to align the people with its goals and objectives. So, cause and effect between employee motivation through best HR practices and high-performance work environment should be studied to gain effective performance. The conclusion is that the respondents who are working in

Tirunelveli have a higher level of acceptance towards Recruitment and Selection, learning and development, business policy and directions and workplace effectiveness.

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