

Human Resource Development as a Tool for Developing the Small and Medium Enterprises

Husne Jahan Chowdhury*
Mohammed Rafiqul Islam**

Abstract

Human Resource Development (HRD) in small and medium-sized enterprises (SMEs) is a considerable area for investigation. The aim of this study is to analyze the necessity of HRD in the development of SMEs of Bangladesh. A sample of 234 respondents has been selected conveniently from all over the country specially Dhaka City of Bangladesh. SPSS has been used to analyze collected data for descriptive statistics, correlation analysis, ANOVA, testing hypothesis and other general analysis. After analyzing the correlation among the factors of HRD it is found that there is a positive relationship between technical and vocational education (TVE), training and organizational development (OD) with the development of SMEs. It is also found respondents are not aware about the career planning and development (CPD) and research. This research recommends that technical and vocational education should be ensured, well organized training system and confirmations of easy loan facilities are very crucial for the development of SMEs. The study also advised the policy makers, entrepreneurs and investors to focus on key variables of HRD that are affecting the development of SMEs of Bangladesh.

Keywords: Human Resource Development, HRD, SMEs, Training, Development.

* Assistant Professor, Department of Management Studies, Comilla University, Bangladesh. Email: husnejahan81@gmail.com

** Lecturer, Department of Management, Jatiya Kabi Kazi Nazrul Islam University, Mymensingh, Bangladesh. Email: rafiq.emu618@gmail.com

1.0 Background

Small and medium enterprises (SMEs) are the backbone of the economy in Bangladesh. As SMEs play an essential role in poverty reduction through employment generation they are playing a very important role for developing the economy of a nation. Country Report (2012) of the International Monetary Fund (IMF) stated that 99 percent private sector establishments in Bangladesh are accounted by SMEs and 70 to 80 percent employment of the nonagricultural labor force are created. The world economy has experienced huge amount changes in the sector of innovation and entrepreneurship. Human resources are the main and important aspect for the enterprise to ensure the dynamic and smooth development and forwardness towards the achievement of the organizational goals. Human Resource Development (HRD) is exceptionally important because SMEs know that any improvement and development of an employee is essential to the advancement of the organization, and employees are eager for the opportunities to develop their skills to ensure the advancement of their organizations. This competitive business world focuses more on human factor, since skills of employees have been distinguished as the most important device for the long term growth and advancement of an enterprise. This paper attempts to identify the necessity and the effectiveness of the HRD for developing the picture of SMEs in the developing country like Bangladesh. Organizational strategies, labor market analysis, value system of the organization, market analysis are very important for the development of the SMEs. Those factors are dependent on the HRD environment and collaboration of the organization. It appears from the literature that investment on the human resource of the organization will enhance learning, research and performance. However, due to the financial constraints the SMEs are not capable to introduce HRD initiatives appropriately in the organization. If the SMEs can recover those problems it will be proven that there is a great relationship between HRD and the development of the SMEs.

1.1 Literature Review

Many researchers have examined the escalation and development of the SME sector in Bangladesh and the factors responsible for it. Omar and Arokiasamy (2009) disclosed in his study that recent studies of SMEs have a great impact in the developing countries. For being competitive in the market and survival of human resource development is a part and parcel in the SMEs. Now the question is what is HRD? Gravan (2012) highlighted that HRD is progressively one of the most widely researched

fields in the subject of human resource management. Decision makers, researchers and practitioners have triggered the necessity of HRD to develop the efficiency of human capital and create sustainable performance. Swanson (2001) stated that a process of rising and relinquishing proficiency through employee training and organizational development for the intention of accelerating performance is called human resource development. On the other hand Human Development Report 2015 defined it as a more extensive process which provides more skills to the human resources and provides various opportunities to use those skills. Rahman (2011) mentioned that HRD and innovation of a country helps to compete and survive in the world. Most importantly Jamil (2013) defined HRD as a sketch for growing knowledge, skills and capacities as well as improving approach of the people through planning, educating, training, schooling, supervising and stipulation of opportunities. He also mentioned in his study that HRD is the most significant and fundamental issue of economic growth and has sufficient possibility to boost efficiency and to have positive belongings on economy of the country by removing backwardness, increasing education and improving health standards. Jamil (2013) identified that poverty, social justice, good governance, health, population management, technical training & education, literacy & education as the factors of human resource development. In this above literature we found that HRD is an improvement process which develops skills, increases proficiency and helps to generate more opportunities for the betterment of the organization. It is very necessary for implementing a plan in an effective and efficient manner. Knowledge creation and innovation are very important for the organization and HRD process helps to create new invention for the organization.

HRD in SMEs is being investigated and researched in a mixture of SME factors, circumstances and related areas. HRD in SMEs is being researched from all possible aspects and the matter has global appeal with researches being run in many countries. Rigg and Trehan (2002) stated HRD in SMEs is taking a dissertation in the angle of organizational, education and advancement. In this era organizational learning and development depend on attending in the course of formal HRD activity but most of the cases this activity is undermined in the organizational process. From this statement we can realize that formal HRD movement can serve an indistinct viewpoint single handedly. Furthermore, need for research for the development of SMEs is an indication of HRD. HRD is similarly essential for both small and large scale organization. On the other hand, HRD in SMEs failed to understand the importance for organizational learning and development.

EssiSaru (2007) argued in her study about HRD and organizational learning from the viewpoint of small firms. In this study she also argued that learning is very important for the development of individual as well as the organization and it is closely associated to the HRD activities of the organization. This discussion figured out that HRD activities are very crucial for the survival and development of SMEs. Harrison (1997) stated that HRD is vital for directorial strategy, external labor market strategies, labor market needs, and the value system within an organization. Garavan (2015) highlighted in his systematic review that the need to both widen and intended the hypothetical base of investigation on HRD in SMEs. He suggested to the researchers to study HRD in SMEs carefully to provide support for specific research questions. From those statements it is clear that most of the studies on HRD in SMEs attempts to either illustrates the characteristics of HRD in SME or identifies the organizational and personal contribution of HRD in SMEs.

From this review of literature we have identified five basic factors (technical and vocational education, training, organizational development, career development and research) relating HRD for examining the relation and connection of those factors with the development of SMEs. Vocational and technical education is defined by Rauner (2008) as a link between primarily practical learning and further education through lifelong learning process. It is nothing but exercise and experience. Attwell (1999) attempted to report that it has an excellent impact on the improvement of the workforce in the innovation and competitiveness. Industry, commerce, social partners should come forward to initiate the vocational and technical education programs. Helfat & Lieberman (2002) identified training as an essential tool for developing human resources and suggested to use training effectively for ensuring the flow of knowledge and communication. They also added that training is the key to enhance productivity and performance. In the perspective of SME sector, Ibrahim & Ellis (2003) suggested that training would increase their continued existence rate whilst Reid & Harris (2002) stated that the most successful SMEs offer more employees training than typical small firm. On the other side, according to Omar and Arokiasamy (2009), 'HRD activities such as organizational development, career planning and development, self-directed learning, motivation have looked forward to a better performance, equality and improve human resource. It is believed that small firms should put in place strategies to enhance knowledge, skills, and expertise.'

Most of the literature reveals to be positing that investment in employees will be enhanced learning and performance. HRD is generally thoughtful with activity and demonstrated that there is a causal link between human resource development investment and organizational and business performance. There is an immediate need to locate the possible factors of Human Resource Development and their worth for superior economic growth of the Bangladesh. This research targets to fulfill this gap in the current literature.

1.2 Small and Medium Enterprises

“Small and Medium Enterprise” business structure has emerged with the vision of alleviating poverty, generating employment and thereby accelerating economic growth in the economy. The term SME comes in when people want to have their own business with their little capital. It is easy to finance, organize and commence. It serves the person as well as the whole economy. The explanation of SMEs differs from country to country around the globe. Arafat (2012) stated that SMEs, both in dimension and forms are not constant across the worldwide and there is no unanimously accepted explanation of SMEs. It is totally depends on the amount of investment, number of workers, used technologies, production process, required skills of workers and supervisors, usage of products etc. which varies from nation to nation.

In the National Industrial Policy of Bangladesh 2016, Small enterprise refers to the industry which is not a public limited company complies the following criteria:

Table 1
Small Enterprise

Serial	Type of Industry	The amount of investment (Replacement cost and value of fixed assets, excluding land and factory buildings)	Number of employed workers
01.	Manufacturing	75 lakh to 15 crore	31 to 120
02.	Service	10 lakh to 2 crore	16 to 50

Source: National Industrial Policy (2016)

Medium enterprise refers to the business which is not a public limited company and complies the following criteria:

Table 2
Medium Enterprise

Serial	Type of Industry	The amount of investment (Replacement cost and value of fixed assets, excluding land and factory buildings)	Number of employed workers
01.	Manufacturing	15 crore to 50 crore	121 to 300
02.	Service	2 crore to 30 crore	51 to 120

Source: National Industrial Policy (2016)

The SME sector plays a vital role in the labor-intensive economy like Bangladesh. Therefore, SMEs have great contribution to reduce the unemployment and ensuring the socio-economic development. Moreover, it is responsible for 25 percent contribution in the country's Gross Domestic Product (GDP). South Asia Enterprise Development Facility published a report in 2003 by stating that the contribution of various types of SMEs in the industrial employment is between 80 to 90 percent and in total civilian employment is 23 percent. On the other hand, according to different sources (as like ADB, WB, BIDS and Planning Commission) for adding manufacturing value the contribution of SMEs in Bangladesh is between 45 to 50 percent. Although SMEs are facing various difficulties but it is fact that from employment and value adding dimensions it is identified that SMEs have a great influence on the economy of this country.

1.3 Research Objectives

The main objective of the study is to identify the HRD factors which are very important in the development of the SMEs in Bangladesh. Based on the original objective, the specific objectives of the study are as follows:

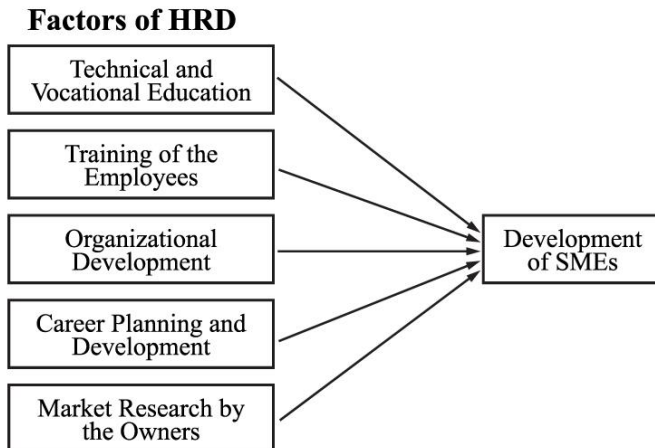
- To identify the current status of HRD in the SMEs,
- To identify the main hindrances in the HRD process of the SMEs,
- To recommend some actions to overcome the HRD problems.

1.4 Research Methods

The population of the study includes the owners and executives of the SMEs operating in the whole country. A sample of 234 respondents is surveyed from those SMEs. The selected respondents from each sample SME have been provided with structured questionnaire. The random sampling technique was used for the survey in collecting data. The study utilized multiple techniques for collecting primary data related to the

HRD activities and its importance in the SMEs of Bangladesh. The questionnaire and the interview techniques were used to collect data from the field. Primary data were collected from July 2018 to September 2018 and secondary data were collected from journals, books, websites and magazines. A questionnaire was prepared containing two parts; first part entails the demographic information about the respondents, and the second part of the questionnaire consists of six sections that are related to HRD activities in developing SMEs. In this research, Likert scaling technique has been used to code data. In this Likert scaling technique, 5 response categories have been used ranging from 1 (minimum) to 5 (maximum). The label of these 5 response categories are like 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly Agree. In order to evaluate the relationship between HRD activities and the development of SMEs Karl Pearson correlation techniques and linear regression analysis were used. During analysis of the data on technical and vocational education, training, organizational development, career development and research are considered as independent variables. The data analysis in this study was conducted by using the Statistical Package for Social Sciences (SPSS) software, version 20.

1.5 Theoretical Framework



1.6 Model Specification

In order to examine the relationship between the factors of HRD and development of SME, the following model was developed:

$$y = \beta_0 + \beta^1 X^1 + \beta^2 X^2 + \dots \dots \beta^n X^n + \epsilon$$

Where, y is the value of the dependent variable, β_0 is the population y intercept, β^1 is the slope of the regression line, X^i is the value of the independent variable for the i th value and ϵ is the random error in y . This research will fit the above model.

1.7 Reliability and Validity Test

Cronbach's alpha was used in this research to measure the reliability of the scale. Cronbach's alpha is considered most widely used method of reliability test (Cooper & Schindelr, 2001; Hair, Anderson, Tatham, & Black, 1998; Malhotra, 2002). It is quite important to say that its value varies from 0 to 1, but values more than 0.6 is required to be reliable (Cronbach, 1951; Malhotra, 2002).

Reliability Statistics	
Cronbach's Alpha	N of Items
0.661	5

The reliability value of the items used in this study is 0.66 which is supported by Cronbach (1951), Bagozzi and Yin (1998), and Nunnally and Bernstein (1994).

A pilot survey was conducted before the main survey in order to examine the feasibility of study design. One percent of the sample had been contacted for the pilot survey of the questionnaire. The questionnaires were sent, filled in, and returned back by the selected respondents. Their feedback included written corrections and notes on the questionnaire and telephone discussions upon the possible problems that they faced in filling the questionnaire. The questionnaire was revised on the basis of the suggestions and recommendations provided by the respondents.

1.8 Research Hypothesis:

H1: There is a significant relationship between technical and vocational education and development of SMEs.

H2: There is a significant relationship between training of the employees and development of SMEs.

H3: There is a significant relationship between organizational development and development of SMEs.

H4: There is a significant relationship between career planning and development and development of SMEs.

H5: There is a significant relationship between market research by the owners and development of SMEs.

2. Data Analysis

The main objective of the study is to analyze the relationship of different independent variables with the dependent variable as well as to see the real impacts on the development of SMEs. Demographic features and the results are summarized.

2.1 Demographic Profiles of the Respondents:

Various personal features of the respondents such as gender, education, designation, skills of the current staff, registration of the organizations etc. have a great influence on the HRD factors of the small firms. We tried to identify those variables on the basis of collected data.

2.1.1 Gender

Haque and Itohara (2009); Rehman (2009) believed that involvement of female in the entrepreneurship development is a difficult job in Bangladesh as women tend to fall behind than men socially and economically. Our survey result indicating the opposite scenario in this case as table-3 is shown that 178 females are directly involved with the SMEs among 234 respondents and the percentage is about 76. In the light of this result we can identify that women participation in the SMEs is increasing day by day which will be a vital factor to take HRD decision in the small firms.

Table-3
Gender Distribution of the Owners/Executives of SMEs

Gender	Frequency (N=234)	Percentage
Male	56	24
Female	178	76
Total	234	100

2.1.2 Education

The figure-1 indicates that among the 234 respondents most of the owners and executives of small firms completed their graduation and

post-graduation. About 33 respondents replied that they completed their higher secondary education whereas only 6 respondents completed their formal education from the vocational and technical institutions.

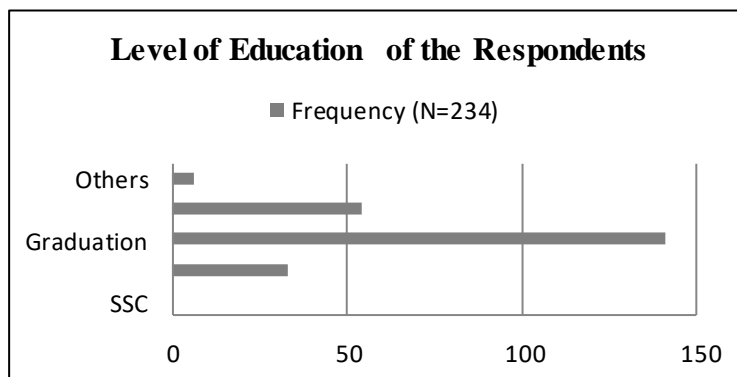


Figure-1: Level of education of the owner/executives of the SMEs.

2.1.3 Status of the Skills of Current Staff

Figure-2 shows that 45 percent of the owners and executives ranked the skills of their staff as good. Around 34 percent ranked their workforce skills as fair and only 18 percent ranked their workforce skills as excellent.

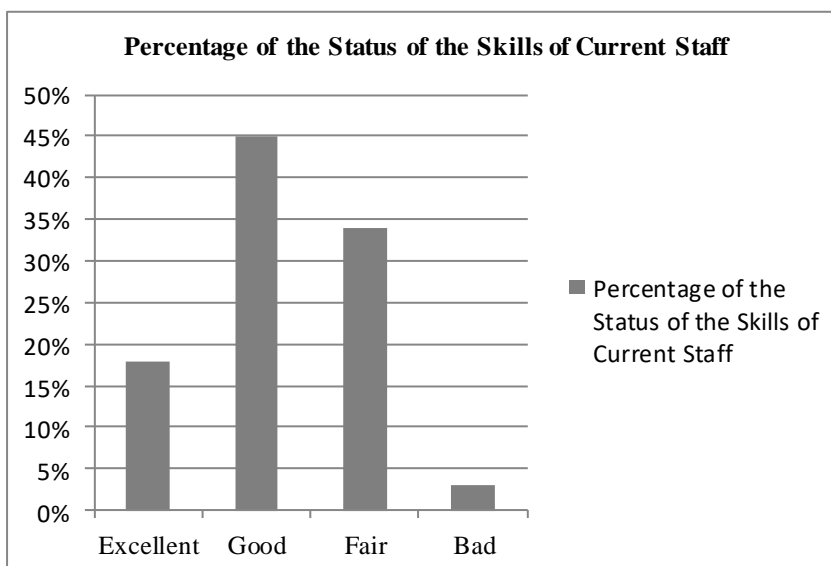


Figure-2: Percentage of the Status of the Skills of Current Staff.

2.1.4 Types of Ownership

Ownership type was found to be ruled by sole proprietorship. After analyzing the collected data it is found that 68% organization owned by the sole proprietor where only 32% organization is run by the partners.

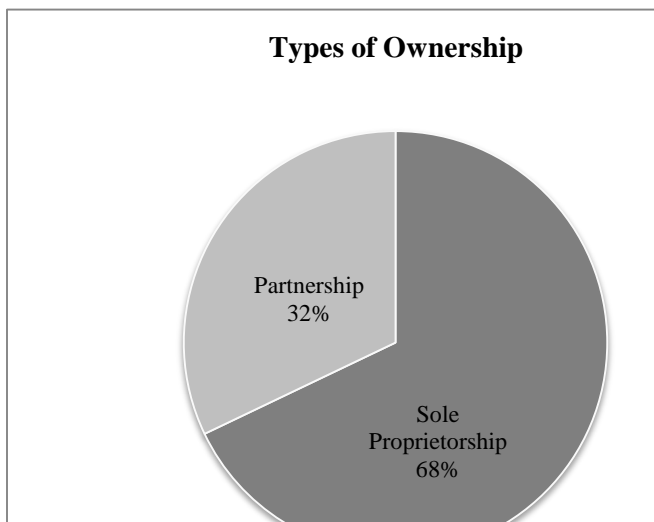


Figure-3: Types of Ownership

2.2 Frequency Analysis

Table-4
Frequency Analysis

Independent Variables	Neutral	Agree	Strongly Agree	Total Percentage
Technical and Vocational Education	00	53.00	47.00	100
Training	00	37.60	62.40	100
Organizational Development	00	35.90	64.10	100
Market Research	47.40	52.10	0.50	100
Career Planning and Development	49.70	49.10	1.20	100

The descriptive statistics of all the independent variables used in the study are shown in table-4. As shown in table, note that technical and vocational education is needed for the development of SMEs in Bangladesh. According to BTEB (Bangladesh Technical Education Board), at present 14% students used to pursue technical and vocational education where as it was only 1% in 2009. All the respondents think that technical and vocational education, training and organizational development are very important for the smooth upliftment of the SMEs whereas about half of the total respondents designate their keen about the

importance of research and career planning. From this observation it is noted that in case of small firm research and career planning are not introduced properly. Most of the owners of the small business thought that due to scarcity of resources and infrastructure it is not possible to maintain a good and proper environment for the research and career planning.

2.3 Correlation Analysis

Table-05
Correlation Analysis

	TVE	Training	OD	CPD	Research	DoSMEs
TVE	1	.625**	.384**	-.323**	-.629**	.691**
Training	.625**	1	.486**	-.130*	-.337**	.563**
OD	.384**	.486**	1	-.158*	-.324**	.256**
CPD	-.323**	-.130*	-.158*	1	.538**	-.413**
Market Research	-.629**	-.337**	-.324**	.538**	1	-.332**
DoSMEs	.691**	.563**	.256**	-.413**	-.332**	1

[TVE= Technical and Vocational Education, OD = Organizational Development, CPD=Career Planning and Development, DoSMEs= Development of Small and Medium Enterprises]

Our attempt is to find out the direction of relationship of several variables on correlation analysis which is shown in Table-5. The correlation coefficient between TVE and development of SMEs is .691, training and development of SMEs is .563 and OD and development of SMEs is .263. Although OD has a weak relationship but those three variables (TVE, Training and OD) are positively correlated with the development of SMEs. This result indicates that an increase in the technical and vocational education, training and organizational development will result in development of SMEs. On the other hand CPD and Market Research are negatively correlated with the development of SMEs. We can conclude that an increase in the expenditure on market research and emphasize on career planning will not result in the development of small and medium enterprises.

2.4 Linear Regression Result

Table-06
Model Summary of Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.763 ^a	.582	.573	.31793

- a. Predictors: (Constant), Research, Organizational Development, Training, Career Planning and Development, Technical and Vocational Education

2.5 Coefficients of Regression Analysis

Table-07
Coefficients of Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.144	.442		2.586	.010
	TVE	.745	.065	.766	11.478	.000
	Training	.550	.043	.542	3.344	.000
	OD	.150	.052	.188	2.05	.877
	CPD	-.406	.059	-.351	-6.888	.000
	Market Research	-.341	.060	-.093	-1.071	.000

a. Dependent Variable: Development of SMEs (DoSMEs)
[TVE= Technical and Vocational Education, OD = Organizational Development, CPD= Career Planning and Development, DoSMEs= Development of Small and Medium Enterprises]

Table-08
ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	32.103	5	6.421	63.518	.000 ^b
	Residual	23.047	228	.101		
	Total	55.150	233			

a. Dependent Variable: Development of SMEs (DoSMEs)

Predictors: (Constant), Research, Organizational Development, Training, Career Planning and Development, Technical and Vocational Education.

From the above result, the regression equation is written as

$$\text{DoSMEs} = 1.14 + 0.75 \text{ TVE} + 0.6 \text{ T} + 0.15 \text{ OD} - 0.41 \text{ CPD} - 0.34 \text{ R}$$

Here, DoSMEs, TVE, T, OD, CPD and R indicate the development of SMEs, Technical and Vocational Education, Training, Organizational Development, Career Planning and Development and Research respectively.

Table-7 shows the value of the coefficients of the regression model. It shows that technical and vocational education (TVE) (t=11.478), training (t = 3.344) and Organizational Development (OD) (t = 1.15) have a positive influence on the development of SMEs. Market Research have no significant influence on the development because they have the t value less than the threshold (1.96). On the other hand, Career Planning and Development (CPD) have a negative influence on the development

of SMEs. R square value is the proportion of variance in the dependent variable that can be explained by the independent variables. Our value is 0.582 that means our independent variables explain 58.2% of the variability of our dependent variable. The adjusted R square value indicates the explanatory power of the independent variables which is 0.573 for development of SMEs. It indicates that 57.3% of the variation in development of SMEs is explained by the variation in the independent variables. F statistics is used to testing the overall significance of model result which is 63.52 for development of SMEs in this study. From the result of the analysis, the analysis of variance (ANOVA) generates a p-value of 0.010; indicating model is significant for development of SMEs. This shows that the explanatory variables are linearly related to development of SMEs and the model seems to have some validity.

3. Discussion and Policy Implication

HRD is the topic widely discussed in today's world. Most of the researchers and practitioners in this field have concentrated on the effectiveness of HRD in the organization especially in the large scale organization. The present study aims at investigating the influence of HRD in the development of SMEs of Bangladesh. This study examines the relationship that exists between five HRD factors (Technical and Vocational Education, Training, Organizational Development, Career Planning and Research) and development of SMEs to test the hypothesis proposed in this study. The result indicates that there is a positive relationship between technical and vocational education, training and organizational development with the development of SMEs. The result also indicates that there is a negative influence of career planning and development on the advancement of SMEs. According to the demographic information, female participation is much higher and also the table.3 shows that the respondents are well qualified and educated but they are not satisfied with current skills of their staffs. According to the results of correlation analysis results, training, technical education and organizational development are the important factors of the Human Resource Development. And results also depicts that market research have no contribution to the human resource development in the development of SMEs. The amount of investment in the most of the organization is lower and most of the owners are sole proprietors.

4. Concluding Remarks

Human resource development can play a vital role in growth and prosperity of the country. It has the capability to direct the country to economic development as well as to face the number of other challenges and problems. Human resource development can bring vibrant importance for development of the country, but presently the huge human capital is being wasted and initiating many other harms due to lack of proper consideration, design, planning, training, development and its utilization. This study has set a background and basis for research into human resource development for the advancement of SMEs. Our argument has focused on the factors of HRD which are very crucial for the development of SMEs. Based on the study, we have described human resource development is fundamental for small sized firms to develop. The HRD factors are necessary for long term survival of SMEs. It is believed that small firms should put in place strategies to enhance knowledge, skills, and expertise and these have led to better performance and encouraged individual for higher commitment to the organizational performance. Hill and Stewart (2000) stated that HRD is vital for all forms of organization and not only for SMEs. This study serves philosophy about the definition, background and role of HRD in the advancement of SME and challenges faced by the SMEs in HRD perspective and recommends that training and technical education should be ensured by the government and non-government organization. Government should introduce the easy loan for ensuring the sound investment which is very crucial for the advancement of SMEs. The aspects of market research should be analyzed.

References:

- Abdullah, M.A. and bin Bakar, M.I. (2000), *Small and Medium Enterprises (SMEs) in Asian Pacific Countries*, Nova Science Publishers Inc, Volume II: Linkages and Policy Support, Huntington, New York.
- Alauddin, Md., and Mustafa, Chowdhury Manir (2015), *Small and Medium Enterprise in Bangladesh-Prospects and Challenges*, *Global Journal of Management and Business Research*, Vol. 15, No.7, pp. 1-9.
- Arafat Mohammad A, and Ahmed Ezaz (2012), *Managing Human Resources in Small and Medium Enterprises (SMEs) in Developing Countries: A Research Agenda for Bangladesh SMEs*, *International Proceedings of Economics Development and Research (IPEDR)*, Vol. 55, No. 43, pp. 215-219.
- Attwell, G. (1999), *New roles for vocational education and training teachers and trainers in Europe: A new framework for their education*. *Industrial and Commercial Training*, Vol. 31, No. 5, pp. 190-200.
- Cronbach, L. J. (1951). *Coefficient alpha and the internal structure of tests*. *psychometrika*, Vol. 16, No.3, pp. 297-334.
- Garavan, T.N., Cross, C., Wilson, J. and Carbery, R. (2012), *Training and development roles and structures in European call centers: the influence of strategic choice, institutional and co-evolutionary processes*. *Thunderbird International Business Review*, Vol. 54, pp. 875–890.
- Gupta M., & Cawthon G. (1996), *Managerial implication of flexible manufacturing for small/medium enterprises*, *The International Journal of Technological Innovation, Entrepreneurships and Technology Development*, Vol. 16 , No.2, pp.77-83.
- Haque, M. and Itohara, Y. (2009), *Women Empowerment through Participation in Micro-Credit Programme: A Case Study from Bangladesh*. *J. Soc. Sci.*, Vol. 5, No.3, pp.244-250.
- Harrison R. (1997), *Employee Development*, Institute of Personnel and development, London.
- Helfat, C.E. and Lieberman, M. (2002), *The birth of capabilities: market entry and the importance of pre-history*, *Industrial and Corporate Change*, Vol (11), pp.725-760
- Hill R and Stewart J (2000). *Human Resource Development in Small Organizations*, *Journal of European Industrial Training*, Vol. 24, No. (2/3/4), pp. 105-117.
- Ibrahim, A.B. and Ellis W. (2003) *Family Business Management, Concepts and Practices*, Dubuque, IA, Kendall/Hunt

- Jamil M., Hunjra A. I. and Khalid B. (2013), Important Factors of Human Resource Development in Pakistan, *Bulletin of Business and Economics*, Vol. 3, No.1, pp. 1-12.
- Omar, S. S. and Arokiasamy, L. (2009), International Conference on Human Capital Development (ICONHCD 2009), Kuantan, Pahang, 25-27 May 2009.
- Nunnally, J. C., & Bernstein, I. H. (1994). *Psychometric theory* (3rd ed.). New York: McGraw-Hill.
- Rauner, F. (2008). European vocational education and training: A prerequisite for mobility? *Journal of European Industrial Training*, Vol. 32, pp. 85-98.
- Rahman, M. (2009). Credit Worthiness of women Entrepreneurs in Bangladesh. *Credit Worthiness of Women Entrepreneurs in Bangladesh (April 2009)*.
- Rehman, A., Anis, H., & Ahmed Khan, S. (2009). Skill Shortage versus Subject Choice: Case of Pakistan, *The Pakistan Development Review*, Vol.48, No. 4.
- Reid, R.S. and Harris, R.I.D. (2002) 'The determinants of training in SMEs in Northern Ireland', *Education and Training*, Vol.44, No.8, pp.443-450.
- Rigg, C., & Trehan. K. (2002). Do they or don't they? A comparison of traditional and discourse perspective of HRD in SMEs, *Education & Training*, Vol. 44, No.(8/9), pp. 388-397.
- Saru, E. (2007). Organizational learning and HRD: how appropriate are they are for small firms? *Journal of European Industrial Training*, Vol. 31, No. 1, pp. 36-51.
- South Asia Enterprise Development Facility (SEDF), World Bank, (2003). *The SME Sector: Taking Stock of the Present Situation*, mimeo, Dhaka.
- Scheel T., Rigotti T. and Mohr G. (2014). Training and Performance of a Diverse Workforce, *Human Resource Management*, Vol. 53, pp. 749–772.
- Skinner and Cross, (2007) "Is HRD practiced in Micro-SMES? HRDI, University of Hull, UK, Vo. 16, No.4, pp. 475–489.
- Swanson, R. A. (2001), Human Resource Development and its Underlying Theory, *International Human Resource Development*, Vol. 4, No.3, pp.299-312.
- Tan, P. B. (1996). Human Resource Development in Asia and the Pacific in the 21st century: Issues and challenges for employers and their organization, *Proceeding of ILO workshops on employers organizations in Asia pacific in 21st*, pp. 1-25.

- Tung, R. L., Aycan Z., (2008). Key Success Factors and Indigenous Management Practices in SMEs in Emerging Economies, *Journal of World Business*, Vol. 43, No. 4, pp. 381-384.
- Walker, E. and Webster, B. (2004), Gender Issues in Home-Based Business, *Women in Management Review*, Vol.19, No.8, pp. 404-412.
- Wright P. M. McMahan, G. C, and MC Williams, A. (1994), Human resources and sustained competitive advantage: a resource-based perspective, *International Journal of Human Resource Management*, Vol. 5, No.2, pp. 301-326.