

Study the effect of the organization's size and the manager's profile on the relationship between strategy and human resource management in Algerian SMEs - a case study of Batna SMEs –

دراسة تأثير كل من حجم المؤسسة وملح المدير على العلاقة بين الاستراتيجية وإدارة الموارد البشرية في المؤسسات الصغيرة والمتوسطة الجزائرية – دراسة عينة من المؤسسات الصغيرة والمتوسطة لولاية باتنة–

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Abstract:

The aim of this study was to study the relationship between HRM and strategy in SME, and to try to reach the most important factors affecting this relationship, so that a sample was taken of SMEs located in the wilaya of Batna. Where the results revealed a low level in the degree of the existing relationship between HRM and strategy in the SMEs studied. thus the presence of statistically significant differences in this relationship due to each of the size of the company according to "number of employees and turnover" as well as the manager's profile of the according to "the educational level of the manager, type of previous experience "; while we did not find any statistically significant differences due to the age.

Keys words: strategy, HRM, SMEs, size of the company, manager profile

JEL classification codes: L53; M12;

ملخص:

يهدف هذا العمل إلى دراسة العلاقة بين إدارة الموارد البشرية واستراتيجية المؤسسة في المؤسسات الصغيرة والمتوسطة، ومحاولة التوصل إلى أهم العوامل المؤثرة على هذه العلاقة؛ ولتحقيق أهداف هذه الدراسة قمنا بدراسة عينة من المؤسسات الصغيرة والمتوسطة بولاية باتنة، حيث كشفت النتائج عن مستوى منخفض في درجة العلاقة الموجودة بين إدارة الموارد البشرية والاستراتيجية في المؤسسات محل الدراسة، وكذلك وجود فروق ذات دلالة إحصائية في هذه العلاقة ترجع لكل من حجم المؤسسة بمتغيريه " عدد العمال ورقم الأعمال" وكذا ملح المدير بمتغيراته الثلاثة " التكوين الأولي للمدير، نوع الخبرات السابقة وعدد السنوات منذ استلام الإدارة"، في حين لم نجد فروق ذات دلالة إحصائية تعزى لمتغير العمر.

الكلمات المفتاحية: استراتيجية المؤسسة، إدارة الموارد البشرية، المؤسسات الصغيرة والمتوسطة، حجم المؤسسة، ملح المدير.

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1. INTRODUCTION:

Since its creation, the human resources management function, like other operational functions, has undergone major transformations; it has therefore had to evolve from an organizational point of view, as well as in its tasks according to the structural, environmental and technological changes.

The roles of HR managers have also evolved; yesterday he was the personnel manager, Responsible for their needs and duties towards the organization, but now it is also very close to the organization strategy. This statement seems a little quick to us and does not reflect the actual practices practiced in the majority of Algerian SME.

Whereas the relationship "human resources management - strategy" has sparked the flame of theoretical discussions in recent years, where the emphasis has been almost exclusively on large organizations in which the HRM process is advanced and the choice of the strategy is formal.

The objective of this work is therefore to explore the nature of this relationship within SME, and trying to know how the manager's vision and organizational size can constitute a very important factor in the definition of HRM policies as well as in strategy setting. This is what prompts us to pose the following problem: "Is there a causal relationship with a mutual influence between the organization strategy and the HRM? What are the most important factors that affect the development of this relationship? "

As a preliminary and tentative answer to this problem, we formulated the following hypotheses:

The first hypothesis: There is a high impact relationship between HRM and company's strategy - in both directions - in Algerian SME.

The second hypothesis: There are statistically significant differences at the significance level of 0.05 in the relationship between the company's strategy and HRM due to the organizational size variable.

The third hypothesis: There are statistically significant differences at the significance level of 0.05 in the relationship between company's strategy and HRM due to the manager's profile variable.

1. Strategy - HR: The classic opposition between top-down and bottom-up

The articulation between Human Resources Management (HRM) and strategy constitutes a debate, which has animated the literature for several years but which, today, at a time when this function poses existential questions about its strategic positioning, becomes more and more essential. Globally this relationship is considered either as a relation "top-down" descendant in which the HR function works to implement the strategic options, either as an ascending "bottom-up" relationship where the HR function actively participates in the strategic choices setting.(LE BOULAIRE & RETOUR, 2008, p. 6)

2.1. The Top-down approach: from strategy to HRM

The top-down approach corresponds to the traditional conception of HRM, namely a support activity whose purpose is to facilitate the implementation of a business strategy decided elsewhere (BEYSSERE DES HORTS, 1988, p. 222). Recent studies show that for a majority of CEOs, the effectiveness of HRM is "primarily judged by its ability to support corporate strategy; when we say supporting the strategy means enhancing human capital by putting it at the service of company's needs". In this framework, the main challenge for the HR function is to identify, develop and mobilize at the right time the skills required to support the strategic options selected (REALE & DUFOUR, 2006, p. 214).

In this first articulation model, some case studies show that it is indeed the strategic actions influence HRM policy, in particular skills management in a "top-down" view. In this model, the HR function is not considered as a strategic function - participating in the definition of the strategy-, but an accompanist in its implementation via a rather quantitative contribution," and remain in this context prisoners of a short-term vision.

2.2. The bottom-up or Resource Based View approach: from HRM to strategy

The bottom-up approach refers to the theory of resources or "resource based view" (RBV). This field has been gradually built up from the founding work of Penrose (1959), who notably put forward that the development of the firm, contrary to Porter's vision, is contingent not only on its external position but also to its internal resources.

The RBV approach thus apprehends the organization as "a constellation of resources whose character idiosyncratic explains the heterogeneity of firms and their performance". Prahalad and Hamel (1990) thus focused their work on the role of key competences in establishing sustainable strategic advantages, i.e. resources "valuable, rare, imperfect Imitable and non- substitute"(BARNEY, 1991, pp. 105, 106). Compared to physical assets, skills constitute rare resources, insofar as they are dynamic (EINSENHARDT & MARTIN, 2000, p. 1112), specific to the firm, socially complex and historically determined(BARNEY, 1991, p. 110).

For Prahalad and Hamel, in the long term, competitiveness will thus depend on "The critical task for management is to create an organization capable of infusing products with irresistible functionality or, better yet, creating products that customers need but have not yet even imagined."(Prahalad & Hamel, 1990, p. 3). In this model, the implementation of a strategy cannot be conceived without a major investment in human capital. HR policies thus pass according to the grid proposed by Cohen and Soulier from skills management to management by skills; in this context, skills no longer simply correspond to an adjustment variable included in a classic top-down approach, but a source of

value creation (bottom-up). All HR levers are thus mobilized to develop skills useful for strategy, whether individual or collective.

Management by skills thus consists of "a strategy [...] that a company sets up to clarify the individual and collective skills that are necessary today, will be useful tomorrow, define them, measure them, develop them and exploit them, either from an adaptation perspective, or from a perspective accommodation ". In theory, the management of these key skills thus places human resources at the heart of the strategic process by being entrusted with the mission of these essential skills a sustainable competitive advantage (Bartlett & Ghoshal, 2002, p. 37). Recall, however, that while the RBV approach focuses on the analysis of skills held internally, it must then be highlighted with the key elements of the environment.

2.3. HR-strategy: co-determination?

Some authors seek to go beyond this univocal vision of the strategy-HR link (top down vs bottom-up) considering that there is in reality a double process between strategy and HRM. In the first process, HR align in a classic way on strategy; where the strategy is thus broken down into the skills required with a view to reactive HR strategy.

The real strategy is thus; simultaneously composed of short-term decisions aimed at aligning HR with the major strategic orientations and long-term decisions induced by resources HR present and investment in the HR capabilities of the organization.

3 The relationship between the strategy and HRM in SMEs

We trying to explain the specificity of this relationship in the SMEs

3.1. The SME, a subject of research in its own right

For more than thirty years, the scientific status of SMEs has been the subject of debate: can we apply to SMEs the management models generally dedicated to large companies (LE) or should we consider the SME as a specific entity involving grids of own analysis? (Torrès, 1998, p. 33). The answer to this question is structured around two approaches.

A first consists of the transposition / adaptation of approaches intended for LEs in the context of SMEs. In this case, the reasoning inevitably highlights the shortcomings of SMEs compared to LEs, particularly in terms of formalized practices. From this perspective, the specificities of the actual functioning of SMEs are either denied or evaluated in negative terms.

The second approach, on the contrary, consists in considering the SME as a field or an object of research in its own right, disregarding the classic problems of the LE; so it is the result of researchers' work based on actual companies' practices.

The scientific community in SMEs is largely in favor of the second approach insofar as it claims its epistemological autonomy within the management sciences, through the specific character of the SME. It turns out, in fact, that the management tools created by and for the LE do not allow

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measuring the degree of sophistication, nor the intensity and the quality of the management practices of SMEs.

In terms of HRM, this specificity is also underlined and thus justifies the particular attention paid to SMEs given in particular that HRM was born in LEs to respond to the problem of complexity of HR, a problem rather remote from the concerns of SMEs.

3.2. Specificities of SMEs in terms of HRM

SMEs in Algeria constitute an essential sector in terms of employment; As such, many studies highlight the key role that plays HRM on the competitiveness of SMEs. However,

3.2.1. Issues and paradoxes:

While SME managers seem to understand the importance of the HRM variable, this awareness does not always carry over into everyday actions. A gap between perceptions and behaviors in this area does indeed seem to exist.

Mahé de Boislandelle thus underlines the existence of an often-reductive ideology of the personnel role in SMEs (Mahé De Boislandelle, 1998, p. 16); of often incomplete or ineffective HRM; the lack of a clear request for advice in this area, the confusion between the legal obligations towards staff and a real human resources management function. Added to this is the lack of resources to offer SME employees the benefits that aspire. The difficulty of setting up a career management given the limited number of hierarchical levels and functions is also emphasized.

SME managers believe that the main obstacles they face in the field of HRM are primarily related to: skills management, forecasting and recruitment; and the inability to formalize many practices can be added as an important weakness in HRM for SME. Mahé also revealed a paradox in this regard, as the absence of both administrative tools and formal practices does not negatively affect organizational performance and flexibility, which is what LEs envy them (Mahé De Boislandelle, 1998, p. 15).

3.2.2. The manager key role

Most of the authors who study SMEs find that it is impossible to discuss their management without evading the question of the weight of managers. Strategic decisions are considered to be correlated with the leader's profile (Machesney, 1991, p. 16).

Like other corporate functions, HRM is thus strongly linked to the manager and his omnipresence. Personal characteristics of the leader will result in a general conception of HRM (nature of practices, openness to innovative methodologies) depending in particular on their greater or lesser confidence in staff and their willingness or not to share powers and income (Mahé De Boislandelle, 1998, p. 15).

Unlike LE where the roles between manager and staff are clearly differentiated, in SMEs the "manager is both subject and object of the decision" (Mahé De Boislandelle, 1998, p. 15). He must therefore be able to

manage a complex double movement involving both the conception and the implementation of HR policies.

3.3.HRM and strategy in SMEs: between confusion and dialogical relationship

The omnipresence of the manager, reinforced by the frequent absence of a union or staff representatives, the limited number of employees and available resources leave little room for maneuver for the implementation of elaborate HRM (Bayad & Herrmann, 1991, p. 37) or a global benchmark HRM model.

In reality, this omnipresence of the manager often implies confusion between the three levels of HRM (Mahé De Boislandelle, 1998, p. 15). The first level concerns the administration of staff; it is essentially a question of applying the laws, regulations or management directives in the form of standard procedures. The second level (personnel policies) refers, for its part, to guidelines relating to employment, remuneration, development and participation. Finally, the last level (HRM strategy) concerns the organizational and management choices resulting from decisions relating to changes in product and market technologies.

In the mind of the entrepreneur, these three levels are often intertwined, especially since in daily practice the administrative, political and strategic aspects regularly overlap. Many managers thus consider that HRM concerns only the first level and make the other two levels their prerogatives. It results from this lack of differentiation a form of obvious confusion between HRM and strategy. However, this confusion of roles and the absence of an autonomous HR function is not only synonymous with constraints and difficulties.

In the SME, the manager generally carries HRM and strategic processes; this relationship between HRM and strategy within SMEs is reinforced by the existence of a multiplier effect of HR actions. The small size of SMEs in fact gives HR actions much greater impacts than within Les “These actions therefore have a strategic dimension”.

As we have already mentioned, strategic and organizational decisions (we mention in particular those related to HRM) are much intertwined decisions, and this is due to the pivotal role that the manager occupies. Therefore, by this subjectivity, the decisions taken are greatly influenced primarily by the personal profile and values of the manager.

Therefore, we find that these last elements build and draw the director's vision, which in turn have a decisive influence on the decisions taken and the behaviors adopted. Insofar as SME often derive their effectiveness from their flexibility and speed response to changes that occur in the external environment, the formal nature that prevails over company strategies (unified strategic planning) can lead to a lack of this flexibility.

4 Applied study procedures:

As we have already seen, the literary review left us without an answer about the true way in which the relationship between strategy and HRM is

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addressed in SME, as this relationship is less clear since the HRM processes are not widely formalized. These practices are formed in line with the situations and conditions faced by the company (Mahé De Boislandelle, 1998, p. 17). Therefore, through what the managers will say, we can reach an understanding of these practices and understand the relationship between the strategy and HRM, and the most important factors affecting its development.

4.1. Study methodology:

This study is considered one of the descriptive and analytical studies, with an applied field study aimed at determining the relationship between the company's strategy and HRM and its development in SME. We also try to find and identify the most important factors that can affect this relationship development (we will take the factors of "the organizational size" and "the manager's profile or what is known as personal characteristics" as influencing factors). Our study will be on a sample of SME in the wilaya of Batna.

4.2. Study sample:

The number of small and medium enterprises in the wilaya of Batna reached 17,247 institutions at the beginning of the year 2019 (Mines, 2019). These enterprises can be divided according to the turnover and the employees' number into three categories:

- Micro-enterprises "1 to 9 employees" which account for 90%;
- Small "10-49 employees" representing 8%;
- Medium "50-250 employees" representing; 2%;

As for the study sample, it amounted to 50 SME from different types, as this study targeted the managers of these institutions where 110 questionnaires were distributed, and 55 were retrieved, and it was decided to keep 50 questionnaires to represent the study sample after we excluded 5 not valid questionnaires.

4.3. Study tool

We adopted in this study the investigation method in collecting data- in form of questionnaire-, which we divided into two parts; as the first section was devoted to the independent variable and it containing a group of closed-ended questions with multiple choice about the company's and the manager's profile characteristics. Regarding the second section related to the Dependent variable, it contains questions about HRM practices that are related to the setting and the implementation of the strategy.

We adopted also the Likert five-point scale in answering them (Strongly agree 5 degree, Agree 4 degree, Neither agree nor disagree 3 degree, Disagree 2 degree, Strongly disagree 1 degree), On the basis of this, we deal the arithmetic averages with: "1- 2.59" low, "2.60-3.39" medium, and "3.40-5" high.

To ascertain the validity of the tool, we distributed the questionnaire to a selected sample to ensure its clarity. As for the reliability measure, we used the Cronbach's alpha reliability coefficient, which had a value of 0.895 for all the

questionnaire items, and was greater than the acceptance factor "0.60", meaning the stability of the questionnaire questions.

4.4. Statistical methods:

We unpacked and analyzed the questionnaire through the Spss program v20, and we used the following statistical tests: the percentages, the arithmetic means and standard deviation, One Way ANOVA test, Scheffe's test for multiple comparisons.

4.5. Presentation and analysis of results:

4.5.1. Data regarding the SME's characteristics and the manager's profile:

The characteristics of the sample are shown in the following table.

Table 1. The Characteristics of companies and managers' profile

the variables	the categories	the number	%
Number of employees	1 to 9	25	50
	10 to 49	17	34
	50 to 250	8	16
Turnover "million dinars"	Less than 40	27	34
	40 to 400	15	30
	More than 400	8	16
age	Less than 30 years	12	24
	30 to 50 years	22	44
	over 50 years	16	32
initial manager training	primary	16	32
	intermediate education	18	36
	secondary	7	14
	university	9	18
Type of previous experience	Experience in managing a SME	8	16
	Experience in managing a LE	6	12
	Ex-employee in HR department	4	8
	Ex-employee in other department	15	30
	Without previous experiences	13	26
years since taking over the management	Less than 3 years	12	24
	3 to 7 years	18	36
	Over 7 years	20	40

Source: produced by us depending on the Spss outputs

From the results of the questionnaire, which is presented in the table above, it can be seen that the number of SMEs with less than 9 employees represents the largest percentage of the sample with 50%, followed by SMEs that contain (9 to 49) employees with 34%, while SMEs which employ between 50 and 250 employees represent 16%.

These figures are confirmed by the results linked to turnover, because establishments whose turnover does not exceed 40 million dinars represent the largest share with 54%, while the percentage of companies whose turnover does not exceed 40 million dinars. Businesses oscillate between 40 and 400 million dinars is estimated at 30%, and SMEs whose turnover exceeds 400 million

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dinars represent only 16%. These statistics show that micro-enterprises represent about half of the sample and explain the economic trend that the state has encouraged to encourage the creation of this type of enterprise. Small businesses represent 34%, while medium-sized businesses represent only 16%.

As for the aspect linked to the director's profile, which will be made up of four aspects: "Age, experience of the position in years, type of previous experience - previous position, in addition to the initial training:"

We see that the age of managers between 30 and 50 years old represents 44%, which is the highest percentage, and the group of less than 30 years old represents 24%. Which means that two thirds of managers have less 50 years old, because we can see that the percentage of the group over 50 years old is 32%. In addition, this shows the intense presence of young people in business management

As for initial training, "level of training", we see that the highest percentage is due to the level of intermediate education at 36%, followed by primary education with 32%, while university and secondary education only represent 18% and 14% respectively. These figures show that more than 80% of managers have not university level. This explains that people who could not enter university and get a degree tend to set up private companies due to the lack of opportunities for them to get permanent employment, and the other reason can be due to the preference of graduates for the work and the guaranteed salary over entrepreneurship, due to its risks.

regarding to the experience factor, we see that the largest share are 40% managers whose years of experience exceeded 10 years, followed by 36% for managers whose years of experience between 3 to 10 years, while managers whose experience did not exceed 3 years represent 24%. This shows a great diversity, where there are Experienced and inexperienced managers "their first steps in the field of business administration". As for the qualitative aspect of the experience, we see that 26% of managers have no previous experience before starting their management of this company. 16% represent the percentage of managers who have previously managed a SME, and ex-managers of LE represent 12%; 8% represent a percentage of those who previously worked in the HR department. The remainder «24%» represents those who previously held another position. These figures indicate that the trend towards managing SME is not limited to a specific category, but all categories are present, from those with no management experience to managers of large companies.

4.5.2. Analysis of the relationship between strategy and HRM in the SMEs studied:

The first hypothesis: there is a high impact relationship between HRM and corporate strategy - in both directions - in SMEs.

Table 2. The arithmetic mean and the standard deviation of the responses concerning the relationship between strategy and HRM in the companies studied

No	Practices	Arithmetic mean	Standard deviation	Class
1	Human resources planning is considered one of the overall plans of the company	1.93	0.969	Low
2	Your organization has a 5-year HRM plan	2.16	1.149	Low
3	The different administrative levels of the organization are involved in the HR planning process	2.02	0.892	Low
4	When preparing and developing goals, the institution depends on the quantity and quality of HR available.	2.26	1.103	Low
5	The HR department works to help other departments to obtain their quantitative and qualitative needs from HR.	2.26	1.139	Low
6	The recruitment process is aligned with the company's values	2.12	1.043	Low
7	The HR training process is linked to the future goals of the company.	2.40	1.161	Low
8	The company prepares a comprehensive plan to determine training needs at all levels based on its job analysis	2.40	1.262	Low
9	The company relies on the outputs of its HR performance appraisal process as an input to the goal setting process.	2.40	1.178	Low
	Total practices	2.229	0.889	Low

Source: produced by us depending on the Spss outputs

From the statistical results obtained in the table above, we notice a decrease in the evaluation scores obtained by all the statements of the study; where the total arithmetic mean was “2.229” with a standard deviation of “0.889”. We can explain this by the responses of the sample members. When the highest marks were given to the phrases "7, 8, 9", with an average of ‘2.40’. We noted that these three statements relate to human resource training and performance appraisal practices and their relationship to organizational strategy.

While the means of statements “5 and 6” varied between 2.26 and 2.12, it should be noted that these two expressions are linked to the recruitment process.

The means of the expressions: "1, 2, 3 and 4" varied between (2.02 and 1.93), which are the lowest averages. We note that these expressions are related to the HR planning process and its relation to the company's strategy.

Despite the slight differences between the means of the statements studied, we find that the values of these means, which are estimated in total at "2.229", and an evaluation of "disagree" according to the "Likert" scale. It indicates the weakness of the relationship between the elaboration of the company's strategy and HRM practices. Whether top-down, where does the HR department carry the strategic options taken and tries to adapt with them in order to provide all the HR necessary to achieve the set objectives; Or from bottom to top where does

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the HRM function really participate in the development of strategic options, where its outputs are considered as inputs for the strategy setting.

Therefore, and through the above results, we reject the first research hypothesis, which states: **There is a high impact relationship between HRM and the company's strategy - both ways - in SME.**

Second hypothesis: there are statistically significant differences at the significance level of 0.05 in the relationship between company's strategy and HRM due to the organizational size variable.

We will deal with this hypothesis through two aspects of the enterprise size: "in terms of the employees' number and in terms of turnover". Therefore, the second hypothesis is divided into two sub-hypotheses:

The first sub-hypothesis: There are statistically significant differences at the significance level of 0.05 in the relationship between the company's strategy and HRM due to the employees' number.

To test this hypothesis, we performed an ANOVA test to see if there were any statistically significant differences. Table (3) shows the test results and the statistical significance.

Table 3. Results of the ANOVA analysis according to the employees' number.

The relationship between strategy and HRM in SMEs, depending on the employees' number	mean	standard deviation	F	sig	Statsig
1 to 9	1.622	0.369	58.54	0.00	sig
10 to 49	2.418	0.365			
50 to 250	3.722	0.900			

Source: produced by us depending on the Spss outputs α : 0.05

Table (3) shows the results of the ANOVA analysis, where the "F" value was "58.544", with a P value: "0.000" \leq 0.05, so it is a statistically significant value; From which we can conclude that there are statistically significant differences in the relationship between strategy and HRM in SME's depending on the employees' number; accordingly, **we accept the first sub-hypothesis.**

The previous table also shows the high value of the SME's means that have a high employees number than the SME's with a low number. To find out the cause of the differences, we performed the multiple comparisons test "Scheffe's", which explain the cause of statistically significant differences.

Table 4. Results of the Scheffe's test according to the variable number of employees.

The relationship between strategy and HRM in SMEs, depending on the employees' number	Difference in Means	sig	Stat sig
10 to 49 1 to 9	0.796 *	0.000	sig
50 to 250 10 to 49	1.303 *	0.000	sig
50 to 250 1 to 9	2.100 *	0.000	sig

*Significant differences at α : 0.05

Source: produced by us depending on the Spss outputs

It is clear from table (4) that the reason for the statistically significant differences is due to the differences between the SMEs which contain (between 50 and 250) employees, and the other categories of SMEs which contain fewer employees. These significant differences are 2.100 with the SMEs of (1 to 9) employees; and 1,303 with SMEs that have (10 - 49) employees, where the P. value was “ $0.000 \leq 0.05$ ” for each of them. While the difference between SMEs with (10-49) employees and SMEs with (1-9) employees was also statistically significant with a significant difference of 0.796, with a P. value “ $0.000 \leq 0.05$ ”.

From this, we conclude that there is a positive relationship between the number of employees and the development of the relationship existing between strategy and HRM in SMEs.

The second sub-hypothesis: There are statistically significant differences at the significance level of 0.05 in the relationship between the company’s strategy and HRM due to the turnover.

To test this hypothesis, we performed an ANOVA test to see if there were any statistically significant differences. Table (5) shows the test results and the statistical significance.

Table 5. Results of the ANOVA analysis according to the turnover.

The relationship between strategy and HRM in SMEs, depending on the turnover. “ million dinar”	mean	standard deviation	F	sig	Stat sig
Less than 40	1.744	0.427	49.211	0.00	sig
40 to 400	2.259	0.581			
More than 400	3.805	0.658			

Source: produced by us depending on the Spss outputs $\alpha: 0.05$

Table (5) shows the results of the ANOVA analysis, where the “F” value was “49.211”, with a P value: “ 0.000 ” ≤ 0.05 , so it is a statistically significant value; from which we can conclude that there are statistically significant differences in the relationship between strategy and HRM in SME's depending on the turnover; accordingly, **we accept the second sub-hypothesis.**

The previous table also shows the high value of the SME's means that have a high turnover than the SME’s with a low turnover. To find out the cause of the differences, we performed the multiple comparisons test "Scheffe's", which explain the cause of statistically significant differences.

Table 6. Results of the Scheffe's test according to the turnover

The relationship between strategy and HRM in SMEs, depending on the turnover “ million dinar”	Difference in Means	sig	Stat sig
40 to 400 less than 40	0.514 *	0.000	sig
400 to 4000 40 to 400	1.546 *	0.000	sig
400-4000..... less than 40	2.060 *	0.000	sig

*Significant differences at $\alpha: 0.05$

Source: produced by us depending on the Spss outputs

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It is clear from table (6) that the reason for the statistically significant differences is due to the differences between the SMEs that have (400 to 4000) million dinars, and the other categories of SMEs that have less turnover. These significant differences are 2.060 with the SMEs that have (less than 40) millions dinar; and 1.546 with SMEs that have (40 to 400) millions dinar, where the P-value was “ $0.000 \leq 0.05$ ” for each of them. While the difference between SMEs that have (40 to 400) and SMEs that have (less than 40) millions dinar was also statistically significant with a significant difference of 0.514, with a P-value “ $0.000 \leq 0.05$ ”.

From this, we conclude that there is a positive relationship between the turnover and the development of the relationship existing between strategy and HRM in SMEs.

Third hypothesis: there are statistically significant differences in the relationship between the company's strategy and HRM due to the manager's profile variable.

We will deal with this hypothesis through three aspects of the manager's profile, in terms of “age”, “initial training of the manager”, “type of previous experience”. The third hypothesis is therefore divided into three sub-hypotheses:

The first sub-hypothesis: there are statistically significant differences at the 0.05 significance level in the relationship between company's strategy and HRM due to the age variable.

To test this hypothesis, we performed an ANOVA test to see if there were any statistically significant differences. Table (7) shows the test results and the statistical significance.

Table 7. Results of the ANOVA analysis according to age

The relationship between strategy and HRM in SMEs, depending on the age variable	mean	standard deviation	F	sig	Stat sig
Less than 30 years	2.388	0.970	0.310	0.735	
30 to 50 years	2.222	0.969			
over 50 years	2.118	0.737			

Source: produced by us depending on the Spss outputs $\alpha: 0.05$

Table (7) shows the results of the ANOVA analysis, where the “F” value was “0.310”, with a P value: “ $0.735 \geq 0.05$ ”, so it is not a statistically significant value; from which we can conclude that there are not statistically significant differences in the relationship between strategy and HRM in SME's depending on the age variable. Accordingly, **we reject the second sub-hypothesis.**

The previous table also shows a great convergence between the values of the averages, reaching 2,388, 2,222 and 2,188 for the 3 categories of SME. From this, we conclude that the manager's age does not affect the relationship between strategy and HRM in SME's.

The second sub-hypothesis: there are statistically significant differences at the 0.05 significance level in the relationship between company’s strategy and HRM due to the manager’s initial training variable.

To test this hypothesis, we performed an ANOVA test to see if there were any statistically significant differences. Table (8) shows the test results and the statistical significance.

Table 8. Results of the ANOVA analysis according to the manager’s initial training variable

The relationship between strategy and HRM in SMEs, depending on the manager's initial training variable	mean	standard deviation	F	sig	Stat sig
primary	1.833	0.460	39.274	0.00	
intermediate	1.685	0.394			
secondary	2.682	0.235			
university	3.666	0.767			

Source: produced by us depending on the Spss outputs $\alpha: 0.05$

Table (8) shows the results of the ANOVA analysis, where the “F” value was “39.274”, with a P value: “0.00” ≤ 0.05 , so it is a statistically significant value.

From which we can conclude that there are statistically significant differences in the relationship between strategy and HRM in SME's depending on the manager’s initial training variable; accordingly, **we accept the second sub-hypothesis.**

The previous table also shows the high value of the averages of the SME's that are managed by managers with a higher level of training than the SME's that are managed by managers with a lower level of training. To find out the cause of the differences, we performed the multiple comparisons test "Scheffe's", which explain the cause of statistically significant differences.

Table 9.Results of the Scheffe's test according to the turnover

The relationship between strategy and HRM in SMEs, depending on the manager's initial training variable	Difference in Means	sig	Stat sig
Secondary primary	0.849 *	0.050	sig
Secondary intermediate	0.979 *	0.010	sig
University..... primary	1.833 *	0.000	sig
University intermediate	1.981 *	0.000	sig
University Secondary	0.984 *	0.03	sig

*Significant differences at $\alpha: 0.05$

Source: produced by us depending on the Spss outputs

It is clear from table (9) that the reason for the statistically significant differences is due to the differences between the SMEs managed by a university-level managers, and the other categories of SMEs whose managers do not have a university degree. These significant differences are 1.833 with the SMEs managed by a primary-level; and 1.981with SMEs managed by intermediate-level managers; and 0.984 with SMEs managed by a secondary level manager;

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Where the P-value was “ $0.000 \leq 0.05$ ” for the two first comparison. Regarding to the third one the P-value was 0.003. While the difference between SMEs managed by secondary level managers and the SMEs managed by “intermediate-level and primary-level” managers were also statistically significant.

From this, we conclude that there is a positive relationship between the initial formation of the manager and the development of the relationship existing between strategy and HRM in SMEs.

The third sub-hypothesis: there are statistically significant differences at the 0.05 significance level in the relationship between company’s strategy and HRM due to the variable of previous experience type.

To test this hypothesis, we performed an ANOVA test to see if there were any statistically significant differences. Table (10) shows the test results and the statistical significance.

Table 10. Results of the ANOVA analysis according to the variable of previous experience type

The relationship between strategy and HRM in SMEs, depending on the manager's initial training variable	Difference in Means	sig	Stat sig
Secondary primary	0.849 *	0.050	sig
Secondary intermediate	0.979 *	0.010	sig
University..... primary	1.833 *	0.000	sig
University intermediate	1.981 *	0.000	sig
University Secondary	0.984 *	0.03	sig

Source: produced by us depending on the Spss outputs $\alpha: 0.05$

Table (10) shows the results of the ANOVA analysis, where the “F” value was “5.33”, with a P value: “ $0.001 \leq 0.05$ ”, so it is a statistically significant value.

From which we can conclude that there are statistically significant differences in the relationship between strategy and HRM in SME's depending on the manager’s previous experience type; accordingly, **we accept the third sub-hypothesis.**

The previous table also shows the high value of means for SME's managed by managers without previous experience with “2,965” to the detriment of SME's headed by managers with previous experience before leading this company. To find out the cause of the differences, we performed the multiple comparisons test "Scheffe's", which explain the cause of statistically significant differences.

Table 11. Results of the Scheffe's test according to the turnover

The relationship between strategy and HRM in SMEs, depending on the manager's previous experience type	Difference in Means	sig	Stat sig
Without previous experiences ... Experience in managing a SME	1.299 *	0.013	sig
Without previous experiences ... Experience in managing a GE	0.858	0.702	Not sig
Without previous experiences ... Ex-employee in HR department	1.465 *	0.036	sig
Without previous experiences ... Ex-employee in other department	0.907 *	0.041	sig

*Significant differences at α : 0.05

Source: produced by us depending on the Spss outputs

It is clear from table (11) that the reason for the statistically significant differences is due to the differences between the SMEs managed by a manager who has not any experience that was "he only had academic experience", and the other categories of SMEs whose managers have precedent experiences except ex-managers of GE. These significant differences are 1.299with the SMEs managed by ex-managers of SMEs; and 1.465with SMEs managed by Ex-employee in HR department; and 0.907with SMEs managed by Ex-employee in other department; Where the P-value was "less than 0.05".

From this, we conclude that there is a positive relationship between the initial formation of the manager and the development of the relationship existing between strategy and HRM in SMEs.

5. CONCLUSION:

Statistical analysis of field research data allows us to draw the following conclusions:

- ❖ Weakness in the degree of relationship between HRM and company's strategy - in both directions - in the SMEs studied;
- ❖ There are statistically significant differences in the opinions of sample members:
 - ✓ In the relationship between strategy and HRM, it is attributed to the variable of number of employees, so we found that there is a positive relationship between them;
 - ✓ in the relationship between strategy and HRM due to the turnover variable, so that we found that there is a positive relationship between them;
 - ✓ The relationship between strategy and HRM is attributable to the organizational size variable, and we conclude that there is a positive relationship between them;
 - ✓ In the relationship between strategy and HRM, it is attributed to the initial training of the manager, so that we have found that there is a positive relationship between them;
 - ✓ The relationship between strategy and HRM is attributed to the type of previous experience, so that the differences came in favor of the inexperienced managers;
- ❖ There are no statistically significant individual differences in the opinions of the sample members:
 - ✓ In the relationship between strategy and HRM due to the age variable.

Therefore, we conclude that the relation between HRM and strategy in SMEs is a very weak relation, and that this relation is positively affected by the size of the company with its two variables "turnover and number of employees" and the manager's profile with its variable "the manager's initial training", while the age factor has no influence on this relationship.

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