Northumbria Research Link

Northumbria
University
NEWCASTLE

University**Library**

HRM formality differences in Pakistani SMEs: A three sector comparative study

Tables

Table I. Multiple comparisons of groups on HRM formality.

(I) Sector	(J) Sector	Mean Difference	SE	Sig.	95% CI	
					Lower Bound	Upper Bound
Manufacturing (M = 153.75)	Services	-22.2*	4.22	.000	-32.2	-12.2
	Trade	20.6*	4.96	.000	8.87	32.3
Services (M = 175.96)	Manufacturing	22.2*	4.22	.000	12.2	32.2
	Trade	42.8*	4.14	.000	33.0	52.6
Trade (M = 133.15)	Manufacturing	-20.6*	4.96	.000	-32.3	-8.87
	Services	-42.8*	4.14	.000	-52.6	-33.0

Notes: Dependent variable: HRM_Formality. SE = Standard Error. CI = Confidence interval
*$p < 0.05$

Table II. Multiple comparisons of groups on HRM practices/functions

Dependent Variable	(I) Sector	(J) Sector	Mean Difference (I – J)	SE	Sig.	95% CI Lower Bound	95% CI Upper Bound
Recruitment	Manufacturing (M = 13.40)	Services	-3.51*	.630	.000	-5.00*	-2.02
		Trade	1.72*	.688	.035	.10*	3.35
	Services (M = 16.91)	Manufacturing	3.51*	.630	.000	2.02*	5.00
		Trade	5.23*	.596	.000	3.82*	6.64
	Trade (M = 11.68)	Manufacturing	-1.72*	.688	.035	-3.35*	-.10
		Services	-5.23*	.596	.000	-6.64*	-3.82
Selection	Manufacturing (M = 54.37)	Services	-4.90*	1.47	.003	-8.37*	-1.43
		Trade	7.58*	1.69	.000	3.57*	11.59
	Services (M = 59.27)	Manufacturing	4.90*	1.47	.003	1.43*	8.37
		Trade	12.48*	1.59	.000	8.72*	16.24
	Trade (M = 46.79)	Manufacturing	-7.58*	1.69	.000	-11.59*	-3.57
		Services	-12.48*	1.59	.000	-16.24*	-8.72
Training & Development	Manufacturing (M = 25.73)	Services	-4.32*	.892	.000	-6.43*	-2.21
		Trade	4.01*	1.01	.000	1.62*	6.40
	Services (M = 30.05)	Manufacturing	4.32*	.892	.000	2.21*	6.43
		Trade	8.33*	.811	.000	6.41*	10.25
	Trade (M = 21.72)	Manufacturing	-4.01*	1.01	.000	-6.40*	-1.62
		Services	-8.33*	.811	.000	-10.25*	-6.41
Performance Appraisal	Manufacturing (M = 33.43)	Services	-5.92*	1.03	.000	-8.36*	-3.47
		Trade	4.61*	1.19	.000	1.81*	7.42
	Services (M = 39.35)	Manufacturing	5.92*	1.03	.000	3.47*	8.36
		Trade	10.53*	1.01	.000	8.15*	12.91
	Trade (M = 28.82)	Manufacturing	-4.61*	1.17	.000	-7.42*	-1.81
		Services	-10.53*	1.01	.000	-12.91*	-8.15
Compensation & Benefits	Manufacturing (M = 27.01)	Services	-3.36*	.887	.001	-5.46*	-1.26
		Trade	2.82*	.943	.009	.59*	5.05
	Services (M = 30.37)	Manufacturing	3.36*	.887	.001	1.26*	5.46
		Trade	6.18*	.825	.000	4.23*	8.13
	Trade (M = 24.19)	Manufacturing	-2.82*	.943	.009	-5.05*	-.59
		Services	-6.18*	.825	.000	-8.13*	-4.23

Notes: Dependent variable: Recruitment, Selection, Training_Development, Performance_Appraisal, Compensation_Benefits. SE = Standard Error. CI = Confidence interval.
*$p < 0.05$

Table III. Post-hoc analysis with Bonferroni adjustment for multiple comparisons

(I) Sector	(J) Sector	Mean Difference (I – J)	SE	Sig.[b]	95% CI [b] Lower Bound	Upper Bound
Manufacturing (M = 153.75)	Services	-26.3*	4.18	.000	-36.4	-16.2
	Trade	13.3*	4.27	.006	3.02	23.6
Services (M = 175.96)	Manufacturing	26.3*	4.18	.000	16.2	36.4
	Trade	39.6*	4.17	.000	29.6	49.6
Trade (M = 133.15)	Manufacturing	-13.3*	4.27	.006	-23.6	-3.02
	Services	-39.6*	4.17	.000	-49.6	-29.6

Notes:. Dependent variable: HRM_Formality. Covariate: Established_years. SE = Standard Error. CI = Confidence interval, b. Adjustment for multiple comparisons: Bonferroni.
*$p < 0.05$