

The Relationship between SME's Organizational Culture and Training and Development as a Human Resource Management Practice

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Abstract The organizational culture types, training and development as an HRM practice in organizations are relatively new in the Kosovo environment due to lack of data on the relationship between them. Hence, this research attempts to explore the relationship between organizational culture and training and development as HRM practice in Kosovo SMEs. As a developing country with a mix of challenges and opportunities, Kosovo needs creativity and flexibility to develop organizational culture and training and development of SMEs in a highly competitive global market economy. The research design was a quantitative correlational study. There were about 210 SME managers selected by using stratified sampling for data collection. The obtained data were recorded and analyzed by SPSS, version 25.0 (IBM Corp, Released, 2017).

The results showed that the preferred organizational culture, the Clan culture, had higher representation averages, followed by other OC types: Adhocracy, Hierarchy, and Market. The results show that high p-values of OC types, training and development, confirm the null sub-hypothesis H1o, according to which there is no correlation between OC, training and development, whereas the sub-hypothesis H1a is rejected. While to test whether the training and development can statistically predict the OC of SMEs, standard linear regression was developed. The results show that high p-values of training and development confirm the null hypothesis H2o, according to which training and development is not a predictor of the organizational culture of SMEs, whereas the sub-hypothesis H2a is rejected. Following the strong benefit of exploring this relationship and development of this research, it would be necessary for future studies that explore this field to select the method of qualitative research in order to understand the cause and effect of this relationship. The findings of this research will be of value to SMEs of developing countries, as through this study, efforts have been made to encourage investments in organizational culture and training development at SMEs.

Keywords: small and medium-sized enterprises (SMEs), organizational culture, training and development, human resources.

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1. Introduction

Exploring the relationship between organizational culture and training and development continues to be a challenge for researchers in entrepreneurship and human resource management. Economic development and especially the development of Kosovo's SMEs are the main strategic goals of the Republic of Kosovo. Thus, among the main factors influencing economic development growth is human capital, while the development of organizational culture is critical in achieving performance in small and medium enterprises (Gashi&Osmani, 2015). This research explores the adoption of ideas for entrepreneurship, human resource management, and organizational culture in general, and the relationship between organizational culture and training and development in Kosovo SMEs in particular.

Addressing this relationship will support researchers, SMEs, and HRM managers, as it provides them with in-depth information on the relationship between organizational culture and training and development as a human resource practice for developing countries. There are various obstacles in SME management and economic development in general, but most of them are mainly human-based, so organizational culture and training and development play essential roles in the success and development of SMEs (Osei, 2017). Developing countries face various human resource management problems; as a transition country, there are constant changes in the creation of institutions that promote SMEs (Ahmeti, 2015). Although Kosovo continues to have high unemployment rates, with 35.1% being unemployed, one of the priorities of Kosovo SMEs is young people in the country, as most of them are young and account for 55.3% of the total unemployment rate. The Kosovo Agency of Statistics data show that young people are ready and qualified for work, but few jobs are available (ASK, 2018). Thus, when human resources are interested in working, utilizing their potential efficiently increases sustainable economic development (Khan et al., 2013).

From the reviewed literature, no research has been carried out on the representation of organizational culture in Kosovo SMEs. Also, training and development as an HR practice are not sufficiently developed in Kosovo SMEs. Therefore, a strenuous effort is required to learn what representation has an organizational culture in Kosovo SMEs and effectively manage human resources potential in Kosovo's SMEs. Particular importance is given to SME development in developed countries' economies, as SMEs play a key role in economic development, especially in developing countries (Ahmeti, 2015). It is vital to investigate the relationship between organizational culture and training and development as such data clarifies HR practices and contributes to the development of organizational culture in general (Aycan, 2005). Measuring the relationship between organizational culture and training and development should be part of company practices to increase companies' competitive advantages (Porter, 2012). Although HR practices vary in importance and have their characteristics, it

is necessary to establish reasonable goals to continuously improve employee and SME performance (Shahani, 2015). Given the importance of small and medium-sized enterprises to developing countries' economies, researchers need to have more information on the relationship between organizational culture and training and development in developing countries SMEs to grow their businesses and survive in the market competition (Muse & Nur, 2016). The research problem statement begins by selecting the area possible for researching and studying it in-depth, then it turns into a research question (Burnett, 2009). According to Creswell (2008), a study is a process of collecting and analyzing data to understand better a particular field problem (Creswell, 2008, p. 8). Therefore, this research aims not to provide a new theory, but to integrate and consolidate various theories, into one practical integrated framework, by determining the correlation and degree of representation of organizational culture types and training and development as an HRM practice in Kosovo SMEs. This paper is structured as follows: Literature Review, Research Methodology, Analysis, and Presentation of Results, Conclusions, and Recommendations.

2. Literature review

2.1 The importance of training and development as a human resource management practice

The continued development of the private sector in developing countries is needed, as it is considered a key sector in the overall development of a country's economy (Massa & Cali, 2010). According to Arslan (2017), most SMEs lack an HR department and skills needed for HR. Thus, SMEs managers need to consider the strategic importance of training and development as an HRM practice for SME performance development (Arslan, 2017).

Like other human resource practices, training and development are considered a key factor in the organization, and their continuous development is of particular importance for creating SME strategic goals (Waheed et al., 2019). Furthermore, enterprises need to have proper human resource practices in order to create strategies and strategically position themselves in the competitive marketplace (Kianto, Sáenz & Aramburu, 2017) as there is a lack of studies on developing any framework for HR practices, respectively for training and development (Cook, Murphy & Thomas, 2018; Zoogah, 2018).

Training and development represent the key role of HRM, striving to continuously improve employee quality by providing training and employee development to overcome challenges in market competition (Salah, 2016). Training and development questions consist of five items created by Snell and Dean (1992), which provide data on how enterprises create employee training and development strategies and the policies and procedures that different organizations implement. This questionnaire was selected because, in comparison with other survey instruments, it emphasizes formal training opportunities targeted at specific individuals (which is more appropriate in the

context of SMEs in Kosovo) in addition to capturing a general overview of the quality of staff development training program (Wan, Kook & Ong, 2003).

2.2 The importance of organizational culture and training and development for enterprises

In various organizations, there is a perception of employees that the enterprise values them and that the enterprise takes responsibility for the well-being of its employees. Such enterprises have increased profitability as more and more consumers have valued these enterprises as they have considered acting responsibly (Hutnek, 2016). According to Ali Alsheikh (2017), it is necessary to improve the relationship between employee performance and knowledge management (Ali Alsheikh, 2017). According to Salehipour and Mand (2018), the organizational culture of an enterprise is of particular importance, as it plays a significant positive role in the overall progress of the enterprise's employees in general and affects their performance (Salehipour&Mand, 2018). In addition, OC is considered the most appropriate communication between managers and employees, and the development of human resources is considered to be of particular importance in OC and commitment to work (Inanlou&Ahn, 2017).

Organizational culture negatively moderates the relationship between innovation and training and development as an HRM practice (Aman, Noreen, Khan, Ali, and Yasin, 2018). According to Mirzapou, Toutian, Mehrara, and Khorrampour (2019), HRM practices correlate with OC, and enterprises to increase employee suitability need to provide incentives and create a shared vision for employees (Mirzapour et al., 2019). Furthermore, employees of different enterprises will show more performance if those enterprises have good human resource management (Zhang, 2016). Thus, HRM must find simple ways to train and develop employees to develop the enterprise's organizational culture (Wright, 2019). On the other hand, organizational culture and training and development cannot serve as mediators in the role of leadership (Thoyib, Noermijati& Rosita, 2016). In addition, According to Ratanjee (2018), employees who agree with the enterprise's organizational culture show more performance than employees who disagree (Ratanjee, 2018). Adapting of OC from employees plays an essential role in increasing performance between the enterprise and employees (Turhan, Köprülü&Helvacı, 2016). According to Scrima and Parry (2017), the types of OC of the enterprise play a significant role in the behavior of employees in the workplace (Scrima& Parry, 2017). In addition, OC types play an important role in enterprise innovation, while these OC types play a mediating role in the effectiveness of training and development (Botelho, 2020). According to Abdullah, Musa &Azis (2017), entrepreneurship is vital in organizational culture. Hence, a solid organizational culture improves performance among staff in the enterprise. Therefore, SME managers should create a work environment where employees will be able to express their ideas for possible improvements that need to

be made in the future. Then the employees will be more engaged in the enterprise, and as a result, the organizational culture of that enterprise will develop (Abdullah et al., 2017). According to Poernomo, Budiyanto&Suhermin (2019), training and development positively impact enterprise performance, while the hierarchical culture of the organization plays a mediating role between performance and training and development (Poernomo, Budiyanto&Suhermin, 2019). Moreover, focusing the enterprise on creating a collaborative organizational culture helps employees to develop and successfully manage their careers (Pratap, 2019).

2.3 Organizational culture types

The following are the types of organizational culture as they appear throughout the research.

- Clan culture (A) is related to family organizations and describes a job where employees share the same values and managers have an advisory, parental, and guidance role (Cameron & Quinn, 2006).
- Adhocracy culture (B) represents organizations that experiment through innovative roles in an energetic work environment where employees and managers are willing to accept risks (Cameron & Quinn, 2006).
- Market culture (C) focuses on the achievements of employees in the enterprise. Employees and managers have high ambitions in competition, and their goal is to achieve high results (Cameron & Quinn, 2006).
- Hierarchy culture (D) mainly focuses on well-structured work environments on formal matters, namely work regulations and procedures (Cameron & Quinn, 2006).

2.4 The role of training and development in the organizational culture of SMEs

The current structure of Kosovo's economy is characterized by more than 90% of SMEs. In order to achieve rapid economic impacts, it is planned to reduce bureaucratic barriers, ease of access to finance, ease of court proceedings, combat the informal economy, and fight against economic crimes and corruption (MIE, 2017). According to EU estimates, a critical obstacle to existing SMEs is the lack of data on SMEs and their constant updating, while support for start-ups is particularly underdeveloped (Ujkani, 2012). The relevant literature reviewed provides clarifications from the field of organizational culture and training and development in Kosovo SMEs.

The role of training and development as an HRM practice in organizational culture is essential because employees have and develop different cultures within the enterprise, so the potential changes in the enterprise are made by the employees (Bae & Lawler, 2000). Hiring employees with diverse cultures in the enterprise brings new social insights into the work and goals of the organization. Thus, these insights are also important in human resource decisions (Wilkins & Ouchi, 1983). Exploring the relationship between training and development and organizational culture in developing

countries SMEs can contribute to organizational improvement by helping SME managers develop organizational culture and HRM policies and practices to increase the level of performance in SMEs (Waters, 2013). Furthermore, according to Su, Wright, and Ulrich (2018), in the last two decades, the importance of practices through which proper human resource management has been made has increased, and at the same time, the performance of enterprises has increased (Su, Wright & Ulrich, 2018).

Knowledge of the relationship between organizational culture and training and development are also expected to be useful for organizational culture development and to the managers planning and implementing new HRM policies, procedures, and practices, where extensive attention is given to their applications and implementation with a focus on the factors required for supporting the decision-making process, rather than just administratively introducing and implementing them (Channa, 2016).

2.5 The role of SMEs in developing countries

SMEs play a key role in the most developed economies and contribute to reducing unemployment and increasing the well-being of these countries (Rabie, Cant & Wiid, 2016). According to Hill (2016), SMEs are considered essential factors in the EU economy, as they reduce unemployment, create growth and change in general (Hill, 2016).

The Republic of Kosovo, as a developing country, constantly strives to meet the criteria set to be part of the EU. There are different definitions of SMEs, including sales and number of employees (Akkucuk, 2014). In this research, the definition of SMEs is based on EU standards, whereby SMEs are defined as enterprises with up to 250 employees and generating annual revenues of up to € 50 million (European Commission, 2016). Law no. 03 / L-031 on SME Support (2008) regulates government policies for SMEs' creation and continued development. This law is based on the number of employees and defines the following categories of enterprises: micro (1 - 9 employees), small (10 - 49 employees), and medium (50 - 249 employees) (Law 03 / L-031 on SME Support, 2008). However, according to the latest EU assessment, enterprise classification needs further improvement (Ujkani, 2012). Regarding the development of HR in SMEs, the Government of the Republic of Kosovo will institutionalize training programs and financially support interns entering the labor market after completing their education.

This objective is planned to provide training and support international certifications for sectors where the economy has competitive advantages (MIE, 2017). The Ministry of Innovation and Entrepreneurship of Kosovo has drafted its program for 2017-2021 for entrepreneurship development, which directly affects the strengthening of the role of the private sector (MIE, 2017). According to this draft, mechanisms will be established institutional coordination between science, the private sector and policy-making, entrepreneurship development through training programs, creation of funds to support development sectors focusing on women and

young people, and supporting SME development in dealing with regional, EU and other markets competition (MIE, 2017). In order to effectively provide support to SMEs and facilitate business in a non-competitive and burdensome environment with a bureaucracy, a proper balance between lawmaking and reorganizing current law in favor of facilitating enterprises' activities is of particular importance (Ujkani, 2012). In addition, proper objectives are needed to improve access to information on SMEs that contribute to their development and to the private sector in general (Ujkani, 2012). SMEs will be supported through special programs for developing the marketing concept in sectors with export potential. Other programs will focus on standardization, conformity, and other requirements arising from the process of EU membership and assisting enterprises to compete with concrete projects in the relevant European Commission funding for innovation and entrepreneurship (MIE, 2017). This objective will be implemented through the development of entrepreneurial skills and support to enable access to capital and training of graduates and women to deal with labor market requirements (MIE, 2017).

3. Research Methodology

The research methodology was selected to be a correlational quantitative to explore the relationship between SME's Organizational culture and Training and development as a human resource management practice. In order to address research questions, in quantitative studies, data are analyzed by different statistical procedures, comparing group results with individuals (Creswell, 2008). The quantitative correlational design explores the relationship between variables using statistical analyses (Creswell, 2013). Correlational researches use quantitative, commonly applied analytical methods, including multiple regression analysis (Thompson et al., 2005). Correlational research is only a descriptive approach, which consists of collecting data to determine whether and to what extent there is a relationship between components included in the study (Sun, 2011).

The research population consisted of 103,697 enterprises in the Republic of Kosovo (KBRA, 2019). There were about 210 SME managers selected by using stratified sampling for data collection. The data for the study were collected through questionnaires distributed to SME managers, which provided numerical results in the survey instrument. The obtained data were recorded and analyzed by Statistical Package for Social Sciences (SPSS), version 25.0 (IBM Corp, Released, 2017). Before analyzing the data, unnecessary values were removed, and missing values were treated. Calculation of various statistics, such as percentage of socio-demographic factors, averages, frequencies, and standard deviation, were performed by ordinal, nominal, or interval levels. A Pearson correlation and Multiple regression of inferential statistics were used to answer the research questions (IBM Corp, Released, 2017). The following table contains data on SMEs in the Republic of Kosovo, based on the number of employees.

Table 1. Data on SMEs registered in Kosovo based on the number of employees

Size	No. of employees	No. of Enterprises	Percentage in total
Micro	1 - 9	102,070	98.43%
Small	10 - 49	1,406	1.36%
Medium	50 - 249	221	0.21%
In total		103,697	100.00%

Note. Data on SMEs registered in Kosovo based on the number of employees, by KBRA (2010). Retrieved March 25, 2019, from <https://arbk.rks-gov.net/>

Two valid instruments were used in this study to answer the research question. Organizational culture was measured by Organizational Culture Assessment Instrument (OCAI) (Cameron & Quinn, 1999; Berrio, 2003; Fralinger & Olson, 2007; Brooks, 2007; Fralinger, Olson, Pinto-Zipp & Dicorcia, 2010; Bremer & Lamers, 2012), which is commonly used to examine OC in various enterprises. Through the OCAI instrument can be identified the key elements of an organization's orientation. According to Cameron and Quinn (2006), there are four types of culture:

- Clan culture (A),
- Adhocracy culture (B),
- Market culture (C), and
- Hierarchy culture (D).

The OCAI instrument consists of 6 questions, for which 100 points are allocated to the answer based on the degree of response that describes the enterprise (Cameron & Quinn, 2006). Respondents were asked to provide a value for the current organizational culture "Now" and another value for the organizational culture they prefer in the future, "Preferred." Then the answers for each type of organizational culture (A, B, C, and D) are collected and separated into six. Then, the results from the average show a kind of organizational culture: Clan, Adhocracy, Market, Hierarchy (Cameron & Quinn, 2006). Whereas, to measure HRM practice, respectively training and development, the questions have been taken from Snell and Dean (1992). Respondents were asked about their organization's training and development with five items and responded through the Likert scale of 1 to 7 (Snell & Dean, 1992).

All information was considered confidential and anonymous (Sun, 2011), respecting the APA's ethical rules (APA, 2002). Thus, in the consent statement given to respondents for participation in the research, ethical principles of research were listed so that their participation would be voluntary. Based on the APA principles, subjects were informed in detail about the purpose of the study and their rights and responsibilities. In addition, they were informed about the information coding procedures, the time when the data will be destroyed, and the confidentiality (Smith,

2003). Secondary data were collected from studies with the same purpose or provided information about the topic of interest. The data collected from the studies, publications, reports from governmental and non-governmental institutions create a solid knowledge on enterprises or organizations about the importance of implementing strategies based on the development of organizational culture and Training and development (Balnaves&Caputi, 2001). In addition, the secondary data were collected from different information from previous experiences in other countries and by different authors, which were necessary to address the research problem and to answer the research questions (Blumberg et al., 2008).

3.1 Validity and reliability of the instrument

The data were obtained from the questionnaire, considered one of the most suitable means of collecting reliable and valid data in quantitative research (Taherdoost, 2016). Since the validity and reliability of the research instrument used to determine the appropriateness of the study are crucial for any research (Creswell, 2009). The survey instrument created was derived from a review of relevant studies and exploratory studies. In quantitative research, as is this research, generalization of the findings to an entire population depends on the sample size but is not crucial to a research finding (Taherdoost, 2016). In this study, pilot tests were also carried out to ensure that the construct and content of the survey instrument were valid (Creswell, 2009). Whereas the reliability of the research indicates the extent to which the measurement of the problem studied yields sustainable results and dealt with accuracy and the ability to replicate the study (Creswell, 2009; Taherdoost, 2016).

The Organizational Culture Assessment Instrument is considered a well-established instrument for measuring organizational culture (Berrio, 2003; Bremer & Lamers, 2012; Brooks, 2007; Cameron & Quinn, 1999; Fralinger & Olson, 2007 and Fralinger, Olson, Pinto-Zipp & Dicorcia, 2010). For all types of organizational culture the instrument consists of, it has been demonstrated to have sufficient reliability, with Cronbach Alpha ranging from 0.710 to 0.800 (Cameron and Quinn, 1999; Cameron and Quinn, 2000; IBM Corp, Released, 2017).

The Training and Development Measurement questionnaire of Snell and Dean (1992) is a well-established instrument for measuring Training and Development as HRM practices. Reliability with Cronbach Alpha $r_{tt} = 0.944$ categorizes the Training and Development instrument into reliable instruments with considerable metric features (Snell & Dean, 1992; IBM Corp, Released, 2017).

3.2 Research Questions and Hypotheses

Following the scientific character and complexity of the research problem, respectively, the inclusion of structural components within it, the research questions and related hypotheses are as follows:

R1: Is there a relationship between OC and training and development as HRM practice?

H1_o: There is no relationship between OC and training and development as HRM practice.

H1_a: There is a relationship between OC and training and development as HRM practice.

R2: Are training and development a predictor of the organizational culture of SMEs?

H2_o: Training and development is not a predictor of the organizational culture of SMEs.

H2_a: Training and development is a predictor of the organizational culture of SMEs.

4. Analysis and Presentation of Results

This section analyses data provided by the respondents' opinions about the relationship between organizational culture and training and development as HRM practice. It also presents the results and data analysis obtained from the Pearson Correlation and Multiple Regression of inferential statistics used for each hypothesis in the study. (SPSS, version 25.0, 2017).

In Table 2, the statistical indicators from the descriptive analysis are presented, respectively, distribution of the conducted interviews among the cities. In this way, the sample consisted of 210 subjects in 103,697 SMEs by the table of random numbers. In the empirical implementation phase, 210 questionnaires were distributed to SME managers. The results summarized in table 2 were processed with SPSS 25.0 and show the distribution of interviews conducted in the cities, respectively in the regions where operate SMEs, among which seven major cities were selected: Prishtina (92) respondents, Ferizaj (32), Prizren (26), Peja (20), Gjakova (14), Gjilan (13) and Mitrovica (13).

Table 2. Distribution of the conducted interviews among the cities (SME regions)

SME regions	Frequency	Percent	ValidPercent	Cumulative Percent
Prishtina	92	43.8	43.8	43.8
Mitrovica	13	6.2	6.2	50.0
Peja	20	9.5	9.5	59.5
Prizren	26	12.4	12.4	71.9
Ferizaj	32	15.2	15.2	87.1
Gjilan	13	6.2	6.2	93.3
Gjakovë	14	6.7	6.7	100.0
In total	210	100.0	100.0	

The results in table 3 show the number of subjects included in the research, based on

the size of the enterprise, of which 121 were micro-enterprises, 66 were small, and 23 were medium enterprises.

Table 3. Number of research subjects by the size of the enterprise

		Frequency	Percent	ValidPercent	Cumulative Percent
Valid	Micro	121	57.6	57.6	57.6
	Small	66	31.4	31.4	89.0
	Medium	23	11.0	11.0	100.0
	In total	210	100.0	100.0	

The results summarized in table 4 show descriptive statistics for the current organizational culture of the respondents included in the study. The mean value of 27.10 and a standard deviation of 9.18 show that the clan culture as a type of organizational culture has higher averages (27.10), followed by Hierarchy culture D (26.00) and the standard deviation of 8.53, Adhocracy B (23.80), and the standard deviation 5.68 and Market culture C (23.09) and the standard deviation 5.40.

Table 4. Descriptive statistics for current Organizational Culture of SMEs

	N	Minimum	Maximum	Mean	Std. Deviation
Clan culture (A)	210	8.00	55.00	27.1000	9.18103
Adhocracy culture (B)	210	7.00	38.00	23.8048	5.68764
Market culture (C)	210	8.00	38.00	23.0952	5.40516
Hierarchyculture (D)	210	5.00	52.00	26.0000	8.53924
Valid N (listwise)	210				

The results summarized below the responses of subjects involved in research for each of five training and development items. Respondents were asked about HRM practices in their enterprise and, according to the relevant literature, where among the most important practices of HRM is considered “Training and Development” (Snell & Dean, 1992). For measuring Training and Development as HRM practice, research subjects were asked to respond to their opinion about five items. The results summarized in table 5 shows their responses to the item “There is extensive opportunity for training for members of my work unit,” of which 1% of respondents strongly disagree, 7.6%

disagree, 27.1% somewhat disagree, 1.9% neither agree nor disagree, 35.2% somewhat agree, 19.5% agree and 7.6% strongly agree.

Table 5. Respondent responses to item 1 for Training and Development as an HRM practice

		Frequency	Percent	ValidPercent	Cumulative Percent
Valid	Stronglydisagree	2	1.0	1.0	1.0
	Disagree	17	8.1	8.1	9.0
	Somewhatdisagree	62	29.5	29.5	38.6
	Neitheragree or disagree	1	.5	.5	39.0
	Somewhatagree	86	41.0	41.0	80.0
	Agree	34	16.2	16.2	96.2
	Stronglyagree	8	3.8	3.8	100.0
	Total	210	100.0	100.0	

Note. The respondent responses to item 1 “There is extensive opportunity for training for members of my work unit” (Snell & Dean, 1992).

The results summarized in table 6 show the respondent responses to the item “A high priority is placed on training employees in my unit,” of which 1% of respondents strongly disagree, 7.6% disagree, 27.1% somewhat disagree, 1.9% neither agree nor disagree, 35.2% somewhat agree, 19.5% agree and 7.6% strongly agree.

Table 6. Respondent responses to item 2 for Training and Development as an HRM practice

		Frequency	Percent	ValidPercent	Cumulative Percent
Valid	Stronglydisagree	3	1.4	1.4	1.4
	Disagree	21	10.0	10.0	11.4
	Somewhatdisagree	56	26.7	26.7	38.1
	Neitheragree or disagree	1	.5	.5	38.6

Somewhatagree	80	38.1	38.1	76.7
Agree	42	20.0	20.0	96.7
Stronglyagree	7	3.3	3.3	100.0
Total	210	100.0	100.0	

Note. The respondent responses to item 2“A high priority is placed on training employees in my unit” (Snell & Dean, 1992).

The results summarized in table 7 show the respondent responses to the item “The training process is formally managed and professional,” of which 5% of respondents strongly disagree, 7.6% disagree, 31% somewhat disagree, 38.6% somewhat agree, 20.5% agree and 1.9% strongly agree.

Table 7. Respondent responses to item 3 for Training and Development as an HRM practice

	Frequency	Percent	ValidPercent	Cumulative Percent
Valid Stronglydisagree	1	.5	.5	.5
Disagree	16	7.6	7.6	8.1
Somewhatdisagree	65	31.0	31.0	39.0
Somewhatagree	81	38.6	38.6	77.6
Agree	43	20.5	20.5	98.1
Stronglyagree	4	1.9	1.9	100.0
Total	210	100.0	100.0	

Note. The respondent responses to item 3“The training process is formally managed and professional” (Snell & Dean, 1992).

The results summarized in table 8 show the respondent responses to the item “Sufficient money is spent on training programs in your work unit,” of which 1.4% of respondents strongly disagree, 9% disagree, 27.1% somewhat disagree, 5% neither agree nor disagree, 43.8% somewhat agree, 12.9% agree and 5.2% strongly agree.

Table 8. Respondent responses to item 4 for Training and Development as an HRM practice

		Frequency	Percent	ValidPercent	Cumulative Percent
Valid	Stronglydisagree	3	1.4	1.4	1.4
	Disagree	19	9.0	9.0	10.5
	Somewhatdisagree	57	27.1	27.1	37.6
	Neitheragree or disagree	1	.5	.5	38.1
	Somewhatagree	92	43.8	43.8	81.9
	Agree	27	12.9	12.9	94.8
	Stronglyagree	11	5.2	5.2	100.0
	Total	210	100.0	100.0	

Note. The respondent responses to item 4, “Sufficient money is spent on training programs in your work unit” (Snell & Dean, 1992).

The results summarized in table 9 show the respondent responses to the item “I am provided with sufficient time to undertake formal training in my work unit,” of which 1.4% of respondents strongly disagree, 9% disagree, 27.1% somewhat disagree, 5% neither agree nor disagree, 43.8% somewhat agree, 12.9% agree and 5.2% strongly agree.

Table 9. Respondent responses to item 5 for Training and Development as an HRM practices

		Frequency	Percent	ValidPercent	Cumulative Percent
Valid	Stronglydisagree	1	.5	.5	.5
	Disagree	19	9.0	9.0	9.5
	Somewhatdisagree	59	28.1	28.1	37.6
	Neitheragree or disagree	4	1.9	1.9	39.5
	Somewhatagree	81	38.6	38.6	78.1
	Agree	38	18.1	18.1	96.2

Strongly agree	8	3.8	3.8	100.0
Total	210	100.0	100.0	

Note. The respondent responses to item 5 “I am provided with sufficient time to undertake formal training in my work unit” (Snell & Dean, 1992).

The results summarized in table 10 show the relationship between OC types: Clan, Adhocracy, Market and Hierarchy, and Training and development as HRM practices in Kosovo SMEs. The results show that high p-values of Organizational Culture types and Training and development as HRM practice confirm the null sub-hypothesis $H1_o$, according to which there is no correlation between OC and training and development as HRM practice, whereas the sub-hypothesis $H1_a$ is rejected.

Table 10. Correlational analysis of the relationship between organizational culture and training and development as an HRM practice

Organizational culture types		Training and development
Clan culture (A)	Pearson Correlation	-.036
	Sig. (2-tailed)	.601
Adhocracy culture (B)	Pearson Correlation	-.104
	Sig. (2-tailed)	.135
Market culture (C)	Pearson Correlation	.081
	Sig. (2-tailed)	.244
Hierarchy culture (D)	Pearson Correlation	.057
	Sig. (2-tailed)	.412
	N	210

Note. **. Correlation is significant at the 0.01 level (2-tailed). *. Correlation is significant at the 0.05 level (2-tailed).

To test whether training and development, as HRM practice, can statistically predict organizational culture, standard linear regression was applied. The results summarized in tables 11 and 12 show the predictive value of training and development for organizational culture. The results show that high p-values of training and development confirm the null hypothesis $H2_o$, according to which Training and development is not a predictor of the organizational culture of SMEs, whereas the sub-hypothesis $H2_a$ is rejected.

Table 11. Model Summary of the predictive value of training and development for organizational culture

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.170 ^a	.029	.005	7.17490

Note. Predictor: (Constant), Training and development as HRM practice

Table 12. Coefficients (Training and development predictor) of organizational culture

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	24.992	2.56	10.207	.000
	Training and development	0.206	0.910	0.021	0.140

Note. Dependent Variable: Organizational culture

The results in Figure 1 show the graphical summary of Residual Plots for the predictive value of training and development for Organizational Culture.

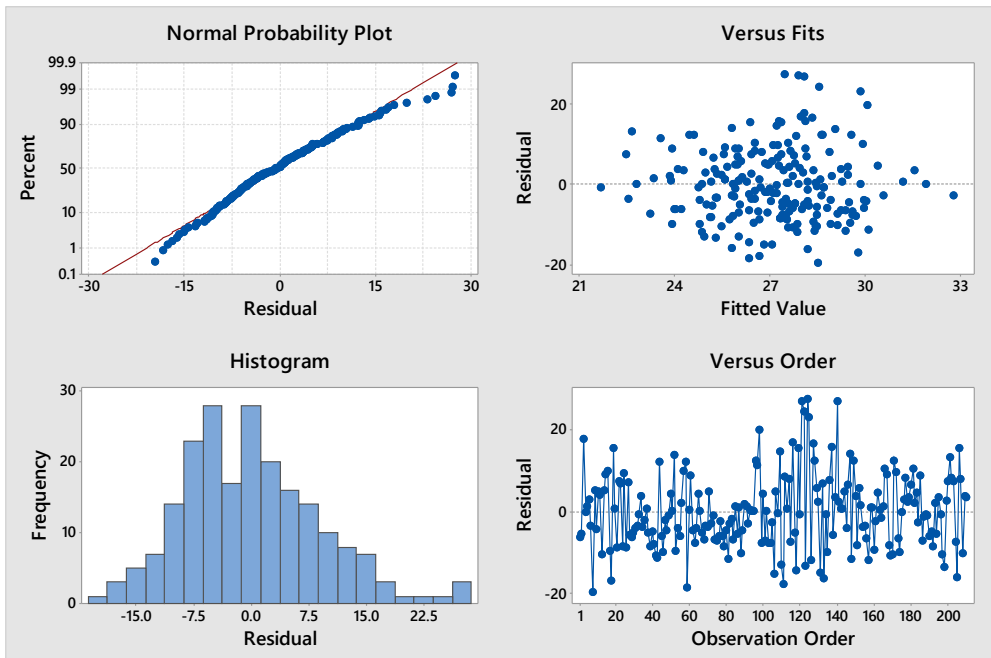


Figure 1. Graphical summary of Residual Plots for the predictive value of training and development for Organizational Culture (Minitab, 2019).

5. Conclusions

In the last two decades, the importance of practices through which proper human resource management has been made has increased, and at the same time, the performance of enterprises has increased (Su, Wright & Ulrich, 2018). Hence, the importance of organizational culture and Most of the barriers to SME management and economic development, in general, are largely human-based, so OC and HRM play important roles in the success and development of SMEs (Osei, 2017).

Through the organizational culture research instrument, respondents had to evaluate the current and preferred organizational culture. So, the results showed that the current and preferred organizational culture Clan culture had higher representation averages, followed by other OC types: Adhocracy, Hierarchy, and Market. According to Bremer (2018), Clan culture focuses on encouraging employees' and clients' participation, empowering them, and welcoming feedbacks by creating a cohesive environment, improving human resource management, and focusing on their well-being. However, since Clan culture has so many shared values, staff may feel uncomfortable exchanging opposing views, and as a result, over time, this may limit the organization's innovative ability. Adhocracy culture means that the organization should encourage adaptability to adapt quickly to changing market conditions as they arise, facilitate innovation, and investigate when new circumstances arise. In addition, routines change rapidly due to promote dynamism since the organization wants to experiment with new opportunities. Whereas Market culture means a work environment that is based on results and staff are focused on goals by emphasizing the objectives, deadlines, and work completion. In addition, market dominance and achievement of goals are considered a success in market culture, while leadership style is based mainly on the competition. Their Hierarchy culture means governance, safety, and quality manuals, where mainly procedures direct what people do. In addition, in hierarchical culture, the work organization must be done efficiently by doing continuous planning and at a low cost (Bremer, 2018).

The purpose of the central R1 research question was to reveal the relationship between organizational and training and development as HRM practice in Kosovo SMEs. The results show that high p-values of Organizational Culture types and Training and development as HRM practice confirm the null sub-hypothesis $H1_o$, according to which there is no correlation between OC and training and development as HRM practice, whereas the sub-hypothesis $H1_a$ is rejected. According to Wizniuk and Kumar (2018), although the role of HRM for the company is very important since, among other things, contributes to the development of enterprise culture, it still remains a financial challenge and organizational ability of SMEs to keep small HRM department (Wizniuk& Kumar, 2018). According to Kosiorek&Szczepańska (2016), it is necessary

for HRM practices to be standardized in the enterprise. As a result, a standardized model of HRM practices would be helpful in adequately designing enterprise strategies and developing the enterprise's organizational culture, which is considered the most important factor in the functioning of HRM (Kosiorek&Szczepańska, 2016).

While to test whether the training and development can statistically predict the organizational culture of SMEs, standard linear regression was developed. The results show that high p-values of training and development confirm the null hypothesis H_{2_0} , according to which Training and development is not a predictor of the organizational culture of SMEs, whereas the sub-hypothesis H_{2_a} is rejected. Among other important factors for HRM is employee training and development (Salah, 2016). Creating quality training and development programs is very important as they identify employees' skills and abilities that serve the enterprise's development and success in general (Osei, 2017). Proper planning of the training and development program helps enterprises improve the quality of their employees, enables them to select the staff needed to perform specific tasks, and helps them to cope with different challenges in the enterprise (Osei, 2017). Information on cultural dimensions serves to SME representatives to understand the cultural differences of different employees; as such, differences can be an obstacle to the enterprise's success and can play an important role in making decisions (Wang & Liu, 2007). According to Wang & Liu (2007), training as an HRM practice is essential to overcome these cultural barriers. Today's SME managers have to establish cross-functional teams and communicate with people of different cultural backgrounds, so it is vital to know the role of cultural barriers on these tasks (Wang & Liu, 2007).

5.1 Assumptions and Limitations

The organizational culture types and training and development as an HRM practice in organizations are relatively new in the Kosovo environment. Most employees were not familiar with the concepts of organizational culture due to the lack of data on the relationship between OC and training and development in Kosovo SMEs. The data were interpreted very carefully to avoid many limitations, as the questionnaire consisted of 11 items. Other limiting factors refer to the lack of relevant preliminary research conducted in Kosovo to serve and enable a proper research design. In addition, another limitation is the issue of social desirability bias, whereby the respondents may respond to what they perceive as desirable because employees may fear exposing too much information about the institution. However, the researcher has tried to minimize the limitation by creating anonymous instruments and assuring respondents of their confidentiality. Future studies can include other variables to test the moderating or mediating effects to add new research insights that focus on the organizational culture and training and development.

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