

**SELECTION MATTERS: PREDICTING INTRINSIC MOTIVATION AND
EMPLOYEE COMMITMENT IN SMALL VIETNAMESE FIRMS**

Thanh Truc Vo

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By: Thanh Truc Vo

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Signed by the final examining committee:

_____ Chair

Dr. Harjeet S. Bhabra

_____ Examiner

Dr. A. Bakr Ibrahim

_____ Examiner

Dr. Alexandra Dawson

_____ Thesis Supervisor

Dr. Linda Dyer

Approved by _____

Chair of Department or Graduate Program Director

Dr. G. Dafni, Graduate Program Director

13th December, 2010

Dr. S. Sharma, Dean

John Molson School of Business

ABSTRACT

Selection Matters: Predicting Intrinsic Motivation and Employee Commitment in small Vietnamese Firms

Thanh Truc Vo

The model in this study measures the effects of selection process and interpersonal communication on many important factors in work environment including supervisor trust, intrinsic motivation and organizational commitment. In literature, SMEs tend to have less formalized selection procedures. The study will expand on past research by investigating the reactions of employees to selection procedures as well as communication satisfaction, important areas of growing interest in recent years. Therefore, levels of formality in selection procedures is expected to positively related to levels of supervisor trust, intrinsic motivation of employees and organizational commitment which involves in employees' attachment and their intention to stay at the firm.

In addition, interpersonal communication which is based on corporate communication and personal feedback is recently one of the most important factors in SMEs. Consequently, it is expected that high amount of interpersonal communication will lead to a higher level of trust in supervisor, intrinsic motivation and organizational commitment.

Finally, the study makes a contribution by collecting data in a new country, Vietnam. Using data from small and medium firms in Vietnam, the paper reviews the recruitment and selection practices as well as employees' attitudes in these firms. It incorporated findings from a survey of employees to understand to role of the level of

formality of selection procedures and communication satisfaction in SMEs' work environment and their influence on employees' attitudes in their jobs.

The sample included 20 Vietnamese SMEs. The actual sample included 188 participants who come from these companies and have full-time job. These SMEs are usually family businesses located in an industrial zone in a Southern province of Vietnam. They are small manufacturers which are in different industries.

The results supported the hypotheses that the use of selection tests is positively related to supervisor trust, intrinsic motivation and organizational commitment. Besides, the formality of interview process is positively related to supervisor trust. This study also found that interpersonal communication is positively related to supervisor trust, and organizational commitment; and personal feedback is positively related to intrinsic motivation. The findings of this study imply that SMEs, especially in Vietnam, need to pay more attention to the formality of selection procedures so that they can successfully run the business.

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Selection Matters: Predicting Intrinsic Motivation and Employee Commitment in small Vietnamese Firms

Every firm wants to have a workforce in which employees are faithful and productive. The goal of this study is to explore the antecedents of commitment and intrinsic motivation in small firms. The research examines whether the level of formality in the firm, defined as specific human resource procedures and communication patterns, will result in higher levels of employee commitment and motivation.

Researchers have paid much attention to large companies in which human resource (HR) management is a key to recruit and motivate employees to be productive and loyal. Nguyen and Bryant (2004) defined human resource management is “the strategic integration of HR practices into the management and development of employees” (p.600). This definition explains how HR practices relate to management in which compensation, evaluation, hiring, firing and reward systems will affect employees’ behaviors and attitudes such as their trust, motivation and commitment. Literature emphasizes that the role of HR practices is very important and it is a major factor leading firms to success. HRM practices have been shown to be related to organizational matters such as turnover, productivity (Arthur, 1994), and financial performance (Huselid, 1995).

Although research has paid attention to small and medium-sized enterprises (SMEs) for some decades, HR management practices in SMEs are not yet well understood. Hornsby and Kuratko (1990) point out that, despite its important role, HR practices in SMEs have not received significant attention in management research. Other functions such as accounting, marketing, and finance have been long

emphasized and took precedence over HR management (McEvoy, 1984). The topic of HR management practices and HR management system in SMEs has received less attention even though SMEs play a very important role in economic development (Nguyen & Bryant, 2004).

This study aims to gain insight into HR factors including selection procedures that affect employees' attitudes. Some research suggests that people who are hired through highly formal selection process are likely to perceive that their positions are important and that the firm is seriously concerned about their qualifications for the job (Dyer & Reda, 2010). However, the research thus far pays little attention to whether level of formality of selection, such as the use of selection tests, the formality of the interview process and the recruitment through informal networks, affects employees' trust, intrinsic motivation and organizational commitment. This study will investigate the relationships between formality of selection and those essential factors.

Moreover, the formality of communication during selection may affect perceptions, and it is likely that the role of communication does not end there. Communication style is also a key aspect of the work lives of ongoing employees. The important role of communication in work environment has been investigated by a number of researchers. Cardon (2004) emphasizes that in SMEs, owner-managers prefer informal ongoing communication and feedback in which "they often deal with subordinates arbitrarily rather than consistently and that they did not perceive this arbitrary behavior to contribute to employee morale or productivity problems" (p.312). Wagar (1998) states that the communication channels that exist in small organizations are usually informal. But he further highlights that "sharing of business information

were largely unrelated to the size of the firm—these practices are somewhat informal and may be applied in both small and large firms” (p.20). Research findings about communication in SMEs have led this study to investigate its role to better understand its importance.

This research will explore the relationships between employee selection, interpersonal communication and supervisor trust, intrinsic motivation and organizational commitment.

The formality of employee selection in SMEs

Level of HR formality has been defined by Nguyen and Bryant (2004), which includes eight HR practices and developed based on previous studies of HR practices in SMEs: “who handles the HR function?”, hiring, firing, source of new employees, HR plan, training, job descriptions, and performance appraisal. Especially, firms need to be concerned about their hiring procedures, and invest in this process, which could produce economic savings and long-term success. A careful process can help firms to avoid the wasted time and money that comes from poorly-prepared new hires who need considerable training and who may be likely to leave the organization because of poor fit. Nguyen and Bryan (2004) stated that “a formal system include the presence of personnel specialists and written policies or criteria for recruiting, hiring, and performance appraisal” (p.601). Employee selection techniques play an important role because they are practices that help companies to classify and choose the most suitable candidate for various positions in workplace.

Employee selection techniques are important because they help companies to choose the best suitable candidate for various positions in workplace. Effective selection tools are important for identifying high qualified and suitable employees.

Bartram et al. (1995) focus on procedures in selection which are psychological tests for assessing ability and personality, the application form, face-to-face interview, Records of Achievement, and other categories of test. They emphasize that interview is very important because most employers interview applicants before making their decision. Moreover, "the most common method of applicants providing initial information about themselves is through direct oral contact (either face-to-face or by telephone) rather than in writing (curriculum vitae, letter or application form). The CV is relatively more favored in the financial sector than others, while face-to-face initial meetings were more favored in manufacturing and in distribution" (p.345). Cook (1991) indicates the traditional triad of the most typical pattern for selection includes application form, references and interview. Kotey (1999) says about selection techniques that:

In the initial stage, applications forms and resumes are reviewed and telephone interviews conducted to short-list candidates for more in-depth interviews. The second stage of the selection process usually covers in-depth interviews, practical and/or written tests. The final stages include background investigations from referees and previous employers, verification of educational qualifications, and checks on credit history, criminal records and health status. (p.82-83).

Comparison of employee selection between large firms and SMEs

It has often been demonstrated that small companies pay little attention to the selection process and approach it with a low level of formality (Cardon & Stevens, 2004; Jack, Hyman & Osborne, 2006). The selection procedures are major aspects to consider how formal HR management is. The level of formality of employee selection in companies is based on many factors such as whether firm has written policies or rules for recruitment or firm recruit on a case-by-case basis. A formal selection process may focus on the practices that they use to assess and collect information about people; to evaluate and consider that information and use it to make a decision; to treat applicants and so on. SMEs have to have multi-functioning management personnel and so it is less likely that they will have a standardized and formal procedure on recruiting process. Wyatt et al. (2010) point out that “few SMEs use tools created using “best practice” methodology” (p.258). As personnel selection theories have been developed, several articles have presents research on selection in SMEs but most of them are conceptual rather than empirical (Wyatt et al., 2010).

In their empirical study, Hornsby and Kuratko (1990) measure the formality of recruitment and selection process in SMEs through newspaper advertisements, the use of government employment agencies, private employment agencies, employee referrals, and walk-ins. These practices were used extensively by small businesses as recruiting tools. They found that the smaller firms were more likely to rely on the cheaper newspaper advertisements, referrals, and walk-ins. Moreover, drug testing, personality tests, and aptitude tests were used more frequently by larger firms than the smaller firms.

In general, the literature states that SMEs owners typically use interviews as the major means of selection. The second most commonly used method is job tryouts. Owners also use information from resumes including educational background, experience, references (Cardon & Stevens, 2004, Deshpande & Golhar, 1994). The selection procedures in SMEs seem to be short and simple. Literature has various patterns in conducting selection procedure in SMEs. Because of the high percentage of common use both in reality and in research, the selection procedures in this study will be classified into three main categories including the use of selection tests, the formality of the interview process and the recruitment through informal networks.

Westhead and Storey (1996) emphasize that SMEs are not a scaled-down version of larger firms. All concepts, theories, practices, forms of behaviours and interventions that apply to large businesses, indeed, will not necessarily apply on a small scale to small businesses. There exist significant differences between small and large businesses. That means theories relating to SMEs must consider all factors facing smaller firms and “recognize these differ from those facing larger firms” (p.18). Moreover, since SMEs has few established HR practices, Cardon and Stevens (2004) conclude that SMEs do not share the same problems in their HRM practices especially in recruitment and selection as large firms do. They explain that small firms have to face unique burdens including the liabilities of smallness and newness. SMEs often lack of resources such as human, financial and material resources. Besides, small firms are different with large ones because there may be a very small number of formal or professional HR departments. They engage in costly and restrictive practices which increase difficulty in recruiting and retaining employees. In small firms, there is lack

of legitimacy as an employer-of-choice, and a high number of jobs where employees have to perform multiple roles with unclear boundaries and responsibilities. Cardon and Stevens (date) yet emphasize that not all entrepreneurial firms are the same and distinctions in small and medium size as well as the firm's life cycle stage are significant. Thus, findings of research in larger firms may be different from and not be relevant to those in SMEs. Current research in HR practices has focused on large firms and, therefore, studying HR in SMEs is underrepresented in the mainstream literature in this field.

On the other hand, large firms pay more attention to selection and their selection procedures are likely to be more formal than small firms. Westhead and Storey (1996) argue that firm size is distinguished through two central characteristics which are the existence of internal labor market and the level of uncertainty they face. Internal labor markets exist only in large firms, not in small firms. Focusing on non-owner-managers, they emphasize that the key element of an internal labor market is that people expect to achieve their next job within the organization. This mean the role of the internal labor market is to ensure people will stay within the company and do not move. This can explain why internal labor markets are unlikely to exist in small firms because non-owner managers are aware that their positions are at the top level of management and the only more senior manager is the owner. Thus their next job will not be within that firm. This aspect is recognized by both non-owner managers and owner-managers.

Moreover, Westhead and Storey (1996) also argue that "a key uncertainty facing Chief Executives in large organizations is that many of their decisions are

actually implemented by others” (p.18). On the contrary, in small firms, the opportunity for internal inefficiency is less. Owner-managers in small firms can easily monitor their internal system, which helps them gain greater awareness of what is going on. Therefore, they can feel more certain that decisions will be carried out. Regarding the external uncertainty, smaller firms face greater level than larger firms because of their weaker power in the marketplace. They are usually sub-contractors who are highly dependent on a leading customer. They also usually have a limited range of products in the marketplace while larger firms are more likely to have a range of products and customers and to have greater resources to deal with problems. This could explain why smaller firms have short-term horizon and they prefer short-term rather than long-term returns.

Because large firms have more internal uncertainty than smaller ones, they tend to apply more formal systems, procedures, rules and policies to decrease internal uncertainty. Based on these comparisons, SMEs with more internal certainty and more external uncertainty will remain less formal HR system and procedures than large firms.

Thus it was argued that the size of company will affect the degree of formality in selection process (Dyer & Reda, 2010). Wagar (1998) finds that “firm size was an important predictor of HRM practices” (p.20) and the presence of a formal HRM department were significantly more likely to exist in firms with a minimum of 100 employees. The author also explains that HR practices differ between large and small firms because larger organizations are more likely to have resources to hire HR professionals and they are influenced by HR experts who see the development of

HRM activities is important and could increase their values. The level of formality in human resource management is one important dimension in how HR practices are adopted, the most significant difference between HR practices in small and large firms. Marlow (2002) finds that small firms reject formality because of the limited resources and because the owners do not see any benefit from formal policies. In conclusion, research found that smaller firms are less likely to apply formal procedures in recruiting (e.g. Hornsby and Kuratko, 1990; Wagar, 1998).

It has often been demonstrated that small companies pay little attention to the selection process and approach it with a low level of formality. Small firms usually have more difficulty recruiting employees because of lack formal HR policies or systems (Cardon & Stevens, 2004). Jack, Hyman & Osborne (2006) highlight that in SMEs, policies are often informal and decided by active owner-managers. Thus recruitment practices are typically informal in which managers and staff often recruited by word of mouth; “The consequence is that there are rarely any formal HR policies or specialized HR staff” (p.459). They further emphasize that this informal approach to recruitment can raise problems because from informal sources, the skills required to support growth may not always be available.

Recruitment process: present study

As Deshpande & Gothar (1994) state, there is a common complaint by small business owners that they do not have the required time to improve their HRM practices. Their recruitment process is informal and follows a traditional road. The owner-managers think that they can obtain the obvious advantages of speed and cost,

it is, however, has many disadvantages and consequences that they need to carefully consider. First, they will search for candidates through their own networks and relationships. Contacting and persuading them to apply are the next steps. They must have to wait for the response until the candidates agree. The first candidate, who is adequately qualified, however, is typically the one chosen because the owner-managers do not want to wait too long and spend more time for this process. If there are more candidates, they must set up appointment to discuss with them, describe the job, make an offer and wait for the candidates' response. These practices are very time consuming. Since they are not large enough to be known in the market, high potential candidates may not be attracted, there is not any guarantee that the right person was chosen. Consequently, the chosen candidate may be a poor fit as an unsuitable person with low organizational knowledge (Williamson et al., 2002). In addition, the job seekers' perceptions and assumptions are that small firms tend to have lower level of organizational legitimacy, which means smaller firms may have less desirable, proper, and appropriate employer (Williamson et al., 2002). Small businesses may be disadvantaged and less attractive in recruitment than larger ones. The level of formality in recruitment, especially the selection process, thus, is very important for SMEs to focus and pay more attention to.

Recruitment sources have been important since they may affect many factors if the candidate is hired. Literature emphasizes that recruitment sources have different categories. Some studies have defined two traditional categories through which the candidate applied from within the organization or from outside the organization. Other studies (e.g. Reda, 2007) use other criteria to separate the methods of recruitment

which are recruitment through owner's personal networks or external third party interventions. Williamson et al. (2002) state that it is very important to understand how SMEs can successfully compete with others to recruit "strangers". These people are job seekers who do not share personal relationship with founders and managers of firms. The authors emphasize that the organizational growth and performance are actually related to the ability of firms to get non-family member or friends. Marlow and Patton (1993) state that in small firms, recruitment sources are largely informal, usually word of mouth from family, friends, or trusted employees. The selection process is quite simple in SMEs. When firm has a vacancy, the owner-managers will look for a candidate through their connections. The connection is based on relationships and/or word-of-mouth. They exploit their personal and social networks or referrals to attract candidates. They are less likely to use structured approaches such as using professional recruiters, newspaper advertisements, or job fairs. The first suitable candidate will be chosen since the owner-managers could not spend long time for selection process. In this study, recruitment sources will be specified whether it is an informal network: through personal relationships such as family member, friend who owned the company or was working there.

Moreover, in selection process, the use of selection tests such as filling out a job application form, taking a written personality test and taking written test of job-related abilities is very important. In this study, they will be counted to measure the level of formality of selection process. Although other methods such as providing CV, references, job tryouts are important, they are not used because they are not different and all companies ask candidates to provide these. Also, all job applicants have to do

medical test in health center and provide health certificate with all other documents. Thus, providing physical test is not applicable in this study.

In addition, the formality of the interview process is also based on the number of interviews in selection process. Owner-managers, as literature highlights, prefer directly interviewing candidates to evaluating their profiles on papers. Interviews are usually the main means of selection in SMEs because the interviewer could communicate to assess and understand job applicants. In small firms, judgment of the owner-managers is personal and usually based on one-to-one interviews (Kotey, 1999). Kotey also finds in the empirical study that interviews were the most frequently used techniques for selecting operational staff. This can be explained because owner-managers believe that interview could be an effective selection tool since recruitment in SMEs tends to be difficult because of the limited material, financial resources and time consuming.

Therefore, three main categories including the use of selection tests, the formality of the interview process and the recruitment through informal networks will be measured in this study.

Communication in SMEs

In this study, interpersonal communication will be investigated as an independent factor which affects trust in supervisor, employees' motivation and commitment. It is explained that in work environment, employees must understand and trust enough to believe that if they perform well, the benefits will increase. For this belief to exist, open communication and education are needed and very useful.

Communication has been a vital factor to build up and increase employees trust and beliefs (Lawler & Jenkins, 1992). The quality of communication is also positively related to organizational commitment (Allen, 1992).

Small firms possess numerous advantages such as group working, working rules to suit the individual, more varied work roles, and a direct relationship between individual effort and the aims of the organization (Bacon et al. (1996). According to Bacon et al., direct and fast communication is also an important advantage. In SMEs, communication system is traditionally informal. Indeed, “in small organizations, even formal briefing sessions have a large degree of informality” (Bacon, 1996, p.94). Direct communications and the personal style of the owner-manager prevail. Bacon further argues that although the level of formality of small firms is limited, it does not mean they have poor communication because of the informal way in which managers transmit information. Communication is predicted to be as important as the formality of employee selection since it could influence employee’s attitudes in SMEs. The way people in SMEs communicate, how they share and transmit information, how they send and receive feedback, could have an important impact on organizational outcomes.

Interpersonal communication within SMEs is evaluated through the quality of shared information since it varies widely. Some owners prefer to keep everything in their minds although they still want their employees to work productively. Some prefer to share information with everyone to see what is happening within or even outside the firms. Owner-manager should pay much attention to this factor because it affects employees directly and as important as the formality of HR system.

Based on past research, the communication satisfaction questionnaire (CSQ) was developed by Downs and Hazen (1977). Downs and Hazen (1977) found that communication satisfaction is multidimensional with seven factors including satisfaction with communication climate, superiors, organizational integration, media quality, horizontal informal communication, general organizational perspective and communication with subordinates.

Satisfaction with communication climate reflects satisfaction with such items as the extent to which communication motivates and stimulates workers to meet goals. It also includes items such as the extent to which superiors know and understand the problems faced by subordinates.

Satisfaction with Superiors indicates the extent to which superior pays attention when manager talks and the extent to which supervisor offers guidance for solving job related problems.

Satisfaction with Organizational Integration revolves around the satisfaction of individuals with the information that they receive about the organization and the immediate work environment such as policies, plans, and requirements of job and personnel news.

Satisfaction with Media Quality reflects the degree to which employees perceive major forms of company media as functioning effectively such as how meetings are well organized, written directives are well written, organizational publications are helpful, and the amount of communication in the organization is about right.

Satisfaction with Horizontal Informal Communication reflects items including the extent to which the grapevine is active in the organization and the extent to which horizontal communication is accurate and free-flowing.

Satisfaction with General Organizational Perspective reflects information about whether or not employees get information about government action affecting the organization, changes in the organization, company financial standings, and organizational policies and goals.

Finally, satisfaction with Communication with Subordinates focuses on how subordinates are responsive to downward communication, how they feel responsible for initiating upward communication, and the degree to which the manager feels he has a communication overload..

The literature emphasizes that HRM in SMEs should invest in communication system so that it is more direct. Therefore, “people have to work more flexibly, the hierarchy is flatter, the impact of each employee on organizational performance is clearer and the greater insecurity makes the organization more responsive to changes in market and customer demands” (Bacon, 1996, p.98). Given that direct and fast communication is an important advantage, SME owner-managers should pay more attention to increase a simple but effective system. Communication can be non-verbal or verbal which purport to send, give or exchange information and ideas. , Owner-managers will succeed if employees are highly satisfied with sharing information about their firm such as government actions, changes, financial standing, accomplishments and failures, and receiving proper feedback from their owner-managers (Downs and Hazen, 1977).

Outcomes of formal employee selection

Research finds that high content validity of selection techniques is positively related to candidate perceptions of the used methods (e.g. Gilliland, 1993). This can help reduce the potential loss of good candidates and makes the selection methods economically efficient. In SMEs, selection processes is related to many factors. According to Altinay et al (2008), there are conflicting views about how firms will benefit through formal and informal sources for recruitment. On the one hand, “one group of researchers argue that informal sources (such as direct applications and employee referrals) may yield higher performing and more stable employees than formal recruiting sources” (p.923). There are common perceptions that HRM practices within small firms are informal. On the other hand, it is also said that best practice methodology to design, implement and validate selection processes will increase a firm’s productivity (Bartram et al., 1995). Dyer & Reda (2010) argue that the use of formal practices increases the knowledge, skills and abilities of new hires, and the extent to which they are a good fit with job requirements and the organizations’ values”. These factors will affect “the new employees’ motivation to stay or leave the firm, and the resulting turnover level works to increase or reduce firm performance” (p.448). Moreover, research also finds that recruitment through formal methods will contribute to the growth of sales (Altinay et al., 2008). Altinay (2006) finds that there is a significant relationship between a formal recruitment approach and business growth. Kotey and Sheridan (2004) conclude that a greater range of formal recruitment sources was employed with firm growth. Research indicates that the higher the formality level, the better the performance in SMEs. Wagar (1998) argues that

effective management of employees is a key variable for success and failure in SMEs rather than only financial criteria. Wagar further emphasizes that because of the emerging research indicating a positive relationship between firm performance and HRM practices, SMEs should invest more resources in increasing their formality of HR activities. Moreover Nguyen and Bryant (2004) state that firm performance such as the rate of profit growth and the level of HR formality have a positive linear relationship.

In addition, the various hiring practices may affect SMEs' bottom line which means these practices have a direct effect on firm performance. "Formal recruitment methods in the form of recruitment agencies (e.g. job centers) can reduce the wastage of business time and business employment costs" and "informal channels of recruitment might encourage nepotism in selection and promotion decisions and lead to a growth problem (Altinay et al., 2008, p.923). Reda (2007) finds there is a significantly negative relationship between use of personal recruitment methods and net profits which means "the more personal recruitment methods are used, the less net profits are reported by the firm (p.54-55). Wright et al. (2005) find that implementing progressive HR practices will result in improved operating and financial performance. Literature finds that hiring process is related to many important factors including firm's performance.

Trust

Formality of employee selection and trust

According to Luhmann (1979), trust represents the level of confidence that one person has in another to perform in a reasonable, ethical, and predictable manner. Culbert and McDonough (1986) stated, “trust pertains to whether or not one individual is able to value another is up to and demonstrate respect for him or her particularly when the individual’s need and those of the person taking the action monetarily compete” (p.175). Matthai (1989) defined trust as “the reliance upon the characteristics of an object, or the occurrence of an event, or the behavior of a person in order to achieve a desired but uncertain objective in a risky situation” (p.29). Later, literature conceptualizes trust in a variety of ways and finds that trust includes loyalty or self-belief in the intentions of an individual or a group. Carnevale and Wechsler (1992) emphasized that when an employee trusted, he would feel secure, confident and faithful in the intentions and actions of managers and organizational leaders.

Nyhan and Marlow (1997) pointed out that employee’s psychological attachments such as degree of trust varied between his supervisor and the organization as a whole. Literature reveals that trust can be defined by two main dimensions: trust in supervisor and trust in organization (Cummings & Bromiley, 1996). Specifically, supervisor trust will be investigated in this paper. The small- and medium-sized entrepreneurs are often shareholder-managers of companies. The separation of ownership and management is not a concern of SMEs. In SMEs, owners usually are people who control and manage firms’ activities. For this reason, the difference between trust in supervisor and trust in organization may be not important in SMEs because employees know that the existence of the organization is accompanied with their owner-manager. The relationship between manager and employee is more

transparent in SMEs, while the attitudes of employee to their organization are vague, or could be explained through their feelings of owner-manager. Therefore, employee's trust can reflect how employee expect and trust their manager in particular and their organization in general.

The important role of trust has been long emphasized in literature. Heneman et al. (2000) state trust is very broad and in their review, they indicate that if employees do not trust, it does not matter what pay plan they are put in place, it is going to affect employers. Moreover, although literature emphasizes the important roles of hiring practices and trust in SMEs, research pays little attention to whether level of formality of selection affects employees' trust. Some studies find that people who are hired through highly formal selection process are likely to perceive that their positions are important and that the firm is seriously concerned about their qualifications for the job (e.g. Dyer & Reda, 2010). The level of formality of employee selection actually affects how candidates perceive and consider whether firms and employers are trustworthy or not. As cited in Williamson et al. (2002), past research suggests that to job seekers, recruitment procedures can symbolize a firm's work environment.

The first sign and feeling of job seekers' are very important. According to Suchman (1995), if they feel a signal that an organization treats its employees well, their fears concerning employment will be broken; and therefore, their trust in employer will be increased. When employees perceive that they were hired through a careful process, they will recognize that they are important and valued members of the company (Mayson and Barrett, 2006).

Recruitment through personal relationships could reduce the level of formality of selection process. Ponzio and Scoppa (2010) conclude that reliance on causal referrals and unstructured interviews might affect employees' attitudes negatively. Literature, however, highlights that job seekers will trust more if the information they get is from a less formal source such as word-of-mouth rather than advertisements, brochures and recruiters (Williamson et al., 2002). People tend to trust more if they have heard information through friends. Working with people they know could make them feel comfortable and perceive that they could have more chance to understand that their managers are truly reliable. Therefore, the relationship between recruitment through informal networks and trust could have two opposing predictions. This study will examine which prediction is supported by the research data.

This study will investigate the relationship between formality of selection and interpersonal trust in SMEs. It is expected that the more formal the selection process, the more likely it is that employees see the company as a place where procedures are fair and due process is followed, and this will result in higher interpersonal trust.

Hypothesis 1: The formality of employee selection is positively related to employee's trust.

Interpersonal communication and trust

The relationship between supervisor trust and interpersonal communication has been long investigated in literature. As Travaglione (2003) points out, individuals are more likely to disclose information to manager if they feel assured; in other words, if they trust that the manager will keep it confidential. Shaw (1997) emphasizes that trust is an

antecedent of communication. In an organization where employees have high level of trust, work environment will be richer in communication and then improve the relationship between employees and supervisors. Perry (2004) concludes that supervisor trust actually stimulates communication. Supervisor trust is a key feature of effective communication; and even becoming a critical factor in maintaining employee's commitment. Dirks (1999) finds that trust towards leaders has been positively related to some outcome variables including quality of communication. When trust tends to be decreased, the organization has to improve its open communication between people in order for effective productivity. The organization with high level of trust, thus, has effective communication process.

Conversely, research also indicates a reverse causal link -- trust in supervisor is one of the outcomes of interpersonal communication (e.g. Gail et al., 2009). Communication is critical for building trusting relationships between the two parties that should be open and honest. Literature (e.g. Cook & Wall, 1980) points out that trust in supervisor is reflected in interpersonal trust. Interpersonal trust can actually be based on existing relationships, but it may change over time through many factors such as interpersonal communication. The process of creating trusting relationships between management and employees is through openness and meaningful exchanges. Communication will enhance feelings of trust among people and it was found to be the best technique to build close relationships in work environment (Danford, 1987). Cummings & Bromiley (1996) state that in most organizations, the supervisor manages the flow of information and access to information is a key demonstration of the level of trust. An ethical organization builds interpersonal trust through

communication, expressing respect and ensuring integrity in all employee relations. Typically, small firms lack formal channels and policies to communicate and solve discipline issues. This may affect employees' belief in consistency and fairness. There exists a relationship between interpersonal communication and trust in supervisor. Therefore, in this study, it is expected that if people have higher interpersonal communication, they would increase their trust with others. In other words, if employees believe that the quality of communication is high and they understand the information, the policies, the general background of their firms as well as their supervisor's feedback, they will have a good faith and trust their supervisor, who is usually the owner and directly involved in companies. The following hypothesis will test this relationship in SMEs work environment:

Hypothesis 2: Interpersonal communication is positively related to employee's trust

Outcome variable: Organizational commitment

Research paid much attention to organizational commitment since it has been an important factor in any work environment. Companies are always concerned about whether their employees want to stay with them in long term so our study has considerable practical significance. In the literature, organizational commitment has been defined by many researchers. Organizational commitment involves in employees' attachment and their intention to stay at the firm. It is "multidimensional in nature, involving an employee's loyalty to the organization, willingness to exert effort on behalf of the organization, degree of goal and value congruency with the organization, and desire to maintain membership" (Bateman and Strasser, 1984, p.95).

“Organizational commitment is typically measured by items tapping respondents’ willingness to work hard to improve their companies, the fit between the firm’s and the worker’s values, reluctance to leave, and loyalty toward or pride taken in working for their employers” (Maume, 2006, p. 164).

Meyer and Allen (1991) and Dunham et al. (1994) classified three types of commitment: affective, continuance and normative commitment. Employees who hold strong affective commitment psychologically want to stay with their organizations. Continuance commitment denotes “an awareness of the costs associated with leaving the organization” (Meyer and Allen, 1991, p.67). These people need to stay with their organizations because they have few alternatives for other jobs and their financial situation or other troubles depend on their current job. Finally, normative commitment is explained that individuals who have high level of commitment will feel that they ought to stay with the organization because of some mutual benefits.

Formality of employee selection and commitment

Marlow and Patton (2002) pointed out that SMEs’ employees might actually prefer to work for large firms because of job security and better terms and conditions. These factors actually affect employees’ commitment.

Research highlights many factors that are antecedents of organizational commitment such as job experiences, personal characteristics, psychological needs (Allen & Meyer, 1990), leader communication, enriched jobs (Mathieu & Zajac, 1990), personal well-being (Meyer et al., 2002). In SMEs, owner-managers use range of incentives to retain employees and even increase their commitment. It is argued here that organizational commitment will be high if people are recruited through their

formal process. As Nguyen and Bryant (2004) argue that the formality of selection process is important because of not only government regulation, but also the need to stay competitive, attract and keep good employees. They emphasize that formal HR practices, especially selection procedures, can make the firm more transparent and more attractive to employees. This can lead the firm to gain high employees' commitment and they will stay with the companies for a long term. According to Altinay et al. (2008), HRM practices in terms of empowerment will lead to greater employee commitment.

Altinay et al. also argue that recruitment with different forms, formal or informal, will have different levels of employees' behaviors, especially their commitment, which results in the overall firm's performance. Similarly to the relationship between recruitment through informal networks and trust, this relationship may also have two opposing predictions. Recruitment through informal networks may reduce the formality of HR practices, and thus negatively affect employee's commitment as arguing above. However, if people work in an environment that is comfortable with closer relationships, they may be committed themselves. There are many reasons that could increase their attachment in which their relationships may be involved. The research data will determine which prediction is the most suitable explanation for this relationship.

Because of the important role of organizational commitment, this study proposes the following hypothesis:

Hypothesis 3: The formality of employee selection is positively related to organizational commitment

Interpersonal communication and commitment

Although the topic of organizational commitment has long been of interest to organizational scholars, literature has paid little attention to the relationship between communication and employee's commitment. Mathieu & Zajac (1990) find that there exists a relationship between leader communication and organizational commitment. They explain that in an organization, if supervisors can provide more accurate and timely types of communication, they can enhance the work environment which means they contribute to increase employees' commitment to the organization. Moreover, in organizations, if employees are more satisfied with communication, there will be a positive effect on some factors such as performance, productivity, and profitability (Karen & Jong, 2007). Research demonstrates that communication satisfaction influences employees' level of job satisfaction, work motivation and especially commitment (e.g. Mathieu & Zadjac, 1990). Chia (2005) confirms that "trust and commitment are byproducts of processes and policies which are designed to make the relationship satisfactory for both parties, such as open, appropriate, clear and timely communication" (p. 7). According to Allen (1992), various aspects of organizational communication have been linked to organizational commitment. Commitment plays an important role in company since it expresses the loyalty, a positive feeling of attachment to an organization of employees. The author emphasizes that both the quantity and quality of the communication relationship is positively related to organizational commitment. Reda and Dyer (2010) emphasize that if firms pay more attention to the formality, there will be fewer surprises and misunderstandings for the

new recruit. The mutual understanding between owner and employee can explain the positive relationship between communication and employee commitment. Based on literature, this study will examine the relationship between interpersonal communication and organizational commitment to test whether this positive relationship is applicable to SMEs work environment.

Hypothesis 4: Interpersonal communication is positively related to organizational commitment

Trust and organizational commitment

Studies have also revealed positive outcomes of trust such as greater revenue (Whitney, 1994), better job satisfaction (Cunningham & MacGregor, 2000) and enhanced employee motivation (Shaw, 1997). Also, the empirical literature shows evidence of the relationship between trust and organizational commitment. According to Nyhan (1999), “supervisor trust is a key correlate of affective commitment” (p.66). Shapiro (1987) also found that low levels or a lack of trust in organization can reduce organizational commitment. Cook & Wall (1980), too, point out that trust towards supervisors is positively related to organizational commitment, and trust has an important role in promoting organizational outcomes that lead to organizational success. Therefore, enhancing trust is one of the significant factors to increase organizational commitment (Perry, 2004); and employees with high level of trust will be more committed to their organization (Brockner & Siegel, 1997). Given the consistency of the relationship between trust and organizational commitment, the current study will try to confirm this positive relationship in SMEs.

Hypothesis 5: Supervisor trust is positively related to organizational commitment.

Outcome variable: Intrinsic motivation

Intrinsic motivation has been much studied in literature. It refers to an attribute of people who are driven by internal factors such as personal interest, desires, and need for fulfillment. Based on self-determination theory, Deci (1985) stated that intrinsic motivation is in which “the energy is intrinsic to the nature of the organism” (p.5) and “is based on the innate, organism needs for competence and self-determination” (p.32). There are several important contributions have been made to describe and classify intrinsic motivation (e.g. Deci, 1985). Recently, Ormrod (2006) defined intrinsic motivation is as the internal desire to perform a particular task and it “involves behaving because the activities are interesting” (Gagné & Deci, 2005, p.335-336). It also refers to “the motivation to perform an activity for its own sake, in order to experience the pleasure and satisfaction inherent in the activity” (Kuvaas, 2009, p.39). Research indicates that intrinsic motivation is one’s own wants to do well on a task, with or without rewards. Demonstrating the importance of intrinsic motivation, Kuvaas (2009) finds that among public sector employees, it is positively related to work performance and fully mediates the relationship between supervisor support and work performance.

McEvoy (1984) emphasizes that in SMEs, firms should possess the ability of not only finding the most suitable workers but also successfully managing them and motivating them to perform. These factors are recognized as important for the viability for SMEs. Managers have to determine a way to maximize each employee’s potential contribution. Specifically, according to Marlow and Patton (2002) point out that informality can create a strong sense of teamwork, social relations and employees’

motivation. They argue that when employees can negotiate work responsibilities, hours, etc. and some forms of aid such as secure personal loans, they will feel benefit from the informality of the workplace.

On the other hand, there is contrary evidence that motivation may be lower in less formal organizations. Huselid (1995) highlights that the use of High Performance Work Practices which includes recruitment and selection procedures can enhance retention and employees' motivation. HRM practices actually influence their motivation by promoting them to work harder and smarter. These practices include two factors: "employee skills and organizational structures" and "employee motivation". Based on nearly one thousand firms, he finds that High Performance Work Practices have significant impact on firm's performance and employee outcomes such as turnover and productivity. Heneman (2000) emphasizes that effective human resources which have proper activities to choose the right person-organization fit can attract that person, reward him for motivation and retention purposes.

Moreover, Becker and Huselid (1998) suggest that business strategies control the design of the HR system. In other words, the HR system, including the selection tools, directly affects employee skills and motivation. Based on these emphases of research, as a consequence, the relationship between the level of formality of selection practices and employees' motivation, especially intrinsic motivation, indeed, is very important and will be investigated in this study.

In addition, literature supports the view that HRM practices related to employee incentives, monetary and non-monetary, can motivate people to work harder

and achieve goals which improve firm's performance (Huang, 2001). Unfortunately, when it comes to intrinsic motivation, we know little from the research literature about how employee selection can affect employee's intrinsic motivation. It is expected that people may believe that in an environment with higher level of formality, they may have a more interesting work since there will be more careful attention paid to job design and performance feedback. In their study, Grouzet et al. (2004) state that intrinsic motivation is negatively affected by negative feedback. Besides, positive feedback has been shown to have a positive impact on intrinsic motivation (Deci & Ryan, 1985). Employee who is chosen through formal process will perceive that they are recruited because they are expertise, well qualified, and unique. This could make people think they are working in an environment which has many interesting activities and experience the pleasure and satisfaction inherent in the activity. If people are recruited through a formal selection process, they will believe that the professional nature of the internal procedures will yield fair and proper feedback, and this will enhance employee's intrinsic motivation. If people are hired solely on the basis of networks and personal relationships, however, they may consider the firm to be an unprofessional and less competitive work environment, which will promote boredom and lower intrinsic motivation.

Hypothesis 6: The formality of employee selection is positively related to intrinsic motivation

It is known that positive feedback can enhance intrinsic motivation (Deci & Ryan, 1985), and in this study we examine the extent to which informal

communication, especially personal feedback, can influence intrinsic motivation in small firms.

It is hypothesized that employees who receive ongoing personal feedback about their efforts may have higher level of intrinsic motivation.

Hypothesis 7: Personal feedback is positively related to intrinsic motivation.

In conclusion, the formality of HR practices and communication satisfaction in SMEs needs to be more emphasized. Specifically, the formality of employee selection may have alternative impacts on trust, intrinsic motivation and organizational commitment. Perhaps if people know and understand each other, selection can be informal, but their trust and beliefs may be high and thus they could have high commitment to spend more time working in their firms. In contrast, even when people have personal relationships, low level of formality of employee selection may lead people to think that their firms are not professional. Job applicants, especially highly qualified ones, may not trust and or motivated to dedicate their time to these firms.

This study therefore addresses the gap in the research on HR practices, especially the formality of employee selection and communication and how they may have impact on employees' attitudes.

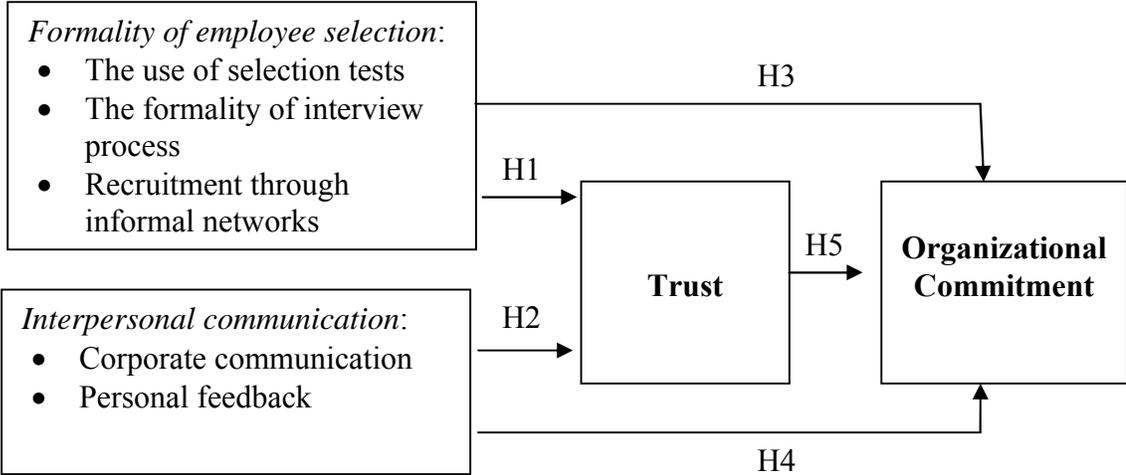
Because of its importance, formality of employee selection will be tested whether it affects employee’s attitudes such as trust, intrinsic motivation and organizational commitment.

Also, interpersonal communication is expected that it would be positively related to employee’s attitudes. In details, Figure 1 indicates the framework of this study.

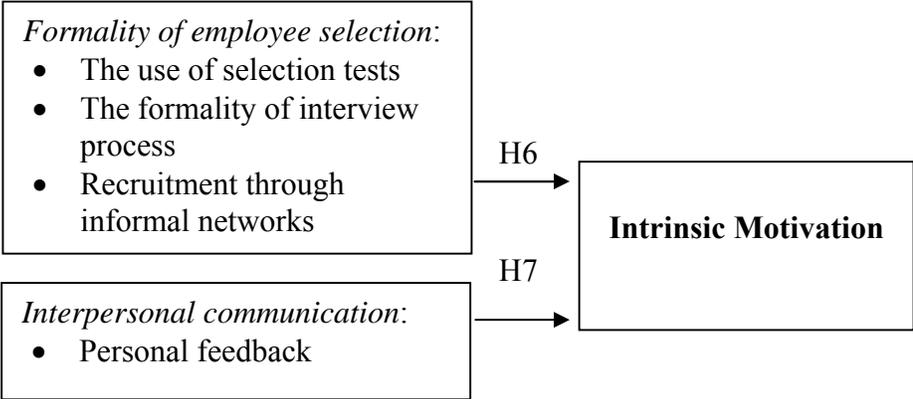
Theoretical Framework

Figure 1

Predictors of Commitment



Predictors of Intrinsic motivation



The Research Context: Vietnam

Through globalization, many countries have reduced economic barriers, and opened their doors to trade with others (Phatak, 2005). The continued and globally economic expansion has been emerging for a long time and country effects play a significant role in company performance, especially in developing countries (Makino et al, 2004). In this economic background, small- and medium-sized enterprises (SMEs) have been the engines in both developed and transition countries which create a large portion of jobs and employment (Nguyen & Bryant, 2004).

Therefore, the hypotheses in this study will be particularly interesting to explore in a developing country such as Vietnam. From 1975 to 1990, there was no private business or company law existed in Vietnam. Vietnam started its renovation period (*Doi moi*) in 1986. In December, 1987, there were some domestic and foreign investors and from there, international trade and the economy started to grow. In 2000, there were 35 thousand private firms. In 2007, there were more than 200 thousand companies. On 11th January, 2007, Vietnam became WTO's 150th member. This has opened a new chapter for the development of Vietnam. In 2009, total new registered capital of FDI projects was about 21.48 billion USD. Vietnam has become an attractive place to organizations in Canada, the United States, Europe and Asia, with abundant opportunities for trade and investment. Vietnam is now the world's second-fastest growing economy. The national economy is focusing on manufacturing, information technology and high-tech industries. Vietnam is one of Asia's most open economies: two-way trade is around 160% of GDP, more than twice the ratio for

China and over four times India's (Chandler & Prasso, 2006). With a huge number of small and medium firms, Vietnam is an interesting place for research.

According to Nguyen and Bryant (2004), SMEs in Vietnam has been influenced by “the Chinese ethnic family business, which is characteristically by informal, small and entrepreneurial” (p.597). Kotey (1999) notes that:

The available literature provides various stereotypes of employer-employee relationships in small firms. Some researchers depict small firms as “sweatshops” where autocratic owner-managers exploit their workers, offering them low wages and poor working conditions in return for long hours of work. Others argue that small firms provide a satisfying and conflict-free environment where all employees relate well to each other (p.90)

Stories of Third World sweatshops are common in the North American media. It is important to study the question of employment relations in small firms in Vietnam. In other words: Is literature about SME employment relations applicable to Vietnam? Are SMEs in Vietnam “sweatshops”? We might expect to find great variability in employer-employee relationships, which will make Vietnam an interesting place in which to explore the hypotheses proposed in this study. The findings in this study will fill gap in the literature about employee relations.

Method

Participants and procedure:

The current study consists of 20 small-and medium-sized enterprises in Vietnam.

Medium sized-companies were defined as having between 50 and 300 employees and small companies will have 50 employees or less.

A list of enterprises and contact information were provided by the industrial zones Authority in which a family member of researcher is working. Personal contact was randomly conducted by phone calls from that list of enterprises until there were 20 permissions of general directors to participate.

The 20 enterprises were located in an industrial zone in a Southern province of Vietnam. The area of this industrial zone is 100 ha and established in 2000. This province currently includes 29 industrial zones with 939 companies (July 2010). These 20 companies are small manufacturers which are in different industries. Some are furniture exporters. Some are exclusive importers who sell their products to local consumers (such as veterinary medicines, additives for animal feed, etc...). Some are outsourcing companies for large organizations. One company is in paint industry. Since they are manufacturers, the major labor force is manual labor. Their offices usually average ten administrators who are mainly participants in this study. Working hours in companies is various depended on the customers, the load of products and the number of contracts they have. The operating system has three main shifts and the third shift is only in case of emergency. These SMEs are usually family businesses, therefore they do not often work long hours as “sweatshops” which are low-pay

companies with long hours work and employees may be subject to employer abuse without an easy way to protect themselves. However, compensation policies, unethical practices, turnover rates and other factors related to employee's attachment in SMEs are recently significant to investigate in Vietnam.

The questionnaire was distributed to 240 participants drawn from the 20 enterprises. 199 people responded, representing a response rate of approximately 83 percent. The response rate was quite high since scholarly business research is infrequently conducted in Vietnam. People are generally not acquainted with survey methodologies and are more willing to participate because it is interesting for them and increases their feeling of importance. Eleven people did not provide complete information and these responses would be dropped. Thus the final sample was 188 participants who were working full-time. Of these, about 38 percent were men and about 62 percent were women. About 86 percent of respondents were aged under 40 and 14 percent were aged 40 and over. Finally, average organizational tenure of the final sample was 3.35 years ($SD=3.09$).

The sample included employees who were working full-time and reporting directly to general directors in those companies. Employees working in SMEs in Vietnam usually report directly to directors since the number of labors and administration system are small.

Data were obtained via a survey questionnaire. All measurements in the questionnaire were originally developed in English and translated into Vietnamese by researcher (Appendix C- Vietnamese version).

A pilot study was conducted with 20 full time workers, recruited through personal relationships. The pilot study confirmed that the questionnaires were easily understood and took approximately seven minutes to complete.

A cover letter was composed to introduce the researcher (Appendix A), to explain the purpose of the survey and to provide the confidentiality assurance. Specific dates were selected by the researcher and directors; and the survey questionnaire was distributed by the researcher at the beginning of working day to participants. After receiving the questionnaires, participants were asked to fill out and bring them back on the selected date to the researcher.

Measures

The survey questionnaires included six different sections (Appendix B). Section 1 was list of items about organizational commitment. Section 2 was about intrinsic motivation of employees. Section 3 was list of items about trust in supervisor. Section 4 was about how employees were satisfied about information of company. Section 5 asked about the practices that employees were required to do when they were first hired by their companies. Demographic information and general information were obtained in section 6 including gender, age, working status and tenure.

In Vietnamese culture it is necessary to compensate participants for their time; participants received coupons prepaid for shopping at a supermarket in return for their participation. Each respondent received a 75,000 VND coupon (approximately \$4 CAD) as compensation.

Formality of employee selection: Based on Dyer & Reda's (2010) research. Participants were asked to identify the selection practices at the time that they had been hired. Seven practices included common HR tools such as: filling out a job application, taking selection tests, being interviewed and referred by an acquaintance who was working for the organization. These practices were classified into three different categories including the use of selection tests, recruitment through informal networks and the formality of the interview process. Two of three categories including the use of selection tests and the formality of the interview process will be counted and summed. The more practices they had, the more formal the selection process was.

The use of selection tests included three practices: filling out a job application form, taking a written personality test or taking written test of job-related abilities. For the current study, scores ranged from 0 to 3. The mean value was 1.56, with a standard deviation of 1.02.

The formality of the interview process consisted of the number of interviewers when they were hired. Scores ranged from 0 to 2 (0 meant there was no interview, 1 meant there was one interviewer and 2 meant there were two interviewers or more). The mean value of this scale was 1.24, with a standard deviation of .65.

Recruitment through informal networks identified whether participant got the job through personal relationships such as family member, friend who owned the company or was working there. Scores represented the level of formality. The closer relationships, the lower level. Scores ranged from 0 to 2. 0 meant the least formality of selection practices, job seeker was both approached and referred by a person working there. 1 meant job seeker was approached by a person within the company or referred

by whom working there there. 2 meant the highest level of formality in which there was no personal relationship between job seeker and any member within the organization. The mean value was 1.24 and standard deviation was .65

Interpersonal communication: Based on past research, the communication satisfaction questionnaire (CSQ), developed by Downs and Hazen (1977). Downs and Hazen's dimensions included corporate communication, and personal feedback and co-worker communication. Each of these dimensions included five items using 5-point Likert format. Therefore, in this study, interpersonal communication was measured as two dimensions, corporate communication and personal feedback. These would demonstrate the degree of communication between people in organization especially between employees and their supervisors, how they exchange information and how they evaluate the communicating system in the work environment.

Sample of five items of corporate communication included "Information about company policies and goals"; "Information about government action affecting my company". Sample of five items of personal feedback included "Information about how my job compares with others"; "Information about how I am being judged". This scale used a 5-point Likert format ranging from 1 (not at all satisfied) to 5 (strongly satisfied).

The actual score range of corporate communication was between 1.6 and 5. The mean value of this scale was 3.32, with a standard deviation of .66. This measure of interpersonal communication was found to be reliable in the sample ($\alpha = .82$).

The actual score range of personal feedback was between 1.2 and 5. The mean value of this scale was 3.4, with a standard deviation of .79. This measure of interpersonal communication was found to be reliable in the sample ($\alpha = .902$).

Supervisor trust: This was assessed using the Behavioural Trust Inventory (Gillespie, 2003; Lee, Gillespie, Mann & Wearing, 2010). Participants were asked to evaluate ten items to measure their trust level in supervisor. This scale used 7-point Likert format ranging from 1 (not at all willing) to 7 (completely willing). Sample items included “Rely on your supervisor’s task related skills and abilities”; “Depend on your supervisor to handle an important issue on your behalf”; “Rely on your supervisor to represent your work accurately to others”; “Depend on your supervisor to back you up in difficult situations”. For the current study, scores ranged from 1.3 to 7. The mean value of this scale was 4.38, with a standard deviation of 1.26. This measure of supervisor trust had good internal-consistency reliability ($\alpha = .88$).

Intrinsic motivation: measured by six items which are commonly used to access intrinsic motivation (e.g. Kuvaas, 2009). Sample items include “My job is so interesting that it is a motivation in itself”; “The tasks that I do at work are enjoyable”. This scale uses a 7-point Likert format ranging from 1 (strongly disagree) to 7 (strongly agree). For the current study, scores ranged from 1 to 7. The mean value of this scale was 4.67, with a standard deviation of 1.41. This measure of intrinsic motivation was found to be reliable ($\alpha = .946$).

Organizational commitment: based on Mowday et al.’s (1979) research. The measurement included 9 items such as: I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful; I am

extremely glad I chose this organization to work for over others I was considering at the time I joined. This is a seven-point scale with values ranging from 1 (strongly disagree) to 7 (strongly agree). In this study, the score range was between 1.4 and 7. The mean value was 4.76, with a standard deviation of 1.41. This measure of organizational commitment was reliable ($\alpha = .953$).

Results

The research hypotheses and their respective parts were tested using SPSS by several techniques: correlation coefficient or multiple regressions.

The internal consistency reliabilities, means, standard deviations, and inter-item correlations among variables of the main research are listed below in Table 1.

The three dimensions of the formality of employee selection indicated that the use of selection tests ($M = 1.56$), the interview process ($M = 1.24$) and recruitment through informal networks ($M = 1.24$) are quite formal. However, when each practice was examined in more detail, the data demonstrate that employee selection is quite informal. For example, the data of the use of selection tests indicates that only 26 percent of the participants had experienced all three practices including filling out a job application form, taking a written personality test and taking written test of job-related abilities. Thirteen percent had experienced none of the practices, 43 percent had only 1 practice and 18 percent had 2 practices. Similarly, only 36 percent had two interviews or more, while 52 percent had one interview; and 64 percent people had personal relationships with people within the firms.

The statistical analysis also found that 188 participants indicated the mean level of corporate communication ($M = 3.32$) and personal feedback ($M = 3.4$) were “neither dissatisfied nor satisfied”; the mean level of supervisor trust was “neither willing nor not willing” ($M = 4.38$); the mean level of intrinsic motivation was

Table 1											
Internal consistency reliabilities, Means & Standard Deviations for Research Variables											
Research Variables		Means	Standard Deviations	1	2	3	4	5	6	7	8
Formality of employee selection	1. Selection tests	1.56	1.02								
	2. Interview process	1.24	.65	.242**							
	3. Informal network	1.24	.65	.202**	.187**						
Interpersonal Communication	4. Corporate communication	3.32	.66	.253**	.055	.030	0.82				
	5. Personal feedback	3.4	.79	.289**	-.108	.094	.658*	0.902			
6. Employee's Trust		4.38	1.26	.262**	.137*	.063 ^a	.621*	.695**	0.89		
7. Intrinsic Motivation		4.67	1.41	.407**	.042	.091	.656*	.755**	.729**	0.946	
8. Organizational Commitment		4.76	1.41	.373**	.096	.091 ^a	.707*	.743**	.756**	.905**	0.953

** . Correlation is significant at the 0.01 level (1-tailed).

* . Correlation is significant at the 0.05 level (1-tailed).

^a . Correlation is at a 2-tailed test.

Reliabilities on diagonal

“slightly agree” ($M = 4.67$); and the mean level of organizational commitment was “slightly agree” ($M = 4.76$).

The formality of employee selection and trust

The use of selection tests was found to have a significant relationship with supervisor trust with $r = .262$ and correlation was significant at the p-value lower than 0.01 (one-tailed). The more the use of selection tests, the higher level of trust in supervisor.

The interview process and trust: On average, it seems that the interview process are formal ($M = 1.24$). Moreover, it was found associated with supervisor trust with $r = .137$ and correlation was significant at the p-value lower than 0.05 (one-tailed). Therefore, there was a positive relationship between the formality of the interview process and supervisor trust.

Recruitment through informal networks and trust: There was no relationship, however, between recruitment through informal networks and trust ($r = .063$, $p = .197$, two-tailed).

In general, hypothesis 1 is supported ($p < .001$) which means the more formal of employee selection, the more employee trust in their owner-manager. However, statistical analysis indicates that this relationship is mainly because of the use of selection tests. Two other categories are not related to employee's trust.

Interpersonal communication and trust

Corporate communication and trust: Employees indicated an average level of corporate communication ($M = 3.32$) which means neither dissatisfied nor satisfied.

There was a positive relationship between corporate communication and supervisor trust, with $r = .621$ and correlation was significant at the level lower than 0.01 (one-tailed).

Personal feedback and supervisor trust: On average, personal feedback satisfaction was found to be at the mean level ($M = 3.4$); people were neither dissatisfied nor satisfied with the feedback system in their companies. Results provided evidence that the more satisfied in personal feedback, the more employees trust their supervisor, with $r = .695$ at significant level lower than 0.01 (one-tailed).

Two dimensions were tested together. Results indicate that hypothesis 2 is supported ($F = 104, p < .001$). Corporate communication ($b = .56, t = 4.33$) and personal feedback ($b = .80, t = 7.53$) are significantly related to trust. The positive relationship between communication and trust demonstrate that if employee is satisfied with communication system, they will trust their owner-manager.

The formality of employee selection and organizational commitment

There was a significantly positive relationship between the use of tests and organizational commitment with $r = .373$ at significant level lower than 0.01 (one-tailed). Thus, the greater use of tests was related to higher level of organizational commitment which means hired employees will stay within the organization longer and commit themselves with certain level of loyalty.

The interview process and organizational commitment: the interview process was not related to employee's commitment since the result was not significant with $r = .096, p = .095$, one-tailed.

Recruitment through informal networks and organizational commitment: The statement that recruitment through informal networks was related to organizational commitment was not demonstrated because of the findings were not significant ($r = .091$, $p = .107$, two-tailed)

According to hypothesis 3, it is expected to find a relationship between the use of selection tests and organizational commitment. The results indicated that this relationship was significant. This aspect of Hypothesis 3 is supported. But it is mainly because of the use of selection test. The interview process and recruitment through informal network are not significantly related to commitment.

Interpersonal communication and organizational commitment

Corporate communication and organizational commitment: The test revealed that corporate communication was positively related to organizational commitment, with $r = .707$ at significant level lower than 0.01 (two-tailed)

Personal feedback and organizational commitment: Personal feedback positively affected employee's commitment. The more satisfied in personal feedback, the higher level of commitment the employee holds ($r = .743$, $p < 0.01$).

Hypothesis 4 is supported. It is expected that the more communication satisfaction, the more commitment employee holds. Results indicate that hypothesis 2 is supported ($F = 104$, $p < .001$). Corporate communication ($b = .822$, $t = 6.54$) and personal feedback ($b = .87$, $t = 8.3$) are significantly related to trust. This positive relationship demonstrates that if employee is satisfied with communication system, they will more commit and stay longer with their firm.

Trust and organizational commitment

In this study, the relationship between supervisor trust and organizational commitment was examined. It was expected that if employees hold higher level of trust in their supervisor, they will stay longer and commit with their organizations. Results highlighted that the criterion that supervisor trust must be related to organizational commitment was met ($r = .756$, $p < 0.01$). Hypothesis 5, therefore, is supported.

The formality of employee selection and intrinsic motivation

The use of selection tests and intrinsic motivation: On average, the mean level of intrinsic motivation was slightly high ($M = 4.67$) and people seemed to be intrinsically motivated to work in their companies. The relationship was found indicating that the more the use of selection tests, the higher level of intrinsic motivation of employees ($r = .407$, significant level lower than 0.01)

The interview process and intrinsic motivation: No relationship was found between these two research variables ($r = .042$, $p = .286$, one-tailed).

Recruitment through informal networks and intrinsic motivation: Contrary to expectations, statistical analysis exposed that recruitment through informal networks was not positively related to intrinsic motivation ($r = .091$, $p = .107$, one-tailed).

Hypothesis 6 is supported but only the use of selection tests indicates a significant relationship with intrinsic motivation. Both the interview process and recruitment through informal network were not related to intrinsic motivation.

Interpersonal communication and intrinsic motivation

The relationship between personal feedback and intrinsic motivation was investigated. It is expected that if employees are satisfied with their personal feedback, they will be more intrinsically motivated. Hypothesis 7 is supported. This simply means that personal feedback is positively related to intrinsic motivation. Statistical findings indicated the significant level was lower than 0.01 and $r = .755$.

Discussion

This study empirically tested whether there was a relationship between the formality of employee selection, interpersonal communication within work environment and employee's behaviors and attitudes such as trust, motivation and commitment. The results confirmed that the level of formality in selection process and satisfaction with communication were important and had influences on Vietnamese SMEs. The findings of this study also answer the gap in literature. The mean levels of trust, motivation and commitment are not low, even though the employee selection is informal. This can demonstrate that in these Vietnamese small firms, employee relations are not poor and work environment is at average level. As mentioned above, the term "sweatshop" seems not to be applicable to these small Vietnamese firms,

The use of selection tests: Results state that the use of selection tests is positively related to supervisor trust, intrinsic motivation and organizational commitment. This study contributes to current view that the more formal the selection process, the more likely it is that employees see the company as a place where procedures are fair and due process is followed, and this will result in higher interpersonal trust. These results also support the expectation that people may believe that in an environment with higher level of formality, they may have a more interesting work. Such results suggest that through a high formality of selection procedure, employees are intrinsically motivated and they are more likely attached to the organization. Therefore, they may stay with their firms and commit to work in the

long term. In general, the use of selection tests has demonstrated its important role in Vietnamese SMEs.

Similarly, interview process is positively related to supervisor trust. However, the formality of interview process cannot increase intrinsic motivation and organizational commitment. This can be explained that interview process is not an important factor that affecting employee's motivation and commitment. Another possible explanation that interview process is not important because employee in SMEs may be interviewed by people they know such as friends and family members. This may reduce the formality of selection process and affect the real quality of this process. People do not feel intrinsically motivated may be because they know each other and the interview process could not bring any interesting questions and information to employees. These employees know the possibility that they will be recruited is high and this interview process is just a formal regularized step. Also, the number of interviews is not related to commitment. This is also because they know the interview process is informal and they could pass easily. Overall, even in the interview process, people do not know each other, this process in Vietnamese SMEs is very simple, fast and as mention above, just a formal regularized step. It could not help increase employee's motivation and commitment

Recruitment through informal networks: The results show an insignificant negative relationship between trust, intrinsic motivation, organizational commitment and recruitment through informal network. It was expected that people would trust, feel motivated and committed because they are friends, they are family members or they have heard good evaluations, through word-of-mouth, from some other

employees. Surprisingly, recruitment process of SMEs in Vietnam is not dependant on personal relationships or networks which are the main sources of them in literature. Moreover, that people in SMEs are recruited through personal relationships could not explain they possess high or low level of trust in their supervisors while supervisors are their friends or family member. The findings of these hypotheses cannot support the expectation that the closer personal relationships between employee and employer, the more the level of trust, intrinsic motivation and commitment. It could be that having a personal relationship is not important as expected. .

There are many reasons that people may or may not hold positive attitudes that do not depend on their personal relationships or the formality of selection process. On the one hand, although it is surprising that people who have personal relationships do not hold high level of trust, motivation or commitment, it can be explained that these employees may not trust that these small firms can successfully compete and develop strongly in the long term. On the other hand, people who are hired but do not have any personal connections or relationships may trust their firms as well as their managers because they believe that they are highly qualified and the most suitable persons for the specific positions. This can conclude they are competent and help increase their intrinsic motivation as well as commitment.

As these data demonstrate, the formality of the interview process is not related to any factor. The major reason may be that in Vietnam, small firms do not pay much attention to interview process and it is a pro forma practice which is done as a pure formality and to satisfy the minimum requirements.

This study finds that corporate communication is positively related to supervisor trust and organizational commitment. Besides, personal feedback has been demonstrated that it is positively related to all factors: supervisor trust, intrinsic motivation and organizational commitment. These results should be interpreted with some caution. In an organization, when employees believe that the quality of communication is high and they understand the information, the policies, the general background of their firms as well as their supervisor's feedback, they will have a good faith and trust their supervisor, who is usually the owner and directly involved in companies. Moreover, employees, who receive more adequate quantity of feedback such as how their jobs are compared, how they are judged or how their efforts are recognized, may have higher level of intrinsic motivation since feedback can make them believe in fairness and be more intrinsically motivated. Finally, these results are also consistent with the argument that in an organization, if supervisors can provide more accurate and timely types of communication, they can enhance the work environment which means they contribute to increase employees' commitment to the organization

Limitations

The research has limitations. The results of this study could be interpreted through many reasons. These results, however, would be related to some caution because of possible limitations of the research.

One limitation was the geographic location of the sample. All of SMEs in this study were located in Ho Chi Minh City. This will lead to a question of whether the

results are applicable to SMEs in other regions of the country, e.g. Hanoi. Although people within a country hold the same cultural characteristics, organizational culture in different regions is an important factor to pay attention. Nguyen and Bryant (2004) found that in the Northern areas of Vietnam (e.g. Hanoi), the level of HR formality and SME firm size are positively related. This study partly supports their conclusion is applicable to the Southern areas (e.g. Ho Chi Minh City) meaning smaller firms have lower level of HR formality, especially employee selection. However, literature emphasizes that people in the Northern and Southern areas of Vietnam hold various values and behavioral patterns. In the South, people were characterized by a history of American influence and have more business-oriented environment. The relationships between the formality of employee selection and employee's attitudes found in this study may be possibly different with a sample of SMEs from the North.

A second limitation is the validity of this study. The external validity should be considered. It focused on manufacturing industry; and research on different industries or services of SMEs is necessary. Also, employees recruited in this study were through their directors. These participants directly reported to their directors. They might think that researcher and directors have personal relationships; thus the answers of the questionnaires were positive and all the means/averages were higher than the medians. It suggests that people may have been trying to please owner-managers, so the subject effect might be a threat to internal validity of the results.

Another limitation is that this is not a causal or experimental study. It is unlikely to conclude with complete confidence that it was the selection techniques or communication patterns that caused the outcomes. Reverse causality is a possibility.

Employees must indeed be hired first before they trust or are committed. But the owner-managers may understand that selection practices will result in increased trust, commitment as well as motivation, they will tend to use these practices so that they could enhance employee's positive attitudes. Similarly, communication could be improved if employees trust, are motivated and committed. Therefore, because of the importance of employee's attitudes, owner-managers will share more information including corporate communication and feedback.

Another aspect that should be considered is that there is common method variance. This is a cross-sectional study and all the data were collected using the same questionnaire at the same time. These correlations are likely to be inflated. Therefore, indicates that there are many significant correlations of major research variables.

Future Research and Practical Implications

The results of this study have confirmed the importance of the formality dimension in SMEs' selection procedure. This is an important aspect that has been emphasized in literature but little empirical analysis. Williamson et al. (2002) state that "past small business and HRM research has neglected to examine differences between large and small organizations, and has not considered how these differences may influence recruitment success" (p.84). Although this study does not compare large and small firms, it can partially address these limitations of past research in SMEs' context. In the past, it may be difficult for SMEs to use a best-practice methodology in their selection processes, because "literature relating to selection practices in SMEs is sparse, and prescriptive literature regarding the design of a valid selection procedure is even rarer" Wyatt et al. (2010, p.267). However, this study has contributed into SME

literature and confirmed that selection processes are vital factors in which SMEs should invest more time, concentration, attention so that they can attain higher level of employee's trust, motivation and commitment.

Moreover, research indicates that employee's trust, motivation and commitment are significantly related to firm performance. This helps SMEs focus on the notion that improving communication and selection system can bring them benefits and enhance firm performance.

Nguyen and Bryant (2004) emphasizes that SMEs have some competitive advantages such as high flexibility, high sensitivity to market pressure, and quick responses to customer needs. Therefore, the role of SMEs in economic context is very important in which large firms should be careful. Based on this notion, this study offers some practical implications. Given that SMEs are cautious competitors, government should support SMEs to develop by many ways. For example, new SMEs need time to be mature and strong, thus government can encourage them by reducing some expenses for them such as tax or renting land while they are improving themselves. These supports could help SMEs improve their weakness in HRM practices to compete with larger firms. Firms do not only compete for customers but also for good employees. Enhancing employee's trust, motivation, and commitment through formal selection process and communication satisfaction can help SMEs sustainably develop and compete in a harsh business environment.

Finally, this study has demonstrated that the formality of employee selection is very important and not difficult to improve. Instituting practices such as selection tests, interviews can help SMEs choose the right employees who will have positive

attitudes about their companies. Tests, especially job-related tests, should be designed thoroughly so that candidate's qualifications could be properly measured. In addition, interviews with interesting questions could help owner-managers and their potential employees understand each other and build up their relationships. These practices in selection tool may be employed in an SME to increase its formality level.

Owner-managers need to pay more attention that recruitment through informal network is not important. They may expect that recruiting people they know could help them increase employee's attitudes. But this study suggests that owner-managers should pay more attention to choose the right, the most suitable person, not the closest person. Overall, this simply means that employee's knowledge, skills and abilities are always the most important to selection process in which they could measure by tests or interviewing as this study finds.

Although some practices are found that not positively related to employee's attitudes in this study, the important roles of recruitment through informal networks and interview process have to be emphasized. Literature has demonstrated their essential roles and as above explanation, the results of this study may be changed with larger sample sizes, types of firms and different areas. Therefore, their roles are still significant and needed more investigation.

Future research can concentrate on different dimensions of HRM practices in SMEs such as compensation policies because SMEs, especially in Vietnam, do not have a transparent compensation system. Literature always emphasize that extrinsic motivation is very important, thus investigating its role in SMEs an interesting topic for future research. Strategic reward systems can affect many determinants such as

performance motivation, skill development motivation, attraction and retention, organizational structure, culture and costs (Lawler & Jenkins, 1992). In SMEs, people usually work in a very insecure environment since the policies are very vague because they are lack of some important aspects such as insurance policy, contract and compensation rules.

Future research can investigate whether the results of this study can generalize and be applicable to different industries or services of SMEs, rather than manufacturing industry as this study. Bartram et al. (1995) find that in the manufacturing sector, best practice methodology to design, implement and validate selection processes will increase a firm's productivity companies. Altinay et al (2008) point out that in service firms such as catering sector, employee training and recruitment through formal channels contribute to the sales growth of firms.

As mentioned above, common method variance is one of limitations of this study. Future research can improve this limitation by using a longitudinal study in which the variables can be measured on separate occasions over time. Finally, there are some very important cultural values may affect people's attitudes and behaviors in work environment. Different national culture will affect people's personality, beliefs, values, and especially human motivation to satisfy some need. Cultural values could be an explanation why some relationships in this study are not significant as past research in North American and other regions. Based on past empirical research, data from SMEs in North America and other regions indicates the relationships between variables such as HRM practices, interpersonal communication and trust, motivation

and commitment but not from Asian countries. Future research can further investigate the cultural factors of SMEs in various countries and regions, especially Asian.

Conclusion

In conclusion, SMEs' characteristics in Vietnam conform to the predominant notion in the literature that their HRM practices are usually informal. In particular, the selection procedures are major aspects to consider how formal human resource management is. This study indicates that owner-managers of SMEs in Vietnam tend to choose the hiring practices that less time consuming, simple and inexpensive, and also that their communication systems are direct, personal and informal. These factors are influence employee's attitudes such as trust, commitment and motivation. It is recommended that employment relations in SMEs can be improved by many essential approaches such as the formality of employee selection process in which the quality of tests, interview should be ensured. HRM practices, therefore, demonstrate that they are as important as other functions such as accounting, marketing, and finance in SMEs.

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Appendix A
Cover Letter

Dear Participants,

Thank you for taking time to participate in this survey.

My name is Thanh Truc Vo, a graduate student at Concordia University in Montreal, Quebec, Canada. I am conducting this survey for my research, a significant step for my master thesis.

I hope that you will take part in the survey, please give me your most thoughtful and honest answers.

Your participation in this survey will be completely confidential.

If you have any concerns about your rights as a research participant, please contact the Research Ethics and Compliance Advisor, Concordia University, Dr. Brigitte Des Rosiers, , at (514) 848-2424 x7481 or by email at desrosi@alcor.concordia.ca

If you have any questions or would like more information regarding the survey, feel free to contact me:

Truc Vo: 0903108222 or email address v_thanht@jmsb.concordia.ca

Thank you again for your time.

Sincerely,

Thanh Truc Vo

John Molson School of Business
Concordia University

Appendix B
Survey Questionnaires

THANK YOU for your cooperation. We value your time and information you provide in this questionnaire. Please answer ALL questions and if, at any point, you do not have an exact answer, please estimate as best as possible. Please be assured that ALL the information will be kept confidential and only summaries of responses will be reported.

Section I: Please read each statement about **your organization** and indicate how strongly you agree or disagree with it. Please circle one number from 1 to 7 in each case.

	Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither agree nor disagree	Slightly Agree	Moderately Agree	Strongly Agree
I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful	1	2	3	4	5	6	7
I talk up this organization to my friends as a great organization to work for	1	2	3	4	5	6	7
I am extremely glad I chose this organization to work for over others I was considering at the time I joined	1	2	3	4	5	6	7
I am proud to tell others that I am part of this organization	1	2	3	4	5	6	7
This organization really inspires the very best in me in the way of job performance	1	2	3	4	5	6	7
I accept almost any type of job assignment to stay with my company	1	2	3	4	5	6	7
My values and the organization's values are very similar	1	2	3	4	5	6	7
I really care about the fate of this organization	1	2	3	4	5	6	7
This is the best of all possible organizations for which to work	1	2	3	4	5	6	7

Section II: Please read each statement about **the tasks that you do at work** and indicate how strongly you agree or disagree with it. Please circle one number from 1 to 7 in each case.

	Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither agree nor disagree	Slightly Agree	Moderately Agree	Strongly Agree
My job is so interesting that it is a motivation in itself.	1	2	3	4	5	6	7
The tasks that I do at work are enjoyable.	1	2	3	4	5	6	7
The tasks that I do at work themselves represent a driving power in my job.	1	2	3	4	5	6	7
I feel lucky being paid for a job I like this much.	1	2	3	4	5	6	7
This job is like a hobby to me.	1	2	3	4	5	6	7
My job is meaningful.	1	2	3	4	5	6	7

Section III: How willing are you to do the following with **your supervisor**?

	Not at all willing						Completely willing
Rely on your supervisor's task related skills and abilities.	1	2	3	4	5	6	7
Depend on your supervisor to handle an important issue on your behalf.	1	2	3	4	5	6	7
Rely on your supervisor to represent your work accurately to others.	1	2	3	4	5	6	7
Depend on your supervisor to back you up in difficult situations.	1	2	3	4	5	6	7
Rely on your supervisor's work-related judgments.	1	2	3	4	5	6	7
Share your personal feelings with your supervisor.	1	2	3	4	5	6	7
Discuss work-related problems or difficulties with your supervisor that could potentially be used to disadvantage you.	1	2	3	4	5	6	7

Confide in your supervisor about personal issues that are affecting your work.	1	2	3	4	5	6	7
Discuss how you honestly feel about your work, even negative feelings and frustration.	1	2	3	4	5	6	7
Share your personal beliefs with your supervisor.	1	2	3	4	5	6	7

Section IV: Please read each statement about **information** of your company and indicate how strongly you are satisfied or dissatisfied with it. Please circle one number from 1 to 5 in each case

	Not at all satisfied		Neither dissatisfied nor satisfied		Strongly satisfied
Information about company policies and goals	1	2	3	4	5
Information about government action affecting my company	1	2	3	4	5
Information about changes in our organization	1	2	3	4	5
Information about our organization's financial standing	1	2	3	4	5
Information about accomplishments and/or failures of the organization	1	2	3	4	5
Information about how my job compares with others	1	2	3	4	5
Information about how I am being judged	1	2	3	4	5
Recognition of my efforts	1	2	3	4	5
Reports on how problems in my job are handled	1	2	3	4	5
Extent to which superiors know and understand the problems faced by subordinates	1	2	3	4	5

Section V: Please think back to the time that you were **first hired** by this organization. Which methods were used in the **application process**? For each item, please **circle Yes or No**

I had to send in a resume	Yes	No
I filled out a company application form	Yes	No
I was interviewed by one person	Yes	No
I was interviewed by several people	Yes	No
I had to provide references	Yes	No
I had to take a written personality test	Yes	No
I had to take a written test of job-related abilities	Yes	No
I was asked to do the job on a trial basis which led to a job offer	Yes	No
I was approached by a family member / friend who owned the company	Yes	No
I had to do physical/medical tests	Yes	No
I was referred by an acquaintance who was working for the company	Yes	No

Section VI: Demographics

Please provide the following demographic information by checking the appropriate boxes

Gender Male
 Female

Status Part-time Employee
 Full-time Employee

Age bracket Under 20 years 40 to 49 years
 20 to 29 years 50 to 59 years
 30 to 39 years 60 years and over

How long have you been in your current organization? years ___ & months ___

Appendix C
Vietnamese Version

Chào anh/chị ,

Cảm ơn anh/chị đã bớt chút thời gian tham gia bài nghiên cứu này

Tôi tên là Võ Thanh Trúc, là một sinh viên cao học (ngành Quản Lý) tại trường Đại học Concordia ở Montreal, Quebec, Canada

Tôi đang thực hiện cuộc điều tra này cho bài nghiên cứu của tôi, 1 bước quan trọng cho luận văn Thạc sĩ sắp tới. Tôi hy vọng anh/chị sẽ tham gia và vui lòng cung cấp những câu trả lời chính xác và trung thực nhất

Tất cả thông tin của anh/chị cung cấp ở đây sẽ được hoàn toàn giữ kín

Nếu anh/chị có bất cứ điều lo ngại hay thắc mắc về quyền hạn của một người tham gia, xin vui lòng liên hệ Dr. Brigitte Des Rosiers, desrosi@alcor.concordia.ca

Nếu anh/chị có bất cứ câu hỏi nào hoặc muốn biết thêm thông tin về bài nghiên cứu này, hãy liên lạc với tôi:

Võ Thanh Trúc: 0903108222 ; email: v_thanht@jmsb.concordia.ca

Một lần nữa xin cảm ơn anh chị.

Thân chào

Võ Thanh Trúc

Cảm ơn sự hợp tác của anh/chị. Chúng tôi trân trọng thời gian anh/chị bỏ ra và những thông tin mà anh/chị cung cấp trong bài nghiên cứu này. Vui lòng trả lời tất cả câu hỏi. Nếu trong trường hợp anh/chị không có câu trả lời chính xác, hãy đánh giá theo cách tốt nhất có thể. Anh/chị vui lòng giữ kín những thông tin này

Phần 1: Anh/chị vui lòng đọc từng câu về công ty của anh/chị và chỉ ra mức độ đồng ý hoặc không đồng ý của mình. Vui lòng khoanh tròn một con số từ 1 đến 7 cho mỗi câu

	Hoàn toàn khôn g đồng ý	Không đồng ý vừa phải	Khô ng đôn g ý phâ n nào	Khô ng đôn g ý hay phả n đối	Đồ ng ý phâ n nào	Đồ ng ý vừa phả i	Ho àn toàn đôn g ý
Tôi toàn tâm toàn ý dốc hết công sức của mình để góp phần giúp công ty thành công	1	2	3	4	5	6	7
Tôi kể với bạn bè rằng công ty này là một môi trường rất tốt để làm việc	1	2	3	4	5	6	7
Tôi vô cùng vui mừng vì đã chọn công ty này trong số những công ty mà tôi đã cân nhắc	1	2	3	4	5	6	7
Tôi tự hào khi nói rằng mình là 1 phần của công ty	1	2	3	4	5	6	7
Công ty này thực sự tạo cho tôi cảm hứng để tôi nỗ lực hết mình trong công việc	1	2	3	4	5	6	7
Tôi sẵn sàng nhận bất cứ nhiệm vụ nào để ở lại làm việc cho công ty	1	2	3	4	5	6	7
Giá trị của tôi và giá trị của công ty là tương đương nhau	1	2	3	4	5	6	7
Tôi thực sự rất quan tâm đến số phận của công ty	1	2	3	4	5	6	7
Đây là công ty tốt nhất trong số những công ty tiềm năng mà tôi có thể làm việc	1	2	3	4	5	6	7

Phần 2: Vui lòng đọc từng câu về những nhiệm vụ mà anh/chị làm và chỉ ra mức độ đồng ý hoặc không đồng ý của anh/chị. Vui lòng khoanh tròn một con số từ 1 đến 7 cho mỗi câu

	Hoàn toàn không đồng ý	Không đồng ý vừa phải	Không đồng ý phần nào	Không đồng ý hay phản đối	ĐỒNG ý phần nào	ĐỒNG ý vừa phải	Hoàn toàn đồng ý
Công việc của tôi rất thú vị đến mức nó là động lực để tôi phấn đấu	1	2	3	4	5	6	7
Những nhiệm vụ tôi được phân công rất thú vị	1	2	3	4	5	6	7
Những nhiệm vụ mà tôi làm thể hiện khả năng cố gắng trong công việc của tôi	1	2	3	4	5	6	7
Tôi thấy may mắn khi được trả lương cho công việc mà tôi thích như thế này	1	2	3	4	5	6	7
Công việc này như là 1 sở thích đối với tôi	1	2	3	4	5	6	7
Công việc của tôi có ý nghĩa đối với tôi	1	2	3	4	5	6	7

Phần 3: Mức độ sẵn sàng của bạn đối với những việc sau đây với sếp của mình?

	Không sẵn lòng 1 chút nào			Không sẵn lòng, không phản đối			Hoàn toàn sẵn lòng
Tin vào kỹ năng và năng lực của sếp	1	2	3	4	5	6	7
Dựa vào sếp để giải quyết một vấn đề quan trọng	1	2	3	4	5	6	7
Dựa vào sếp để thể hiện công việc một cách chính xác với người khác	1	2	3	4	5	6	7
Dựa vào sếp để dự phòng trong trường hợp khó khăn	1	2	3	4	5	6	7
Dựa vào nhận xét của sếp trong công việc có liên quan	1	2	3	4	5	6	7
Chia sẻ cảm nhận cá nhân với sếp	1	2	3	4	5	6	7
Thảo luận những khó khăn và trở ngại trong công việc với sếp, những điều có thể gây bất lợi cho bạn	1	2	3	4	5	6	7
Tin cậy sếp trong những vấn đề cá nhân ảnh hưởng đến công việc	1	2	3	4	5	6	7
Thảo luận thành thật về cảm nhận của mình trong công việc, kể cả những cảm giác và lo lắng mang ý nghĩa tiêu cực	1	2	3	4	5	6	7
Chia sẻ suy nghĩ cá nhân với sếp	1	2	3	4	5	6	7

Phần 4: Vui lòng đọc từng câu về thông tin trong công ty của anh/chị và chỉ ra mức độ vừa lòng hoặc không vừa lòng của anh/chị. Vui lòng khoanh tròn một con số từ 1 đến 5 cho mỗi câu:

	Rất không vừa lòng	Không vừa lòng	Không thất vọng, cũng không vừa lòng	Vừa lòng	Rất vừa lòng
Thông tin về chính sách và mục tiêu của công ty	1	2	3	4	5
Thông tin về hoạt động của chính phủ có ảnh hưởng đến công ty	1	2	3	4	5
Thông tin về những thay đổi của công ty	1	2	3	4	5
Thông tin về tình hình tài chính của công ty	1	2	3	4	5
Thông tin về những thành tựu và thất bại của công ty	1	2	3	4	5
Thông tin về công việc của anh/chị so với những người khác	1	2	3	4	5
Thông tin về những nhận xét dành cho anh/chị	1	2	3	4	5
Ghi nhận về nỗ lực của anh/chị	1	2	3	4	5
Tổng kết về những khó khăn trong công việc của anh/chị đã được giải quyết	1	2	3	4	5
Cấp trên luôn biết và thông cảm cho khó khăn cấp dưới phải đối mặt	1	2	3	4	5

Phần 5: Anh/chị hãy vui lòng nhớ lại thời gian khi được nhận vào làm trong công ty này, những bước nào sau đây anh/chị phải làm? Vui lòng khoanh tròn Có hoặc Không

	Có	Không
Tôi phải gửi bản sơ yếu lý lịch	Có	Không
Tôi phải điền mẫu đơn xin việc	Có	Không
Tôi được một người phỏng vấn	Có	Không
Tôi được vài người phỏng vấn	Có	Không
Tôi phải cung cấp thư giới thiệu/thông tin tham khảo	Có	Không
Tôi phải làm bài kiểm tra cá nhân	Có	Không
Tôi phải làm bài kiểm tra kỹ năng công việc	Có	Không
Tôi được yêu cầu làm thử việc trước khi làm việc chính thức	Có	Không
Chủ công ty này đồng thời là người thân, bạn bè của tôi giao việc này cho tôi	Có	Không
Tôi phải làm kiểm tra sức khỏe	Có	Không
Tôi được giới thiệu bởi 1 người quen làm trong công ty này	Có	Không

Phần 6: Thông tin cá nhân

Vui lòng cung cấp những thông tin sau đây bằng cách chọn vào những ô vuông

Giới tính Nam

Nữ

Tình trạng Nhân viên toàn thời gian

Nhân viên bán thời gian

Độ tuổi Dưới 20 tuổi 40 - 49 tuổi

20 - 29 tuổi 50 - 59 tuổi

30 - 39 tuổi 60 trở lên

Bạn làm việc trong công ty này bao lâu?nămtháng