

Human Resource Strategies, Stages of Development and Organization Size Survey



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In an effort to determine whether there are differences in human resource strategies

based on either the size of the organization or its life-cycle stage of development, this survey divides organizations into four stages of development-Start-Up, Expansion, Consolidation, and Diversification-and size groups ranging from those with fewer than 100 employees to those with more than 2,500 employees. Among its many conclusions, the survey found that, regarding stage of development, human capital was most important to companies in all stages of development; that the voice of the employee appears to be more valued at companies in the Start-Up stage than in more mature organizations; and that hiring the right people is more important to Start-Ups and those in the expansion stage, while training and developing current employees is ranked more highly at mature companies. Regarding size, the survey found that small organizations are more likely to provide compensation solely in the form of base pay, while large organizations are more likely to give bonuses based on the profits of the organization.

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