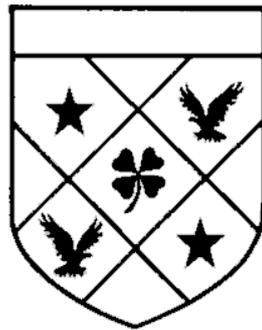


*National College of Business
Administration & Economics
Lahore*



**HR-LINE RELATIONSHIP, STRENGTH OF
HRM: THEORY, MEASUREMENTS AND
AN EMPIRICAL SURVEY**

BY

MUHAMMAD FAISAL QADEER

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IN
BUSINESS ADMINISTRATION**

MAY, 2010

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بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

In the name of ALLAH, the Beneficent, the Merciful

NCBA

DECLARATION

This is to certify that this research work has not been submitted for obtaining similar degree from any other university / college.

(MUHAMMAD FAISAL QADEER)
May, 2010

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**DEDICATED
TO**

*My Brother
Mehtar Muhammad Nadeem*

NCBA

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I cannot express my feelings in words to acknowledge the regular support and guidance dispensed by Dr. Munir Ahmad over the last five years. His patience, insight, moral enlightenment and encouragement have been of immense significance in completing my work.

RESEARCH COMPLETION CERTIFICATE

Certified that the research work contained in this thesis titled “**HR-LINE RELATIONSHIP, STRENGTH OF HRM: THEORY, MEASUREMENTS AND AN EMPIRICAL SURVEY**” has been carried out and completed by **Faisal Qadeer** under my supervision during his Ph.D. Business Administration Programme.

(Dr. Rashid Rahman)
Supervisor

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SUMMARY

Many HRM responsibilities always lie within the core of line managers' job. Because of the transition towards strategic HRM, line involvement in HR has further increased. The increasing role of line managers in HRM implementation requires them to have a smooth working relationship with HR professionals. The presence of high quality HR-line relationship coupled with a strong HRM system is critical to the success of every organizations.

This study makes an extensive review of the HRM literature with a particular focus on the HR-line work relationship. It introduces the variable *HR-line relationship quality* (HLRQ), identifies its dimensions and proposes its measurement construct. It also proposes a measurement construct for the concept of strength of HRM system (SHRS) as theorized by Bowen and Ostroff (2004).

Both constructs are fine tuned by eliminating items through an empirical survey. The final constructs for HLRQ and SHRS contain 34 and 52 items respectively. By integrating HLRQ and SHRS, the study introduces *HR destination matrix* and *HR progress monitor* to analyze status of the journey towards HRM destination and to carry out in depth monitoring of HRM progress on regular basis.

The results of the survey shows that HR professionals and line managers significantly differ with respect to *employee champion* role of the HR department and *supports* to the line in HRM. The two variables (i.e. employee champion role and supports) explain 58 per cent variance HLRQ. This provides us a direction for managing the relationship. The study presents structure equation models for SHRS and its dimensions in explaining the variance of attitudes of employees.

The scores of HRM progress in eight of the selected universities show that a lot of effort is required to reach the HRM destination. For improvement of HRM in this sector, first of all the presence of HR department must be ensured in every university. This improves the upwards and downward integration of HRM. Secondly, HR departments have to play employee champion role and lend every possible support to the heads of academic departments in taking on HRM duties.

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CHAPTER 1

INTRODUCTION

1.1 INTRODUCTION

Staff management has undergone many changes since industrial revolution of the mid-18th century. The evolution towards strategic HRM and the major developments in the subject since then have been reported (Jamrog and Oveholt, 2004). This evolutionary period may be divided into five styles of people management: foreman-oriented personnel system (1750-1870); early personnel administrators (1870-1909); personnel management (1909-1964); human resource management (1964-1990) and strategic human resource management (1990-todate) (Qadeer et al. 2008).

HRM is different from personnel management in many ways. One of the major differences between the two is that line manager plays a key role in HRM in coordinating resources, which is not the case under personnel management (Legge, 1989). Similarly, the transition from traditional HRM towards strategic HRM brings many changes. To keep the initiative of strategic HRM fast, proactive and integrated rather than slow, reactive and fragmented as in case of HRM, one of the main changes is that, much of the HRM responsibility devolves down to line managers rather than HR specialists (Truss and Gratton, 1994; Mello, 2007).

Generally, there are two types of functions performed by the employees in an organization. Line functions are those that have a direct impact on the accomplishment of the objectives of an organization. Whereas, staff functions are those that help the line personnel perform most effectively in accomplishing the objectives. Line managers are the individuals who are “directly involved in accomplishing the primary purpose of the organization” (Mondy and Noe, 2005:112). Traditionally, three main roles typically performed by the staff functionaries are the advisory or counseling role, the service role and the control role (Steiglitz, 1966). HRM is one of the most important staff functions in performing the three roles.

The activities of staffing, motivation, retention, development etc are the special responsibility of HR department. However, these responsibilities also lie within the core of every line manager’s job throughout the organization (Cascio, 2006). The changing responsibilities have impacts upon the roles, functions and lives of line managers. Observing a scant attention

paid to study these impacts, McConville (2006) suggests addressing the questions and paradoxes, raised by the assertion that HRM is the province of line managers. Without which investigations and appraisal of HRM may never be complete. Nevertheless, an extensive review of the literature shows that, with only a few exceptions (Renwick, 2003; Harris et al. 2002), “the lack of research attention paid to this matter is almost embarrassing” (McConville, 2006: 638). Consequently, there is a need to study the relationship between HR professionals and the line managers. The conversions of this concept into measurable construct require introduction of new variables and identification of the dimensions of these variables.

The management of this relationship is necessary but it is not sufficient for HRM success, which is possible when an organization also has a strong HRM system. Bowen and Ostroff (2004) have theoretically addressed what makes a strong HRM system. They introduce variables along with their dimensions; however, efforts are still required to convert the concept into measurable mechanism (Liao et al. 2009).

Ferris et al. (2004) advocate for developing integrative frame works in HRM. They stress efforts for advancing theory in HRM of its own rather than relying on theories of other disciplines. Dorenbosch and Veldhoven (2006:24) suggest that “the goal to trigger researchers to not only think about different theories, or more complex conceptual models, but also to keep an eye on the measurement of the HR constructs as they are expected to remain the core concepts in HR research.”

This study attempts to contribute in the theory development in identifying variables and their dimensions in the relationship between HR professionals and Line managers. The measurement constructs for the newly introduced variables covering HR-line relationship issues and the features of a strong HRM system as theorized by Bowen and Ostroff (2004) are proposed and validated through an empirical survey. The combination of high quality of HR-line relationship and a strong HRM system may take any organization to its HR destination. For this, the organizations need to monitor all of the relevant dimensions.

1.2 PROBLEM STATEMENT AND STUDY SCOPE

Management of HR-line relationship presents a challenge for HRM, as empirical framework for the quantification of the quality of this relationship is not available. The measurement of strength of HRM system as theorized by

Bowen and Ostroff (2004) is even a bigger challenge. This study attempts to develop measurement constructs for both these aspects of HRM.

This study carries out an extensive review of the literature on HR-line relationship and identifies dimensions and sub-dimensions. It proposes items for the measurement constructs of dimensions of HR-line relationship quality (HLRQ) and the nine-features of an HRM system that build three dimensions as theorized by Bowen and Ostroff (2004). An empirical survey to test validity and reliability of all the constructs forms the basis to eliminate items and come up with refined constructs. The score on HLRQ and strength of HRM system (SHRS) combines to calculate HRM progress in eight universities of Pakistan. This study attempts to find the main predictors of HLRQ. Finally, the study focuses upon the affect of the three dimension of an HRM system (*i.e. distinctiveness, consistency and consensus*) on employees attitudes (*i.e. HR satisfaction, Job satisfaction and organizational commitment*) and initiates the use of structural equation modeling for among these variables in HRM for the first time.

1.3 JUSTIFICATION OF THE STUDY

The importance of HR-line relationship generally, in HRM and particularly, in strategic HRM is widely highlighted in the literature. The future of HRM lies in understanding and managing this relationship. Despite wide recognition of the importance of HR-line relationship, there is no evidence of converting the related concepts into measureable constructs. The implementation of HRM strategy is out of question without solving the operational matters involved in this relationship. It is quite surprising that most of the HRM literature concentrates on HR strategy at the expense of operational matters (Hall and Torrington, 1998). A wider research agenda for HR-line work relations stressing to develop research upon the attitudes and motivations of HR and line managers has been urged (Renwick, 2000). There is need to provide perspectives on HR and line manager relationships and their effects on employees are in demand (Sanders and Frenkel, 2009). This study attempts to address this demand, the first Justification.

A high quality of HR-line relationship does not alone guarantee a success in HRM; it is a milestone and not the destination. There is always a need for strong HRM system that develops a climate for utilization of the potential of every human resource. As far as the strength of HRM system (SHRS) is concerned, thanks to Bowen and Ostroff (2004), the dimensions for various features of SHRS do exist. Three dimensions *distinctiveness, consistency, and consensus* build a strong HRM System. A set of nine meta-

features represent the sub-dimensions of these dimensions. Four of the features build distinctiveness, three of the features build consistency and two of the features build consensus. These nine features influence the level to which employees build shared perceptions about the HR system. These include *visibility* of the HR practices, *understandability* of the HR content, *legitimate authority* of the HR system, *relevance* of the HR system to the strategic goal, *instrumentality* of the HR system for employee consequences, *validity* of the HR practices, *consistency of the HR messages*, *agreement* among principal HR decision makers, and *fairness* of the practices. Bowen and Ostroff (2004: 216) advise for developing “new measures” to assess the strength of the HRM system of an organization. Despite wide recognition of this generic road map to evaluate the strength of an HRM system, the development of measures for these nine features remains a challenge. The utility of this generic model is practically possible only after this issue is covered. That is why Liao et al. (2009: 385) propose, “a concerted effort to assess the effects of these features may represent a promising avenue for future research.” The second justification for the present study is to bridge this gap.

According to Budhwar and Singh (2007) the South Asian countries has less available HRM literature in comparison to most other parts of the world and the majority of the publications are from India. There is “scant literature” available for the remaining countries of this region. The third justification is to generate HRM research in Pakistan.

1.4 DEFINITIONS

1.4.1 HR-line Relationship

It is the relationship between HR professionals and line managers in staff management of an organization. The present study introduces some new variables for understanding the concept of HR-line relationship that represent the typology to grasp the meaning and a measurement framework for all the sub-dimensions of this concept. The definitions are as under:

1.4.1.1 HR-line Relationship Quality

It is the quality of the relationship between HR professionals and line managers in staff management of an organization and is the combined effect of general as well as HR specific relationship.

1.4.1.2 General Relationship Quality

The relationship generally prevailing between HR professionals and line managers in an organization with the sub-dimensions like satisfaction, trust, commitment and operational relationship

1.4.1.3 Specific Relationship Quality

The relationship that particularly depends upon the attitude towards HRM and the counter parts in performing HRM responsibilities is different from the general relationship. It has two further dimensions.

- i) **Positive-ness of HR towards line (PH-L):** A concept that represents positive behavior or impression of HR professional towards line managers.
- ii) **Positive-ness of line towards HR (PL-H):** A concept that represents positive behavior or impression of line managers towards HRM and HR professional.

1.4.2 Strength of HRM System

The quality of a HRM system that build strong organizational climate, in which individuals share a common interpretation of what behaviors are expected and rewarded. This variable represents nine meta-features that build three dimensions of HRM system as theorized by Bowen and Ostroff (2004). The definitions of these twelve terms are as under:

1.4.2.1 Distinctiveness

Distinctiveness of the situation generally refers to features that allow it to stand out in the environment, thereby capturing attention and arousing interest. Four features foster distinctiveness:

- i) **Visibility:** The degree to which HR practices are salient and readily observable.
- ii) **Understandability:** The degree to which HRM content lacks ambiguity and possesses ease of comprehension.

- iii) **Legitimacy of authority:** The degree to which HRM function is perceived as a high-status, high-credibility function and activity.
- iv) **Relevance:** The degree to which employees see the situation as relevant to an important goal.

1.4.2.2 Consistency

Consistency generally refers to establishing an effect over time and modalities whereby the effect occurs each time, the entity is present, regardless of the form of the interactions. Three features establish consistency:

- i) **Instrumentality:** The degree to which HRM system establishes an unambiguous cause-effect relationship between desired content- focused behaviors and associated consequences.
- ii) **Validity:** The degree to which HRM displays consistency between what it intended to do and what it actually does.
- iii) **Consistent HRM messages:** The degree to which HR practices transmit conveys compatible and stable signals.

1.4.2.3 Consensus

Consensus results when there is agreement among employees in their view of the event-effect relationship. Two features promote consensus:

- i) **Agreement:** The degree of agreement among principal HRM decision makers on the HR message they are sending.
- ii) **Fairness:** The degree to which HRM system adhere to the principles of delivering three dimensions of justice i.e. distributive, procedural, and interactional justice.

1.4.3 Other Variables

Some of the variables like HR role type and HR importance are very common to the HRM literature both in quantitative and qualitative research.

The variables supports and barriers is taken from the qualitative research (Renwick, 2003) and are being quantified for the first time in this study. Level of line involvement is quite similar to devolvement (Brewster and Larson, 1992)

HR Role type: It is the extent of four HR roles (administrative expert, employee champion, change agent and strategic partner) played by the HR department in an organization (Conner and Ulrich, 1996).

- a) **Administrative Expert:** This traditional HR role is concerned with designing and delivering HR processes efficiently.
- b) **Employees Champion:** This HR role deals with day-to-day problems, concerns and needs of individual employees.
- c) **Strategic Partner:** This HR role focuses on aligning HR strategies with the business strategy.
- d) **Change Agent:** This HR role refers to helping the organization build a capacity for change.

HR Importance: The importance of HRM in the organization.

Supports: This refers to the organizational supports to line managers in performing HRM duties.

Barriers: This refers to the practical hurdles for line managers in taking on active HR duties in an organization.

Level of Line involvement: It is the active involvement of line managers in various HRM activities.

1.5 METHODOLOGY

The relationship between HR professionals and line managers got a special attention after 1990. However, the literature on this topic is scattered. Before making any meaningful contribution in this area, it is important to go through all the relevant literature concerning this issue directly or indirectly. Different key words like line managers, line involvement, HR-line work relations, devolvement, HRM implementation etc. are used to find literature examining this relationship. All citation of the important papers thoroughly reviewed to ensure not to miss any important work. The terminology for

introduction of a variable is adopted from the literature. Existing subject jargons are used as much as possible in order to avoid any unnecessary introduction of terms. Similarly, for the development measure for the nine features of the strength of HRM system, key words like HRM systems, organization climate, strong situation etc. are used. All citations of Bowen and Ostroff (2004) are specially gone through to find that if any development in this line is availed, then this may be utilized first and avoid re-inventing the wheel.

After all this exercise of finding and reading the relevant literature, the first step is to propose items for all variables covering the two aspects of the study. The second step is to collect data through empirical survey to take decisions about retention of items.

1.5.1 Background of the Survey

The survey is conducted in Higher Education Institutes (HEIs). There is overall scarcity of HRM literature in Pakistan. Khilji (2002, 2003, 2004, and 2006) lays the foundation of HRM research mainly in Banking industry of Pakistan. HRM research in HEIs of Pakistan is a very recent phenomenon. Qadeer et al. (2008) observe that Higher Education Institutes (HEIs) in Pakistan have shown a tremendous growth over the last decade or so. Owing to constant efforts of Higher Education Commission (HEC), these institutes are gaining more and more attention both at local and international level. They argue that universities are supposed to be highly knowledge intensive, which makes the management of human capital even more important for them. There is a need for HRM research in the education sector - a sector that is of prime importance for developing countries like Pakistan. They evaluate, interrelate and predict strategic integration and devolvement of human resource management (HRM) in fifty-two higher education institutes (HEIs) of Punjab, Pakistan.

The results of the questionnaire-based survey (Qadeer et al. 2008) suggest that HEIs in Punjab are practicing a low level of integration and devolvement, which are interrelated variables. The level of integration is even lower than the level of devolvement. Devolvement can be predicted through integration. The level of devolved decisions making is different for various HR activities and the direction of change of devolved decision-making is different for these HR activities. The heads of academic departments do not have similar training level in various areas of HRM. HR department is the main player behind the prediction of integration and devolvement.

Qadeer et al. (2009) empirically compare HRM patterns - variables pertaining to HR department, HR strategy, integration, devolvement and organizational policies about long-term recruitment targets, monitoring of training effectiveness and means of communications - in public and private sector HEIs of Punjab, Pakistan. Results show that the two sectors are similar in most of their patterns of HRM, and significant difference between them regarding age and size has made no impact at all on structure, strategy and other characteristics of HRM. The centralized structure inherited from colonial period is still prevailing especially in the public sector. The presence of elite classes in Pakistan created during British colonial period is resisting to any change in Pakistan. Private sector has shown a tremendous growth; individuals or group of individuals representing the elite classes own most of them. Therefore, they are not much different from the public one. There is a resistance to HRM convergence in Pakistan and the high power distance culture is shaping many HRM policies and practices. Qadeer et al. (2008) expect the divergent trends to prevail in this sector until formal HR departments become integral to every institute.

1.5.2 Pilot Study

A pilot study is done to identify structural, sequential and linguistic problems in completion of the instrument. Two HR professionals, 2 HoDs and 6 faculty members serving in Lahore completed the questionnaire. The data analysis is carried out to commute the variables upon various items as theorized by the author. Moreover, based on qualitative research on the formulation of the items and the pilot study, the scale items are improved by reducing item ambiguity, social desirability, and demand characteristics. The equivalent and irrelevant items are deleted. For tested and widely used scales to measure some of the variables (HR satisfaction, Commitment, Job satisfaction) extra care is taken in altering the scale formats and scale values in order to preserve the original scale validities. Based on this exercise, following changes have made.

- The term 'line manager' is understandable in universities. Head of academic departments (HoD) is an exact replacement for this.
- The term 'institution' is preferable on 'organization.'
- Most of the measures in the instruments pertaining to HR professional and HoDs are same. However, for HR professional in sequence HR specific items come first.

- Common statement before questions suitably adjusted for the three types of the respondents.
- The measurement of visibility as suggested by Bowen and Ostroff (2004) is only possible when the institution is ready to share aspects of the HR policy and practice. This is not in our case; therefore, the measures for visibility are revised (Section 3.3.1).
- Questions about personal identity are removed.

1.5.3 Data Analysis

Primary data is collected very carefully. Data is analyzed by using PASW 18 and STATISTICA 7. Various statistical tests are applied as per requirement. For example, Cronbach's Alpha is used to examine inter-item consistency in the reliability analysis for all the measures. Principal component analysis used to eliminate the items with low factor loadings. Stepwise regression is applied to find the predictors of a dependent variable. Correlation matrixes are used to study relationships among various variables; and structural equation modeling is used for the path analysis among certain variables.

1.6 FINDINGS

The study develops measurement constructs for HR-line relationship quality and strength of HRM system comprising of 34 and 52 items respectively. It finds that HR professionals and line managers significantly differ with respect to their perception about the employee champion role and supports to the line managers in HRM. The variance in HLRQ is predictable from employee champion role of HR department and supports to the line managers.

The score of HR progress in eight of the selected universities show that a lot of effort is required to reach the HRM destination. The presence of HR department must be ensured in every university, HR departments have to play employee champion role and lend every possible support to the heads of academic departments in taking on HRM duties.

The fitness of the path model starting from SHRS and ending at OC through HR and JS is high. For the three dimensions of SHRS, the fitness of

the path model starting from distinctiveness followed by consensus and then consistency and ending upon the attitudes variables is fitter than any other combinations.

The integration of HLRQ and SHRS provide us a framework to monitor the progress in HRM. The success of HRM in an organization may be analyzed with an integrative framework, *HR destination matrix*, and in-depth monitoring of HRM progress is possible through *HR progress monitor*.

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CHAPTER 2

LITERATURE REVIEW

This chapter presents a comprehensive review of the literature upon the relationship between HR professionals and line managers. It highlights the importance of this relationship and presents a categorization of the most relevant literature. This would enable us to understand various dimensions of the relationship. It briefly reviews studies covering relationship quality and in the end reviews the literature for measuring the strength of HRM as theorized by Bowen and Ostroff (2004).

2.1 HR-LINE RELATIONSHIP

HRM activities are the special responsibility of HR department. However, these responsibilities are also a part of every line manager's job along with performing their basic responsibility. Line managers have authority, they have considerable impact on the way employees actually behave (Cascio, 2006). Therefore, there is an overlap of the authority between HR department and the line managers. The relationship that exists between HR professionals and line managers in the management of employees of an organization refers in the strategic HRM literature as *HR-line relationship*.

HR-line relationship has become important due to many reasons. Firstly, the attempts to differentiate personnel management from HRM (Truss and Gratton, 1994; Wright et al. 1994) show that line managers play a key role in HRM in coordinating resources toward achieving profits, which is not the case under personnel management. An ever-increasing interaction between HR professional and line managers is now required, subsequently increasing the importance of this relationship as well.

Secondly, the transition toward strategic HRM from traditional HRM brings forth many changes; one important change is devolvement of much of the HRM responsibilities down to line managers rather than HR specialists (Truss and Gratton, 1994; Lundy 1994; Mello, 2007). The traditional work of HR managers diminishes; line managers are stepping up and performing duties often done by the HR managers. Hence, the importance of the relationship in strategic HRM has further increased.

Thirdly, the continuous trends of devolvement (or devolution) and increased line involvement in HR requires addressing the problematic HR-line relationship for making these trends more successful (Brewster and Larson, 1992; Brewster and Mayne, 1994; Larson and Brewster, 2003, Renwick, 2000, 2003 and 2004; Perry and Kulik, 2008; and Brandl et al. 2009).

Fourthly, for successful HR implementation the role of line managers is of great importance to understand the ways HR policies and practices are actually operated as opposed to the ways in which they are intended to operate (Hutchinson and Purcell, 2003; Hartog et al. 2004; Kinnie et al. 2005; Lervik et al. 2005; Zupan and Kase 2007). This requires good reputation about HR unit among line managers (Wright et al. 1998; Kulki and Perry 2008).

Fifthly, efforts to create values and not rhetoric (Conner and Ulrich, 1996); minimizing gaps between intended and implemented policies (Khilji, 2002; Khilji and Wang 2006), HR policy and practice (Paul and Anantharaman, 2003), rhetoric and reality (Cunningham et al. 2004), espoused and enacted HR practices (Nehles et al. 2006; Purcell and Hutchinson 2007). In addition, moving from production to service (Bowen, 1986), moving on and not losing (Cleland et al. 2000) in HRM. For success of all these efforts, high quality HR-line relationship is critical.

Lastly, the developments of some concepts in HRM and in general management demands proper management of HR-line relationship. For example, system thinking (Miller, 1972; Ackoff, 1981; Deming, 1993) requires that the two important subsystems HRM and line functions must be effective. Similarly, the true spirit of stakeholder theory (Freeman, 1984; Ginzler et al. 1993; Gubbins et al. 2006); resource-based view (Barney, 1991; Wright et al. 1994; Colbert, 2004); and TQM indirectly demands HR-line relationship to produce optimum results.

This review divides the whole body of the literature into three categories. The original focus of the first category of literature is on devolution of HRM. However, it necessitates the discussion about HR-line relationship as well. In the second category, while dealing with different issues of HRM, researchers discuss the relationship as well. In order to enhance our understanding about the relationship, these discussions are also relevant and needs careful evaluation. The third category of literature directly pertains to the HR-line relationship. Almost all of such research material emerges during the current decade. The present review covers all these categories with concrete effort to cover every important finding in context.

2.1.1 First Category

The *first category* of literature emerges during the last two decades. HR-line relationship automatically comes under discussion in every HRM research on devolution or devolvment. The knowledge about a) the causes of devolution, b) its impact on HR and line managers, c) the problems it creates for the two and d) the remedies for these problems presented in the literature enhances our wisdom about HR-line relationship. The discussion about these four aspects is as follows.

a) Brewster and Larson (2000) list main reasons behind line involvement in HRM. First is the development of profit-center based approaches. Second is a need for a comprehensive approach to people management. Third is decision making in front of the customers and in real time due to growing influence of the services and fourth, is the changes in the philosophy and organizational structure – an alternative to outsourcing. The power relationship between line managers and top management reflects in devolvment to the line managers. HRM is too important to be left to the specialists (Teo, 2002). Line managers are in the best position to take an active role in developing people whose performance they have to manage (Heraty and Morley, 1995). The key factors inhibiting complete devolvment to the line include the importance of the activity from a strategic perspective, the issue of ownership, differing perspectives between HR and line managers and the organizational support for line managers. Without addressing these issues, the joint responsibility between the HR specialist and the line managers is best option.

b) The causes for devolution may be important but questions that are more serious are to determine its effects upon HR professionals and line managers. Hoogendoorn and Brewster (1992) argue that devolution creates both threats and opportunities for the HR specialist. Tasks and responsibilities may fall on to line management that cause a loss of influence, but it might also facilitate the concentration on those HR tasks that really matter. MacNeil (2003) finds that the encouragement of knowledge sharing in work teams facilitated by line managers can permit the organization to capture tacit knowledge because line managers are in a position to influence the experience of workers, their attitudes to, and willingness to share knowledge in teams. Bond and McCracken (2005) investigate how line managers make decisions about employee requests for time-off at short notice. Interestingly, they note that except for extraordinary situations there is a little reference from line managers to HR specialists. However, they believe

a central role for HR specialists in communicating company policies and procedures and to ensuring avoidance of excessive inconsistencies.

In project-based organizations, Bredin and Soderlund (2007) believe that being a legitimate player in the HRM of a firm; a line manager should be given HR-oriented management role as against the traditional hierarchical and bureaucratic role. This new approach also affects the organizational structure, content and the fundamental role of line managers. They have to look upon their work as the extended arm of the HR department and acquire “competence coach role” (Bredin and Soderlund, 2007: 816), to operate in the intersection between the HR department and the firm’s operations and move away from managing and supervising functional activities to managing competencies and people.

Hyman and Cunningham (1996), while discussing consequences of devolution observe that line managers regard themselves competent in hard HRM - common-sense backed by experience - but their HR colleagues are far more skeptical about this ability. The perceptual gap between the two over line manager abilities is even wider for soft HRM; so much, so that HR managers frequently state that line managers try to avoid these tasks. Line manager perceptions of their levels of preparation for HRM fall considerably below their perceptions of their capabilities in undertaking these tasks. They actually struggle with additional HR responsibilities devolved to them. HR specialists often point deficiencies and have serious doubts about line managers’ capabilities in applying hard HRM as well. There are complaints from HR that line managers either do not take advantage of preparatory training and development opportunities or acquire general management skills rather than specialist employee relations responsibilities.

Kulki and Perry (2008) finds that devolution has a positive effect on HR managers’ constructed image (i.e. is the HR’s perceptions of their unit’s reputation among line managers) and changes in the HR function mediate this effect. They do not agree with the fears of many HR specialists that devolution may make the HR unit obsolete, contrary to Renwick (2003). They are also not for outsourcing and web-based HRM, as it may distance HR units from line managers. The positive effect of devolution on perceived HRM effectiveness qualifies by an interaction between devolution and line support. This interaction reveals that providing line managers with training and support in HRM has a greater positive impact on perceived effectiveness in organizations that have not devolved compared to those that have (Perry and Kulki, 2008).

c) Problems, tensions, difficulties and differences among HR specialists and line managers are also a byproduct of devolvement. According to Hope-Hailey et al. (1997), devolution to the line is still problematic, and that access to strategic decisions remains to be contingent on the ability of the senior HR managers or directors to influence people. Nevertheless, there is a rising awareness or recognition of the strategic importance of HRM to business performance.

Devolution is a major factor by organizations that report a decline in HR influence (Gennard and Kelly, 1997). As a result, HR departments lack an overall control over issues, such as training budgets and operational strategies. Even then, they face criticism from line managers for the perceived shortcomings in the directions of HRM or in the provision of training support. Further, line managers expect to receive assistance from HR over operational work force issues, which are no longer formally part of HR's responsibilities. This results in an accelerated decline in the role and status of HR specialists. Line managers' heavy workload, deficient supervisory role may affect the moral of employee and senior management may have to review their HR role.

Cunningham and Hyman (1999) find that devolvement promotes integrative culture of HRM and works to secure employee commitment. However, they observe that tensions exist between line managers and HR specialists. There may be a danger of further reduction of the HR function. There is uncertainty about the prospects for HR following devolution. Wright et al. (1998) indicates that involvement of HR executives in strategic management strongly relates to line managers' perception of the effectiveness of the HR function. HR executives need to be true strategic business partners if they desire that their line colleagues perceive them as effective. There are four possible explanations for HR-line difference: (1) the HR function is not delivering the services expected, (2) traditional line-staff conflict, (3) line managers' failure to implement well-designed HR systems, and (4) the lack of line managers' involvement in HR activities (Wright et al. 1998; Mitsuhashi et al. 2000).

Line involvement in HR is not without its difficulties (Reddington et al. 2005). The results about the process of devolution and the competence of line managers in HR work are mixed (Hutchinson and Purcell, 2003; Renwick, 2003). The devolution of transactional HR work to the line and HR department orientation towards strategic issues means employees are losing day-to-day contact with HR specialists. Employees have to rely on line managers who may have neither the time nor the training to give HR work the priority it needs. HR have "retreated to the strategy bunker to think great

thoughts and discuss the shape of the world with like-minded people consuming endless cups of coffee, while the appraisal and the selection and the communication is left to the line” (Torrington et al. 2005: 731).

McConville (2006) find that a lack of control of line managers over rewards, financial or otherwise is a factor in recruitment and retention problems and is a major obstacle in getting the best from their staff. There are evidences of wide spread HR involvement in Europe and the movement receiving ‘wisdom’ (Brewster, 2007), but its problematic nature (Brewster and Larsen, 2000; Renwick, 2000) still prevails. Line managers lack time, ability, training, updated knowledge, strategic focus and policymaking skills to handle the ‘patchy’ situation (Brewster, 2007).

d) In the facilitation and sharing of knowledge, the line is dependent on both HR managers and other line managers to share their knowledge and experience of facilitating knowledge sharing. Moreover, to be effective this process needs to take place in a series of work relationships between these managers based on of mutual trust and non-duplicity (MacNeil, 2003). Reinforcement of this process needs wider organizational value systems, HRM processes and senior management support; otherwise, the line manager cannot be effective. The organization that invests in the provision of appropriate development and support for line managers will ensure their effectiveness as facilitators of knowledge sharing in teams.

Brandl et al. (2009) observe that HRM success requires the involvement of all managers and that the personal motivation of line managers for conducting HR duties plays an important role in their successful involvement. The increased line managers’ involvement may require them to lead the way in fully integrating HR into the company’s real work. Line managers may achieve this through working in partnership with HR and holding HR more accountable in delivering organizational excellence (Ulrich, 1998). Alternatively, a partnership between HR, line and employee may be needed to manage HR issues (Jackson and Schuler, 2000). Balancing the HR responsibilities between HR and line is a key issue, the former has this responsibility across the organization and the later have it in their areas only. Practically line may not want HR responsibility and may not have time; ability; updated knowledge; strategic view of the organization; and policymaking expertise (Larsen and Brewster, 2003).

According to Martins (2007), HR performance of line managers is more likely through a ‘holistic strategic framework.’ A group of four key factors influences this phenomenon. This include their perceptions and attitudes of the role, the degree to which their new role is adequately defined

and clearly communicated, the extent to which they receive appropriate training and the overall development opportunities made available, and how far broader organizational systems and structures serve to facilitate or hinder their role/performance. They believe that firms with the multifaceted framework to assist with the close coordination of business and HRM activities, more specifically HRM devolution and the strategic management of line managers are likely to perform better.

Cunningham et al. (2004) analyze the line manager's role in facilitating the employment security of employees who have contracted serious illness, injuries or disabilities. They find that line managers' weaknesses in training, lack of support from relevant internal and external specialists, contradictory policy requirements, and various work and budgetary pressures militate their ability to comply with the policies. They suggest effective separation of the handling of these issues from disciplinary processes, adequate training to line managers regarding handling of ill-health and disability issues, improvement of their coordination with other organizational actors and consultation of line managers over the policy formulation.

Case study findings of Whittaker and Marchington (2003) show that line managers are working closely with HR and see the configuration moving towards a partnership. Lack of support is their main concern and at junior level, this concern is even more. Higher status of a line manager in an organization and the nature of HR-line partnership may associate, resulting in better HR-line relationship. Anyhow, they recommend this partnership and consider HR support and advice a crucial factor in maintaining it.

McGuire et al. (2008) observe a closer relationship between line managers and employees in public services organizations, fast decision-making and effective resolution of workplace problems. They believe that HR-line partnership is becoming increasingly common and want adequate support to line managers to take on new HR responsibilities. They argue that modern HR has become complex and fragmented; therefore, HR has lost its status of 'referee.' Devolvement thus requires clear structures adjustments to allow line managers to seek guidance and advice, but also allow employees to repeal decisions made. HR specialists should proactively engage with line managers and bring about partnership HR approaches to managing employees. For the success of devolvement, HR practitioners need to work with line managers to build their competencies (Zhu et al. 2008).

2.1.2 Second Category

In *second category* of literature, very useful remarks on the relationship are available. These observations are also very relevant in the present review. Zupan and Kase (2007) examine structural positions of HR actors (line managers and HR specialists) within relational networks for knowledge creating and sharing in knowledge intensive firms. Their social network analysis shows that line managers have central position, while the HR specialist has not. Therefore, HR specialists should relate strongly to line managers for successful HR design and implementation. Archer (2005) observes that HR departments have become more involved with organizational strategy than day-to-day line management issues. Gordon and Witchurch (2007) focus on key issues, challenges in HRM in higher education, and stress the importance of managing the relationship between institutional policies and the translation of these into day-to-day operations by line managers.

Bredin and Soderlund (2006) finds that only line managers have a chance of keeping track of project workers in R&D operations. They are in a better position to become important coordinators responsible for keeping the individual competencies up to date. Their unique position enables them to follow every coworker's path from project to project basis and guide them in their professional development. However, line managers find it difficult and are not always happy to take on this HR responsibility. Line managers need to improve their 'soft skills' and their HR competencies. They may have HR-oriented role, task-oriented role or balancing role. Harney and Jordan (2008) find that line managers can serve as the central bridging mechanism reconciling the pressures of external control and the requirement for internal motivation to sustain performance. They suggest that exploring line management behavior is a promising avenue for more extensive research in the field of HRM.

HR strategy is a set of processes and activities jointly shared by HR and line managers to solve people-related business issues (Schilit and Locke, 1982; Schuler, 1990). Wei and Lau (2005) find that HR managers can exert influences on strategic decisions and improve cooperation climate, innovation and high morale. However, this is only possible when they can persuade top managers to pay more attention to HR issues. In addition, they provide critical information and insights on HR related business issues and interact through social and collaborative discussions with line managers to solve HR problems.

McConville and Holden (1999) observe that the central role of line managers in implementing HRM is widely acknowledged in the literature. However, the growing workload has increased the tension and role conflict inherent to their position. In addition, their perception is that they lack resources and time to manage their staff effectively. Khilji and Wang (2006) find that implemented HRM may be substantially different from intended HRM. Therefore, it is crucial that HR departments and managers remain committed and supportive to the development of effective HRM systems by focusing upon actual implementation within their organizations.

Dany et al. (2008) finds that HRM integration is a necessary but not a sufficient condition for HRM to have a positive effect on organizational performance. They suggest a more prominent role for HR specialists than line managers to ensure quality implementation of HR policies.

Harris (2001) finds that a lack of involvement of the line managers in designing reward process results in a loss of ownership of the schemes they are implementing. If the policies are not agreed, they may feel that these policies are imposed. Performance management system, should therefore, provide real incentives to encourage line managers to invest time in supporting, encouraging and developing employees.

Lee and Chee (1996) find that amongst the characteristics of organizations at the top end of the HRD maturity scale, HRD is perceived as supporting business strategy and HRD specialists and line managers work in partnership with each other. Lervik et al. (2005) argue that implementation efforts guided by the re-creation perspective increase the prospects of HRD best practices succeeding as a useful tool in the receiving firm. The probability of new ideas or knowledge being put to use is higher when the learning mechanisms are integrated with the core task performance in the organization, and when conducted by line manager rather than HR.

With the increase of focus on strategic partner models, the line managers who are actually the targeted partners, have gained attention. According to US office of personnel management report (1999: ii), “the relationship between HR and management is becoming more collaborative. HR executives are beginning to earn a seat at the management table. HR offices are becoming consultative and involved in day-to-day line management activities. Nevertheless, there is still a long way to go if HR is to become a strategic partner at all levels. To do so, HR needs to build its own internal competencies to deal with organizational issues, educate itself on agency and program missions, and find ways to offer creative and innovative solutions to organization wide issues.”

However, the challenge of becoming a strategic business partner to line managers is a major barrier to effective strategic HRM (Teo, 2002). He suggests that the HR department should form a partnership with line managers in order to provide relevant services for their business operations. The value-adding contribution of HR is through business partnership roles by providing strategic advice to line (Galang, 1999; Gennard and Kelly, 1997; McConville and Holden, 1999).

Kates (2006) highlights the operational challenges created by the business partner model (Ulrich, 1997). He argues that delivery of organizational development services depends upon the quality of personal relationships between the generalists and organizational development specialists. Good working relationships and mutual respect are necessary but not sufficient in the absence of a clear process and set of roles and responsibilities. To adopt the roles of strategic partner and a change agent; the HR department should play a key role in implementing and managing these changes, assessing potential sources of resistance to change, and collaborating with line managers to overcome these barriers (Cabrera and Cabrera, 2003).

Caldwell (2003) while discussing various roles described by Storey (1992) and Ulrich's (1997) argues that in two out of the four roles, line managers have to develop regular relationship. Playing an 'Advisor's role, HR actively offers advice and expertise to senior management and line managers. Whereas, under a 'Service Provider' role, line managers call in HR to provide specific HR assistance and support as required.

Caldwell (2008) observes that business partner role for effective performance focus invariably on generic moves, rather than organization specific solutions. Moreover, most competency models over-emphasize observable behavioral indicators rather than any hard or measurable performance results. In addition, the HR function not line managers or the organization often define and own performance of a behavioral attribute (Brockbank and Ulrich, 2003). All these factors create disjunctions between competencies and organizational performance and further complicate HR-line relationship.

In order to realize the central role of line managers in HRM implementation, making them business partners and involving them in other organizational change activities, a change in their role is required. Storey (1992) argues that the changing role for line managers affects HR specialists and employees. Along with integration, they pursue other outcomes related to

organizational commitment – flexibility, adaptability and quality. This involves use of ‘soft’ version of HRM that may improve employees’ commitment. However, the lack of integration among line managers and between line and top has negative implications for the positive HR outcomes that may decrease commitment, reduced flexibility and adaptability. The absence of a designated HR specialist role may have a significant negative effect on the organization’s ability to achieve strategic integration in relation to HRM and have negative consequences for commitment to the organization, flexibility and quality. The solution to the problems may lie either in the creation of a specialist HR role, or through specifically tasking one of the organization’s top managers to undertake this role. In the absence of this, line managers deal with employees, as they deem appropriate, without clear strategic direction from top management.

Beer (1997) discusses the transformation of the HR function and resolving tension between a traditional administrative and a new strategic role. He argues that the older administrative, compliance and service oriented HR activities be differentiated from the new strategic HR activities. Therefore, companies are creating geographically decentralized HR service centers responsible for providing traditional administrative services. Unlike the strategic HR professionals, typically called ‘HR partners,’ there is no affiliation of HR specialists in these centers with a particular business unit, branch or plant.

Teo and Rodwell (2007: 280) find in Australian public-sector agencies that “the pendulum has swung too far in terms of the pressure on HR to be involved more strategically, and that HR needs to build its strategic value from its core operational activities.” They advise that HR managers should consider adopting strategies to improve their relationships with line management

The question arises here whether line managers have the desired skills, abilities and competencies to switch over to the new requirements. Line and HR managers differ significantly in their perception of strategic HR roles and organizational learning capability (Bhatnagar and Sharma, 2005). Defining clear roles and accountabilities between HR and line is still a topic of discussion as perceived by Ulrich (1997). He observes that line managers have to perform traditional HR work due to more strategic focus and wants HR to return to HR work. There has been concerns over whether line managers and supervisors are sufficiently competent to take on demanding roles required under change programs, and the difficulties in attempting to transfer an HR vision, which is senior management-led, down to the line (Cunningham and Hyman, 1995).

Purcell and Hutchinson (2007) observe that there is substantial discussion on 'returning HRM to the line.' They see clear evidence that the role of line managers in HRM, and generally in management, has broadened while maintaining their traditional supervisory duties. Some HR policies may influence employees directly; most rely on line manager action or support. They note distinction between 'espoused' and 'enacted' HR practices with the gap often explained by line managers' lack of training, lack of interest, work overload, conflicting priorities and self-serving behavior (Nehles et al. 2006). Watson et al. (2007: 40) observe that "one of the key influences on line managers' attitudes to HR activities is the extent to which they perceive HR is considered important by the organization." Strategic managers rate their working relationships with HR specialists higher and feel organizational support in HRM activities but first-line managers not. Line managers have usual problems like heavy workloads, short-term job pressures as hindrances to HR involvement.

There is a fundamental tension between HR managers and line managers (Tsui, 1987). This is because of the short-term orientation of line managers in responding to concerns of the present employees and HR managers' mediating position in balancing the immediate problem solving and long-term HR development strategy. The assumption that line management 'could and would' fulfill the employee champion role is shown to be 'flawed.' Line managers are 'neither capable nor motivated' to take on people management responsibilities and 'the failure to recognize the criticality of employee champion role is a mistake' (Hope-Hailey et al. 2005). Thus seeking a more balanced agenda is the key to shaping future successful HR work.

Siddique (2004) examines the impact of job analysis on organizational performance. He finds that line managers consider job analysis to be unnecessary paperwork and employees resent it as a discreet performance evaluation mechanism that management might use as a justification to get rid of certain employees. These views are clearly detrimental to developing a close partnership between line managers, HR professionals and employees.

Maxwell and Farquharson (2008) find limited evidence of challenging relationships between HR specialists and line managers. Bond and Wise (2003) find a lack of organization support in training about family-oriented HR policies to the line managers, who consult HR only in extraordinary situations and exercise considerable discretion in operation of these policies. Nevertheless, line managers have positive view of their relationship towards HR specialists.

Lawler III and Mohrman (2003) find that the use of joint HR-line teams to develop HR systems and policies strongly relates to HR being a strategic partner. Joint line/HR task teams improve business understanding of HR professionals and combine their expertise with the expertise of the line. In this way, knowledge barriers on both sides minimize. HR-line partnership requires from HR professionals to focus on planning, organizational design, and development. In addition, there is evidence of increased trust in line managers and transfer of HR accountability to them in many areas previously controlled by HR. Due to their well-documented tendencies toward inflexibility and unresponsiveness to line managers, HRM is one of the major targets of today's reformers (Cogburn and Hays, 2004). This means empowering line managers to make many of the operational decisions traditionally taken by HR managers.

2.1.3 Third Category

The *thirds category* of literature directly pertains to HR-line relationship. The literature in this category starts coming in the present decade and far less than the previous two categories. Renwick (2000) observes that while attempting devolvement and reconfiguration of HR work in general, the state of HR-Line work relations have received relatively little attention. He concludes that HR and line managers exercise their power, expertise and strategic positions to engage in both conflictual and consensual relations, and are emerged in a dialogue on reconfiguring HR work between them. He suggests to derive a wider research agenda than that which presently exists for HR-line work relations, and to stress the need for further theory development in the field. He stresses to develop research on the attitudes and motivations of both HR and line managers.

Gennard and Kelly (1997) suggest that extensive participation between HR and line managers can create mutual benefit for both as they jointly contribute to solve business problems. There is concern that barriers remain to the adoption of general joint arrangements (Renwick, 2000). Line managers may resist empowerment initiatives and fail to see the benefits of the changes. There may be a perception that HR managers do not understand the real business of the organization and only serve to create a distraction rather than add value to the bottom-line. This may marginalize HRM issues, as the line manager, driven by budgetary pressures, chooses to concentrate more on their original responsibilities (Armstrong, 1989; Kirkpatrick et al. 1992; Cunningham and Hyman, 1999). On the other hand, HR specialists

consider that line managers may not have the skills to take on personnel responsibilities effectively (Torrington and Hall, 1996).

Mitsuhashi et al. (2000) finds that there are no significant differences between HR and line executives' perceptions of the importance of each functional area in HRM. However, there are significant differences between line and HR executives' perceptions of the effectiveness of these areas. Line managers do not perceive HR to be a strategic partner. Wright et al. (2001) indicates that both line and HR executives agree on the potential importance of HRM to the firm's competitive advantage and HR's strengths and weaknesses in service delivery. However, line executives give low marks than HR executives when it comes to evaluating HR's effectiveness. They further identify four factors for this low rating; non delivery of the expected services, roles and contribution; the traditional line-staff conflict; line managers failure in HR implementation; and lack of ownership of line executives over HR services if they are not involved in their design.

Currie and Procter (2001) again observe that there is lack of understanding of the process of enhancing the willingness and ability of line managers to take on responsibility for HR issues. They suggest that this 'relationship is one of partnership'; and proposed that middle managers should be allowed to cross functional boundaries within the organization, there should be significant investment in their development, HR strategy should consist of broad themes rather than tight prescription and the HR functions should operate alongside middle-level line managers.

Renwick and MacNeil (2002) suggest that line involvement in career development may raise prospect of building HR-line partnership in working on career development but there may be problems in maintaining the balance of power between HR and line specialists. In addition, HR managers may not help line managers by providing the required training or support as advised (Brewster and Larsen, 2000).

The four HR roles required under business partner model: Administrative Expert, Employee Champion, Change Agent and Strategic Partner (Ulrich, 1997; 1998) have interestingly different implications for HR-line relationship. Larsen and Brewster (2003) argue that the HR specialists acting as "administrative expert" may be either good or less good at their jobs. The good are likely to be seen as a valuable source of advice and the less good may be seen as the worst kind of bureaucrat. HR specialist in "employee champion" role may have to face opposition from line managers. Conversely, in a "strategic partner" it may well be that it is the line managers who take on an "employee champion" role; trying to protect their staff from

the hard-nosed interventions of HR, or ensure, for example, training, even when the HR department believes that it is not directly justified. On the other hand, HR as “change agent” and “strategic partner” should be closely involved with their line management colleagues if they want to perform that role successfully. Therefore, HR-line relationship has different implications depending on the nature of the HR department.

In knowledge-intensive environment HR becomes a more crucial part of the operation and a more critical role for the immediate manager. Under devolvement, it is not long before HR departments find it necessary to start monitoring the line managers’ actions and line managers may start asking for HR specialists’ help with “exceptional” cases. Larsen and Brewster (2003) conclude that this relationship is not simple; rather it is complex, ambiguous and dynamic one. Caldwell and Storey (2007) identify that business partnering roles are complex, ambiguous and confusing, with business partners sometimes coming into conflict with HR specialists and line managers leading to a fragmented HR provision.

Renwick (2003) finds that significant organizational benefits and cost exists in line involvement in HR work. He suggests re-assessment of participation of both line and HR managers in HRM. On the basis of line managers’ HR experience in doing HR work, he finds that they see HR as positive helpers in HR work; are taking this responsibilities and accountability; are keen and serious; are relatively happy in some HR work; are already managing large employees; see careers benefits in doing HR work; are considerate of employee needs and wishes. Besides these ‘positives’, there are ‘negatives’ as well. Tensions exist between HR and line managers over transfer and completion of HR duties. Line managers are reliant on HR to do HR work properly. They lack time, expertise, authority, HR focus and are offered no appreciation from the firm. In the absence of HR taking the initiative, an HR-line partnership is unlikely to develop, as line managers are generally reluctant to ask HR for help (Bond and Wise 2003).

Papalexandris and Panayotopoulou (2005) note an increasing tendency for HR-line collaboration, with the main responsibility increasingly falling on the HR department. However, they observe, “neither HR managers have offered the necessary support and advice to line managers nor have the latter willingly accepted involvement in HR issues” (2005: 288). HR managers feel fear of reduced influence, fear of replacement and difficulties in training line managers to HR work properly. Whereas, line managers being under pressure to introduce new (time consuming or difficult to apply) HR practices, fear criticism for poor performance, fear of neglecting main job demands due to extra HR burden, fear of disputes with subordinates, and

poor advice from HR specialists, which may lead to lower employee performance

Maxwell and Watson (2006) describe that the perspectives of HR specialists are different from line managers' in five aspects: understanding and ownership of HR strategy; line managers' involvement in and rankings of HR activities; HR specialists' support of line managers; barriers to line managers' involvement in HR activities; and the competence of line managers in HR activities. They propose that "three types of line managers' buy-in are central to their active involvement in HR, namely: conceptual understanding of the rationale for their involvement; implementation effectiveness through HR role clarity and capability; and affective commitment in believing in the value of their involvement in HR" (2006: 1152).

According to Francis and Keegan (2006) current models of HRM suggest that expectations about HR roles are changing as organizations are striving to make the HR function leaner and more 'strategic.' They explore the changing roles of HRM, as different stakeholder groups within the HR profession perceive them. They conclude that there is a need for a more balanced HR agenda addressing human and economic concerns in current and future models of HRM. Kulik and Bainbridge (2006) indicate that HR and line managers have different views of the devolvement trend, with HR managers being more optimistic that the trend has had positive organizational outcomes and anticipating more devolution to occur in the future. They stress clarification of HR responsibilities, solid HR-line relationship, open communication, rewarding line managers for HR activities and training initiatives.

Casciaro and Lobo (2008) argue that negative interpersonal affect renders task competence virtually irrelevant in a person's choice of a partner for task interactions but that positive interpersonal affect increases a person's reliance on competence as a criterion for choosing task partners, facilitating access to organizational resources relevant to the task. The efforts to improve multiple competencies of HR professionals or line managers would be not effective until the two have a high quality relationship.

The above review enables us to build following thoughts:

- HR-line relationship is likely to maintain its importance in future.
- The whole body of literature is unanimous in developing high quality of the relationship

- The importance given to HRM; supports, barriers for line managers to take on HR responsibilities and level of line involvement in an organization may have implications for the relationship.
- Besides HR specific working relations, general relationship between HR specialists and line managers is also relevant.
- The attitudes of HR managers towards their line counterpart, HR role type and competencies of HR department shape this relationship.
- The attitudes, experiences, role understanding and abilities of line managers towards HR managers are equally important in studying the relationship.

2.1.4 HR-Line Relationship Quality

Many expressions are available in literature for the relationship between HR and line like consensual, conflictual, collaborative, partnership and trade-off. However, these prefix lacks measurability aspect. Finding, the prevailing terminally insufficient, drawing on psychology and marketing wisdom, this study introduces a new variable, HR-line relationship quality (HLRQ) with the purpose of measuring the strength of the relationship. Although, relationship quality is regularly being measured in psychology, marketing and general management research, yet special nature of HR and line relationship require addressing its measurement issues in a creative and unique manner.

The variable relationship quality has emerged in psychology in research pertaining to leader-member relations (Scandura and Graen, 1984), supervisor-worker relations (Game, 2008), and information inquirer-information source relations (Tan and Zhao 2003). In addition, interpersonal relations (Anderson and Williams 1996; Lewicki et al. 1998; Mcknight et al. 1998; Settoon and Mossholde 2002; Murphy et al. 2003) and friendship research (Morrey and Kito 2009) also involve this variable. In marketing literature relationship quality is measured for better management of firm-customer relationship (De Wolf et al. 2001; Forrester and Maute 2001; Beatson et al. 2008), exporters-importers relation (Ural, 2007), buyers-sellers (Chang 2005; Naude et al. 2007), manufacturer-retailer relation (Kim et al. 2004), and inter-firm relations (Arino et al. 2001; Johnson et al. 2004). It is also the case with, Inter-functional relation (Prinslloo et al. 2007) and owner managers and supervisors relationship (Chell and tracey, 2005)

Relationship quality is accumulation of sub dimensions like satisfaction, Trust, commitment, operational relations, role clarity, stability

and security (Arino et al. 2001; De Wolf et al. 2001; Forrester and Maute 2001; Johnson et al. 2004; Kim et al. 2004; Chell and Tracey, 2005; Beatson et al. 2008; Game, 2008). Since HR-line relationship is a special type of relationships that is very unique in nature. Therefore, the prevailing wisdom of measuring HR-line relationship quality is not sufficient. Thus along with measures of these sub-dimensions already identified in other field, new measures that are particularly relevant to HR-line relationship have to be developed as discussed in the review pertaining to this relationship. More detail on this topic is available in the chapter on methodology and measurements.

2.2 STRENGTH OF HRM SYSTEM

HR practices send strong signals about what strategic goals are most important and what employee behaviors are expected, supported, and rewarded relative to those goals, the more likely it is those goals will be achieved (Schneider, 1990). The question arises here how to measure the strength of such signals and whether the employees are actually receiving and understanding them in true scene. For this, purpose a mechanism to measure strength of HRM system through examining employees' attitude is required. There are many researchers who see the need to take into account employees' perceptions of what is important in the workplace (Marchington and Grugulis, 2000; Kinnie et al. 2005; Conway and Monks, 2009).

Gibb (2001) observes that major HRM research has not included the analysis of attitudes about HRM system and services in practice. He argues that exploring HR system through the quality of employee direct experience can help counter management bias and the influence of economist type of thinking and re-introducing the human dimension in research about evaluating HRM. He suggests that listening to employees' voices should become an integral part of analyzing arguments in HRM. Management bias is often criticized in HRM literature and it is believed that asking senior executives to indicate practices has less validity than asking employees (Wright and Boswell, 2002).

Bowen and Ostroff (2004) introduce generic concepts that represent the strength of the HRM system. They describe nine meta-features of an HRM system (*visibility; understandability; legitimacy of authority; relevance; instrumentality; validity; consistent HR messages; agreement; and fairness*) These features build the three dimensions (*distinctiveness; consistency; and consensus*) thereby build strong organizational climate, in which individuals share a common interpretation of what behaviors are

expected and rewarded. A strong HRM system ultimately affect organizational effectiveness by accumulating employees' attributes.

Strength of HRM system can be measured by measuring it through all the above nine features that contribute towards the three dimensions. The theory developed by Bowen and Ostroff (2004) should be first converted into measurable constructs of these meta-features. If one wishes to assess perceptual agreement among individuals, then the appropriate level of analysis is the individual (James, 1982). Aggregate of the perception of employees in all the three dimensions can measure the strength of HRM. Justification for aggregation does not imply a total lack of within-group variance. If these statistics – even in the absence of variability-reach a threshold that indicates aggregation is appropriate (Bliese and Halverson, 1998; Chan, 1998; Lindell and Brandt, 2000; Schneider et al. 2002).

Review of the relevant literature citing the work of Bowen and Ostroff (2004) to follow the progress in measurement of the strength of HRM system as theorized by them is needed before any further developments in theory and measurements validations.

Responding to the work of Bowen and Ostroff (2004) on HRM system strength, Ferris et al. (2004) believe that this strength incorporates the key role of climate perceptions within a largely macro model. They stress for more efforts in this direction, arguing that such broader models of the larger HRM process provide ways to integrate the largely parallel streams of work on micro and macro HRM. Thus, they have seconded the suggestions of Wright and Boswell (2002).

Kinnie et al. (2005) discuss the work of Bowen and Ostroff (2004) mainly with reference to understand HRM and performance linkages. They argue that it is not simply a question of designing the most appropriate HR policy mix. The key issue is how employees perceive HR policies, how these are actually implemented and experienced as HR practices. They believe that data collection techniques need to be focused on employees rather than relying simply on the views of senior managers. But they did not make any attempt to develop measures that can capture employee attitudes to measure strength of the HRM system.

Bowen and Ostroff (2004) has been cited by many authors (Ostroff et al. 2005; Roehling et al. 2005; Shipton et al. 2005; Veldhoven, 2005; Katou and Budhwar, 2006; Alvesson and Kareman, 2007; Ferris et al. 2007; Gould-Williams, 2007; James et al. 2008; Ngo et al. 2008; Conway and Monks, 2009; Cooper and Withey, 2009; Liao et al. 2009; and Ngo et al.

2009). However, none of these authors attempt to measure strength of the HRM system through the nine meta-features (visibility; understandability; legitimacy of authority; relevance; instrumentality; validity; consistent HR messages; agreement; and fairness) that build the three dimensions (distinctiveness; consistency; and consensus).

There are studies where a partial reference to some of the nine meta-features pertaining to strength of HRM and their measurement is available. Dorenbosch et al. (2006) focus on consensus dimension in their study. They find that the more line and HR executives agree on the status of their relationship and the HR practices in place, the fewer employees vary in their organizational commitment. They have also suggested measure for measuring consensus and legitimacy of the HR message.

Mayer et al. (2007) focus on three types of justice climates (procedural, interpersonal, and informational) which is quite similar to the fairness feature of Bowen and Ostroff (2004). They suggest the utility of examining other individual differences in combination with leader behaviors justice climates should potentially be viewed as a domain of leader effectiveness. Kuvaas (2008) include procedural and interactional justice – two of the three sub-dimension of the fairness feature Bowen and Ostroff (2004) – in examining how the quality of the employee–organization relationship influences the relationship between employee perception of developmental HR practices and employee outcomes.

Sanders et al. (2008) covers distinctiveness, consistency and consensus. They take into account ‘relevance’ and ‘legitimacy of authority’ and leave ‘visibility’ and ‘understandability’ while measuring distinctiveness. For measurement of consistency they assess within-respondent agreement on the ten high commitment HRM items (Dorenbosch et al. 2006) and use a consistency-based approach by following the suggestion of Burke et al. (1999) rather than the three features of consistency; ‘instrumentality’, ‘validity’ and ‘consistent HR messages’ as desired by Bowen and Ostroff (2004). As far as the measurement of consensus between line and HRM consultants, they use the same ten high commitment HRM items as in the employees’ questionnaire by asking them to answer these ten items for their department(s). So they adopted different meaning of consensus than that of Bowen and Ostroff (2004) by ignoring the ‘fairness’ feature and not following the intended meaning of ‘agreement’ which actually pertains to an agreement among principal HRM decision makers on the HR message they are sending.

Wallace et al. (2008) demonstrates that the rate of employee discrimination claims in a given work unit is a significant predictor of rate of lawsuits filed and organizational procedural justice climate moderates this relationship. He measures procedural justice climate by using six item based on the rules of Leventhal (1980). Procedural justice covers only one of the three sub-features of 'fairness' (Bowen and Ostroff, 2004).

Ngo et al. (2009) find that top management support for equal opportunities positively relate to a firm's level of family friendly work practices and organizational climate. They confirm that organizational climate is not only has a positive relationship with these practices but also act as mediator between these practices and firm-level outcomes. Therefore, they reconfirm the theory of Bowen and Ostroff (2004). They measure organizational climate by a seven-item scale developed by Burton et al. (2004), which takes a generalized approach to climate, tries to capture various aspects of employees' perceptions about their organizations, including trust, morale, rewards equitability, leader credibility, conflict, and resistance to change. This method of measuring employee perception is quite different from the nine meta-features of Bowen and Ostroff (2004).

Takeuchi et al. (2009) indicates that concern for employees' climate mediates the relationships between high-performance work systems and employee job satisfaction and affective commitment. They measure concern for employees' climate through six items based on other research rather than following suggestions of Bowen and Ostroff (2004).

The above review shows that, despite wide recognition of the theory developed by Bowen and Ostroff (2004), there has been very little progress in measuring strength of HRM system through the nine meta-features. Research on organizational climate measurement (Schneider et al. 2002; Alavi and Jahandari, 2005; Patterson et al. 2005) very partially relates to these nine meta-features and cannot be very helpful in making any solid progress in this regard. Therefore, any contribution in this direction may be remarkable for the field of HRM.

Liao et al. (2009) have very recently reached the same conclusion, referring to these nine meta-features; they believe that a rigorous effort around these features would present a 'promising avenue for future research.'

CHAPTER 3

RESEARCH METHODOLOGY

Two types of research efforts are involved in this study. The first pertains to theory and measures development. The second pertains to the empirical survey that aim at making validations of the proposed measures, and investigate other relationships. This chapter discusses measurements and methodological issues regarding both the types.

3.1 LITERATURE SEARCH

An extensive review of the relevant literature is the basis for theory and measures development. To collect the literature about the HR-line relationship, two types of search is done. Firstly, HRM literature is filtered by using different words like, line, line managers, line involvement, devolvment, devolution, HR-line, HR-line work relations, HR-line relationships. Secondly, all the citations of the relevant academic papers (for example Cunningham and Hyman, 1995; 1999; Heraty and Morley 1995; Hall and Torrington, 1998; Thornhill and Saunders 1998; Renwick, 2000; 2003) are gone through. Similarly to collect literature about SHRS, the literature on HRM is filtered using words like HRM strength, HRM system, strong system, climate, organization climate, strong situation and all the citation of Bowen and Ostroff (2004) are gone through.

3.2 VARIABLES

The relationships between HR and line are under discussion in HRM literature for the last two decades. There are some highly thought provoking reviews and qualitative research (Renwick, 2000, 2003; Renwick and MacNeil; 2002; Francis and Keegan, 2006) on the topic that one cannot afford to ignore. Many quantitative studies focus upon distribution of HR responsibilities between HR professionals and line managers. Analysis of the perceptions of the two groups on importance and effectiveness of HRM, fact finding and normative issues related to this relationship are also discussed (Brewster and Larsen, 2000; Mitsuhashi et al. 2000; Wright et al. 2001; Larson and Brewster, 2003; Chimhanzi, 2004; Papalexandris and Panayotopoulou, 2005; Kulik and Bainbridge, 2006; Maxwell and Watson, 2006; Kulik and Perry, 2008).

After review of all exploratory and descriptive studies presented in the previous chapter, it has become possible to identify variables that grasp various aspects of HR-line relationship along with attempting to develop the measures. Drawing on psychology and marketing wisdom, the study has introduced a new variable, *HR-line relationship quality* (HLRQ), to measure the quality of this relationship. This variable has two dimensions *general relationship quality* (GRQ) and *specific relationship quality* (SRQ). The second dimension i.e. specific relationship quality has further two sub-dimensions *positive-ness of HR towards line* (PH-L) and *positive-ness of Line towards HR* (PL-H).

Other related variables that may influence the quality of this relationship are *HR importance* and extent of the four *HR role* types played by the HR department in an organization, *supports* and *barriers* for the line to take on HR responsibilities. Three variables pertaining to employees' attitudes, *HR satisfaction*, *job satisfaction* and *organizational commitment* are also included in the study.

Strength of an HRM system (SHRS) may be measured by measuring nine meta-feature (*visibility; understandability; legitimacy of authority; relevance; instrumentality; validity; consistent HR messages; agreement; and fairness*) that build the three dimensions (*distinctiveness; consistency; and consensus*). The review of literature shows that, nothing concrete has been done to develop measures exactly as desired by Bowen and Ostroff (2004).

3.3 MEASUREMENTS

Based on an in-depth review of the literature, variables are measured through adoption of item with suitable modification. This study also proposes many new items for comprehensive coverage of all the dimensions of HLRQ and SHRS. After checking the data reliability and loadings of items in each of the constructs, any confirmation or items elimination may be possible. This section discuss measures of all the variables involved in this study and comprehensively deals with all the three categories of items - the new, the adopted and the customized item.

3.3.1 HR-line relationship quality

The nature of HR-line relationship is very special and different from many other inter-party relations. The prevailing wisdom to measure

relationship quality is although relevant yet it only measures this variable in general terms and represents one dimension. However, the uniqueness of work relations between HR and line requires measuring the relationship quality specifically with particular reference to HRM. The first dimension refers as general relationship quality and the latter as specific relationship quality in this thesis.

3.3.1.1 General Relationship Quality

General relationship quality has four sub-dimensions *satisfaction, trust, commitment, and operational relations*. The present study adopts sixteen items from the existing research (De Wolf et al. 2001; Arino et al. 2001; Kim et al. 2004; Johnson et al. 2004; Chimhanzi, 2004; Chell and Tracey, 2005; and Beatson et al. 2008) to measure the four sub-dimensions of GRQ. In order to harmonize these measures, suitable changes in wording, order and style seems logical. These items are available in Annexure A (Q. No. 6) and Annexure B (Q. No. 3). Three items (a to c) measure satisfaction, three items (d to f) measure trust, three items (g to i) measure commitment and seven items (j to p) measure operational relations. Starting with a common statement, both HR professional and line managers are to respond to all the items with respect to their general relations with their respective counterparts. Example items include: ‘I am satisfied with the relationship I have with them’; ‘I trust all kinds of information they provide’; ‘They are committed to develop a quality relationship with us’ and ‘They are quick to respond for operational adjustments we need.’

3.3.1.2 Specific Relationship Quality

In addition to general relationship quality, the nature of specific work relation also needs to take care off for measuring HLQR. The literature highlights the attitudes of HR professionals towards line managers and vice versa. This provides guidance to capture feeling of both the parties towards each other. If the two parties have positive feelings towards each other, then there are more chances to have a good relationship between them. HR professionals should realize the importance of line managers’ position in the organization with regard to their direct contact to employees, HRM implementation, achieving the primary purpose of the organization, a vital stakeholder and a subsystem in itself and similar other thoughts highlighted in the literature review. Similarly, line managers, attitude towards HRM as a whole and HR professional are equally important.

A concept that represents positive behavior or impression of HR professional towards line managers may also be relevant for considering specific measurement of the HR-line relationship quality. This study names this as *Positive-ness of HR towards line* (PH-L). Similarly, a concept representing positive behavior or impression of line managers towards HRM and HR professionals, names as *positive-ness of line towards HR* (PL-H). The accumulation of both the positive-ness (i.e. PH-L and PL-H) measure specific relationship quality.

PH-L has three sub-dimensions measures through fifteen items. Four items are adopted and eleven items are new one in this thesis. These items are outcome of review of the prevailing research (McGovern et al. 1997; Ulrich, 1997; Renwick, 2000, 2003; Larson and Brewster, 2003; Chimhanzi, 2004; Watson et al. 2007; and Kulik and Perry, 2008). These items are available in Annexure A (Q. No. 8). The items cover three sub-dimension of PH-L. *HR focus* of the line managers measures through five items (a, b, d, e and p), *Co-ordination* through five measures (f to j) and *Team partner* perception measures through five items (k to n and q). Beginning with a common statement, HR professional are to rate their impression about behaviors of line managers towards the HRM in their respective organizations. Example items include: ‘They are keen to take part in doing HR work’; ‘pursue objectives which are often incompatible with the HR dept’ and ‘They are involved in a supportive relationships with us.’

PL-H measures through twelve items. Three items are adopted and nine items are new one in this thesis. These items are also outcome of review of the prevailing research (Gennard and Kelly, 1997; Ulrich, 1997; Renwick, 2000, 2003; Chimhanzi, 2004; Papalexandris and Panayotopoulou, 2005; Patterson et al. 2005; Gubbins et al. 2006; Teo and Rodwel, 2007; and Kulik and Perry, 2008). These items are available in Annexure B (Q. No. 7). The items cover three sub-dimension of the measurement construct for PL-H. *Contribution* of HR professional measures through four items (a to d), *Distraction* perception about HR professionals measures through three items (k, n and p) and *Team partner* perception measures through five items (e to g, j and i). Beginning with a common statement, line managers are to rate their impression about the HR professionals working in their respective organizations. Example items include: ‘They only serve to create a distraction rather than add value’; ‘They act in isolation in making HR related decisions’ and ‘They are working "as a team" with me.’

3.3.1.3 Summary

HLRQ is an accumulation of general relationship quality and specific relationship quality. Further, specific relationship quality commutes by adding PH-L and PL-H. There are 16 items for general relationship quality, 15 measures for PH-L and 12 items for PL-H. Five of the items are common in PH-L and PL-H. Therefore, total items for measurement construct of HLRQ are 38. Table 3.1 present the summary. The discussion about reliability and factor loading is available in the chapter on data analysis.

Table 3.1
Measures of HR-line Relationship Quality

Variable	Sub-dimensions	No of items	Remarks
General relationship quality	Satisfaction	3	13 adopted measures with very minor changes and 3 new measures
	Trust	3	
	Commitment	3	
	Operational relations	7	
Positive-ness of HR towards line	HR Focus	5	4 adopted and 18 new measures (5 are common)
	Coordination	5	
	Team Partner	5	
Positive-ness of line towards	Contribution	4	
	Distraction	3	
	Team Partner	5	
Total Measures for HR-line relationship quality		38	17 adopted and 21 new measures

3.3.2 Strength of HRM System

The strength of HRM system (SHRS) of an organization as a concept is the presence of nine features of HRM (visibility; understandability; legitimacy of authority; relevance; instrumentality; validity; consistent HR messages; agreement; and fairness) that build the three dimensions (distinctiveness; consistency; and consensus). Bowen and Ostroff, (2004) advise to select 'better alternative' i.e. responses of the employees for measuring SHRS. The present study attempts to develop measures as much as possible to the theoretical concept about the nine features and further theory advancement to provide a roadmap for HRM destination. All of these features measures from the responses of permanent employees reflecting their interpretation of the HRM system and feeling about the role of line managers in HR implementation. The measures for the nine features that build the three dimensions follow one by one.

3.3.2.1 Distinctiveness

Distinctiveness of the situation generally refers to features of HRM system that allow it to stand out in the environment, thereby capturing attention and arousing interest. Four of the features that foster distinctiveness are visibility, understandability, legitimacy of authority, and relevance.

Visibility is the degree to which HR “practices are salient and readily observable” (Bowen and Ostroff, 2004: 208). The disclosure of HR practices and its components to employees is a basic prerequisite that affords employees the ‘opportunity for sense making.’ The visibility of a practice of HRM system is likely to be higher when that affects a large number of employees. ‘Shared meaning’ of a situation develops when ‘most or all employees are subject to and can perceive the same practice.’ When it comes to the measurement of visibility, they suggest that “Employees could be given a list of a variety of HR practices and asked to indicate the extent to which each is utilized in the firm. A comparison between those practices that agents of the HRM function assert are in place and those that employees indicate are used would provide some assessment of how visible the practices are to employees” (Bowen and Ostroff, 2004: 216)

During the pilot study, it reveals that the subject organizations are not likely to share their asserted practices. They take it is too private an affair to be shared under any circumstance. Therefore, two options are available either to ignore this variable or measure it slightly in an innovative way to capture the meaning as intended by Bowen and Ostroff (2004) as much as possible. Ignoring any of the nine features is un-affordable. To overcome this problem, visibility is measured using perception of employees towards some salient and readily observable features of the performance appraisal system rather than overall HRM practices (Schneider and Bowen, 2009). Visibility measures from four items (Annexure C; Q. No. 8, items h to k). Example items include: ‘I am informed about appraisal standers (i.e. how ratings are made)’ and ‘Opportunity for reconsideration of the appraisal is available.’ Nevertheless, if an organization agrees to share their stressed practices, one may measure visibility as per Bowen and Ostroff (2004) advice.

Understandability is the degree to which HRM content lacks ambiguity and possesses ease of comprehension. An un-understandable organizational communication can have no authority. In an ambiguous or unclear situation, ‘different people are likely to use different cognitive categories to attend to different aspects of the information, resulting in different attributions.’ Therefore, asking employees about their understanding and ease of the HRM

system's procedures, practices and policies should reflect the understandability. This study proposes five new measures for this purpose. (Annexure C; Q. No. 6, items a to e). Example items include: 'I fully understand how our HR practice works' and 'I know the intended objective behind the HR policies.'

Legitimacy of authority is the degree to which HRM is perceived as a high-status, high-credibility function by employees of the organization. If top managers, in an organization, believe in the importance of people, they render significant support to the HRM system. This support may become visible to employees through, making investments in HRM function, placing the director of HRM in a high-level managerial position and involving of HR professionals in the strategic planning process. Teo and Rodwel (2007) measures HR influence through four items; this study adopts two of the items, whereas, keeping in view the concept of Bowen and Ostroff (2004), this study purposes four new items for measuring legitimacy of authority. Therefore, this feature measures from six items (Annexure C; Q. No. 6, items p to u). Example items include: 'HR dept has a major role in budget allocations' and 'Post of HR head is considered a very high level managerial position.'

Relevance is the degree to which employees see the situation created by HRM system as relevant to an important goal desired by the organization. There should be an alignment between individual and the organization strategic goals desired by HRM content. Resultantly, "individuals are willing to work toward goals that not only allow them to meet their own needs but, in doing so, also allow the organization to achieve its goals" (Bowen and Ostroff, 2004: 209). Relevance is a function of the perceived power of the influence of HR professionals or line managers (HR actor) to help individuals achieve relevant goals. The extent to which HR actor is perceived as 'possessing personal capabilities and is willing to use them to aid goal achievement' is the basis of influence. This perception depends on an HR actor's capabilities to affect some of the conditions necessary for the goal achievement and actual use of the relevant capabilities to affect goal achievement. For measuring relevance, eight new items are proposed. Three items are about the perception of employee towards HRM system (Annexure C; question 6, items f to h) and five items are about the influence of line managers (Annexure C; Q. No. 4, items a to e). Example items include: 'HR practices are relevant for achieving all important goals' and 'Our line managers has powers to help us achieve the assigned goals.'

3.3.2.2 Consistency

Consistency generally refers to establishing an effect over time and modalities whereby the effect occurs each time the entity is present, regardless of the form of the interactions. Three of the meta-features that establish consistency are instrumentality, validity, and consistent HRM messages.

Instrumentality is the degree to which HRM system establishes an unambiguous cause-effect relationship between desired content-focused behaviors and associated consequences. Employees anticipate likely consequences of behavior, therefore, there should be adequate incentives associated with performance of the desired behavior. Consistency and repetition over time, particularly through application of reinforcement principles largely shapes instrumentality. If HR actors have the resources and power to link outcomes to behavior or performance on a timely and consistent schedule, they will be able to influence cause-effect attributions. Instrumentality measure through four items (Annexure C; Q. No. 4, items f to h and Q. No. 6, item l). Example items include: ‘The incentives associated with the performance are adequate’ and ‘Our line manager can release the incentives without any delay.’

Validity is the degree to which HRM display consistency between what it intended to do and what it actually did. Three items measure validity (Annexure C; Q. No. 6, items m to o). Example items include: ‘HR practices display consistency between what they purport to do and what they actually do’ and ‘I know what Knowledge, skills and abilities (KSAs) are valued here.’

Consistent HRM messages mean the degree to which HR practices transmit conveys compatible and stable signals. HRM contents needs to be perceived consistently by employees. This requires that the conclusions of employees about the organization’s goals and values are similar to what senior managers say. There should be internal consistency among the HR practices and the practices have stability over time. Three items measure consistent HRM messages (Annexure C; Q. No. 6, items i to k). Example items include: ‘All HR practices can be jointly followed without any conflict’ and ‘Most of the HR practices are in use for a long time.’

3.3.2.3 Consensus

Consensus results when there is agreement among employees in their view of the relationship between an event and its effect. Two of the meta-features that promote consensus are agreement (among principal HRM decision makers) and fairness.

Agreement is the degree of agreement among principal HRM decision makers on the HR message they are sending. Bowen and Ostroff (2004:213) suggest that: “Integrations among decision makers can help promote relevance by clearly identifying important goals and means to goal attainment, as well as enhance legitimacy of authority of the HR managers and line managers enacting the HRM policies Agreement among top decision makers can help foster greater consensus among employees, since it allows for more visible, relevant, and consistent messages to be conveyed to employees.”

Interestingly, the variable agreement looks like a subset of the variable HLRQ. This apparently looks true, but HLRQ is a much complex and dynamic variable having several sub-dimensions and elements. The research on HR-line relations spreads over two decades as already reviewed in chapter 2. Agreement merely reflects positive perception of employees when they observe that multiple decision makers agree on the HR message and goals of HRM. By having agreement among principal HRM decision makers, high quality HR-line relationship does not comes on surface. This requires a very complex, deep and wider effort. Four items measure agreement (Annexure C; Q. No. 5, items a to d). Example item include: ‘Our line manager and the HR head agree each other on adoption of various HR practices.’

Fairness is the degree to which HRM system adheres to the principles of delivering distributive, procedural, and interactional justice. Fairness is a very established variable in HRM research and large material upon measures in all the three dimensions of fairness is available (Bowen et al. 1999; Murphy et al. 2003; Prinslloo et al. 2007; Mayer et al. 2007; Kuvass, 2008; Wallace et al. 2008). The HRM system has fairness, when there is just treatment with all employees in HR activities like HR policies, procedures, salary, performance appraisal, rewards allocation, benefits distributions, promotion etc.

It may be a very lengthy exercise to cover all three dimension of fairness i.e. distributive, procedural, and interactional justice for all the HR functions. This study suggests that for measurement of fairness, some items measure fairness in various HR functions. In addition, some items measure

the three dimension of fairness for one major HR function. It further suggests selecting performance appraisal system for measuring the three dimensions of fairness in detail. Performance appraisal relates to many HR activities for example, salary increments, rewards, benefits, promotions, succession planning, training needs and employee development.

For measuring fairness, seventeen items are used. Eight of these items are about fairness in various HR activities (Annexure C; Q. No. 7). Example items include: ‘HR procedures are applied consistently to each employee’ and ‘The way benefits are distributed among staff is fair.’ The remaining nine items (Annexure C; Q No. 8) are about the three dimension of fairness. Three items (e to g) measure distributive, four items (a to d) measure procedural justice, and two items (l and n) measure interactional justice in the performance appraisal system. Example items include: ‘Performance appraisal’s ratings meet my expectations’; ‘Performance appraisal procedure is standardized’ and ‘I am provided informative feedback regarding our appraisal.’

3.3.2.4 Summary

Table 3.2
Measures of the Strength of HRM System

Dimensions	Meta-features	No. of	Remarks
I. Distinctiveness	1. Visibility	4	4 adopted and 19 new measures
	2. Understandability	5	
	3. Legitimacy of authority	6	
	4. Relevance	8	
II. Consistency	5. Instrumentality	4	10 new measures
	6. Validity	3	
	7. Consistent HRM messages	3	
III. Consensus	8. Agreement	4	8 adopted and
	9. Fairness	17	13 new measures
Total Measures for Strength of HRM system		54	12 adopted and 42 new measures

The strength of HRM system measures through the nine meta-features. The first four features of HRM system, i.e. visibility, understandability, legitimacy of authority and relevance measures through the twenty-one items accumulate to distinctiveness. The next three features, i.e. instrumentality, validity and consistent HRM message measures through the ten items accumulate to consistency. The last two features, i.e. agreement and fairness

measures through twenty-one items accumulate to consensus. Table 3.2 presents the summary.

3.3.3 Predictors of HLRQ

The literature review identifies some variables that may influence HLRQ. These variables include *HR importance* in an organization; *HR role* played by the HR department in an organization; level of line involvement in HRM *supports* and *barriers* for the line to take on HR responsibilities.

3.3.3.1 HR Importance

Watson et al. (2007: 40) observe that “one of the key influences on line managers’ attitudes to HR activities is the extent to which they perceive HR is considered important by the organization.” There has been a rising awareness or recognition of the strategic importance of HRM to business performance (Hope-Hailey et al. 1997). There is evidence of positive relationship between the degree to which operational HR activities are transferred to line managers and influence of HR department in an organization (Teo and Rodwel, 2007). The six measures for legitimacy of authority, seems suitable to measure the importance of HRM in an organization. This study quantifies HR importance by using four out of the six items for legitimacy of authority, making a slight change in the item relating to budget and replacing the last item (Annexure A: Q. No. 4 and Annexure B: Q. No. 8).

3.3.3.2 HR Role Type

HR professionals must fulfill four key roles to make their business partnership a reality, referred as ‘business partner model’ (Ulrich, 1997; 1998). The four HR roles types in this model are Administrative Expert, Employee Champion, Change Agent and Strategic Partner. The summation of these four results in the Business Partner Role of HRM (Bhatnagar and Sharma, 2005). Interestingly, Larsen and Brewster (2003) argue that a particular type of the four type played by an HR department may have different implications for HR-line relationship. To dig in this point, the present study measures the extent of each role played by the HR department.

This study adopts selects sixteen items from Conner and Ulrich (1996) to measure the extent of each role played by the HR department. There are

four sets of items, each of the set has a common introductory piece and then the four items corresponding to one of the four roles follow. Both HR professional and line managers provide their reaction to the sixteen items (Annexure A: Q. No. 5 and Annexure B: Q. No. 9).

3.3.3.3 Level of Line Involvement

Line managers are always involved in various HR functions (Renwick, 2003). The level of their active involvement may be different for various HR functions. This study measures active involvement of line in twelve HRM activities. The accumulated score represents involvement level of line in HRM. This type of investigation has been made earlier by Maxwell and Watson (2006), who compare the perception of HR managers with that of line managers upon active involvement of line managers in various HR activities. Twelve HR activities are used to measure the level of line Involvement (Annexure A: Q. No. 7 and Annexure B: Q. No. 5).

3.3.3.4 Supports and Barriers

Organizational support for line managers in their HR responsibility is important in the facilitation of the devolution (Heraty and Morley, 1995). The critical question for organizations seeking to adopt the business partnership model of HR is to identify the key supports of, and barriers to, line managers in HR (Maxwell and Watson, 2006). Four items measure support (Annexure A: Q. No. 9 and Annexure B: Q. No. 4). Four items measure barriers (Annexure A: Q. No. 10 and Annexure B: Q. No. 6)

3.3.4 Employee Attitudes

This study includes three variables that pertain to effects on employee attitudes. These variables often find place in HRM literature relating to employees. All the measures for the three variables, HR satisfaction, organization commitment and job satisfaction generate from the previous research (Cammann et al. 1979; Allen and Meyer, 1990; Kinnie et al. 2005; Purcell and Hutchinson, 2007; and Takeuchi et al. 2009). Six items measure HR satisfaction, six items measure organizational commitment and three items measure job satisfaction (Annexure C: Q. No. 9, 10 and 11 respectively).

3.4 THE EMPIRICAL SURVEY

3.4.1 The Population

Before describing the population, it is important to consider two factors. Firstly, the main variables in this study are HR-line relationship quality and strength of HRM system. It is suitable to study these variables in organizations that have a formal HR department. Both of the variables measure the progress made by HRM in an organization towards a strong HRM system and a high quality relation with line departments. If there is no formal HR department, then arises no question of monitoring such a progress.

Secondly, Qadeer et al. (2008; 2009) find that presence of HR department is the main player behind prediction of strategic integration and devolvement of HRM. Therefore, it would be interesting to further study in depth the HEIs that have a formal HR department. This study is like a follow up study to their work. Both these factors demand that the population should include only those HEIs that have a formal HR department. Keeping in view the above two factors, eight universities that have a formal HR department out of all HEIs of Punjab, Pakistan constitutes the population of the study. Four of the universities are in Lahore; two are in Islamabad, and one each in Rawalpindi and Gujranwala.

Table 3.3
Population Distribution

Name of University	Academic departments	Number of Employees		
		Faculty	Others	Total
U1	9	120	156	276
U2	6	124	200	324
U3	8	062	260	322
U4	5	041	100	141
U5	6	150	540	690
U6	10	289	823	1112
U7	7	080	60	140
U8	13	110	370	480
Total	64	976	2509	3485

To maintain secrecy of the names of these universities, the new names are U1, U2 and so on up-to U8. HR professional, Head of academic departments and permanent teaching faculty constitutes the population of the survey. In universities, Head of academic departments are the line managers because they are associated with the achievement of the primary purpose.

They are not dedicated HR specialists, but have immediate staff management responsibility. Therefore, to customize and simplify the terminology, this study uses the term heads of academic departments (HoDs) in place of line managers. Table 3.3 provides detail about academic departments and the permanent faculty for the eight universities.

3.4.2 The Sample

The respondents fall in the three groups, HR professional, HoDs and permanent faculty. Two HR professional, one of them should be the head of the HR department respond in this survey. The head of the HR department is indispensable to be part of this survey due to two reasons. First, technically, he/she is the head of HRM and measurement of the HR-line relationship quality requires his vital input. Second, the size of HR departments is very small in the universities; HR heads are dealing with HoDs most of the time and possess much of the awareness of HRM of the organization. On the other hand, two HoDs are randomly selected in this survey, except U6 and U8 for which three HoDs are selected; this is due to relatively large number of academic departments in comparison to the other. The sample from the permanent faculty of the eight universities is selected through simple random sampling. The permanent teaching staff of the eight universities constitutes the population frame. The 976 elements of the population are arranged from 1 to 976 starting from U1 through U8 for the random selection. The issues that concern decision about adequate sample size from the given number of permanent faculty are as under.

According to Hanif and Munir (2004: 62), “Optimal sample minimizes sampling error. Although sampling error is decreased by the increase of sample size but without optimal sample size, there is a danger of a large non-sampling error.” The selection of formula for sample size depends upon the type of data categorical or continuous that is playing a primary role in data analysis (Bartlett et al. 2001). Here continuous data is playing the primary role in the data analysis. The following Cochran’s (1977) sample size formula is used.

$$n = \frac{Z^2 \times S^2}{D^2}$$

There are three components of this formula. First is Z (standard normal variable), its value depends upon the selected alpha level (confidence level). For 95 % confidence level the value of Z is 1.96.

Second, *S* (estimate of variance), for a scaled variable, number of points on the scale is divided by the number of standard deviations that would include all possible values in the range. For a seven-point scale and given that six standard deviations (three to each side of the mean) would capture 98% of all responses (Bartlett et al. 2001). Dividing 7 by 6, the value of *S* is 1.167.

Third, *D* (margin of error), for continuous data the acceptable margin of error is 3% (Krejcie and Morgan, 1970). To be on safer side, in this study, the acceptable margin of error is taken as 2.75%. Therefore, the calculation for the *D* components is as under.

$$\begin{aligned} D &= 0.0275 \times 7 \text{ (2.75 \% margin of error with a} \\ &\quad \text{seven points on the scale)} \\ &= 0.1925 \end{aligned}$$

Putting values of the three components, the sample size $n = 141$

For a population of 976, the required sample size is 141. This sample size is 14.45 percent, which exceeds 5 percent of the population; Therefore, Cochran's (1977) correction formula applies to calculate the final sample size.

$$n = \frac{141}{(1 + 141/976)} = 123$$

3.4.3 Research Design

3.4.3.1 Purpose and Type of Investigation

The survey aims at achieving several objectives of this descriptive and analytical nature. Firstly, to validate the proposed constructs and their workability in field, for this purpose reliability analysis is always required. The measures introduced in the study can pass a scrutiny test in this way. Secondly, to quantify HLRQ and SHRS for the eight universities data collection is required. This is like experimenting a new technique to monitor HR-progress of an organization towards the destination of achieving the dual goal of strong HRM system and high quality HR-line relationship. Thirdly, to find predictors of HLRQ that may confirm findings of various qualitative studies. Lastly, include the study of relation between SHRS and employees attitude. The investigation of co-relational type using correlation, regression

and structural equation models find place in this study. The setting of the survey is non-contrived and without any interference.

3.4.3.2 Unit of Analysis and Time Horizon

The investigation involves various units like individuals, groups and organizations for various variables of interest. Individual become the unit of analysis for attitudinal variables. For comparisons between the HR professionals, HoDs and the permanent faculty, the unit of analysis is the group. For quantification and comparison of HLRQ and strength of HRM, organization is the unit of analysis. There is simultaneous data collection in the universities; therefore, this study is a cross-sectional one.

3.4.4 Data Collection

3.4.4.1 The Instruments

Three instruments are designed for the three types of respondents i.e. HR professionals, HoDs and permanent faculty attached as Annexure A, Annexure B and Annexure C to this thesis respectively. Validity of all types (content, criterion and construct) for some of the constructs may easily be high, because, the items for these constructs are adopted from previously published research. However, the data reliability still needs to be tested. Some of the items are adopted without any modification and other items are adopted with partial modification to suit HRM and university environment. The reliability of the data pertaining to these variables also need to be analyzed.

The measures for variables introduced in this study were very carefully developed. The author carries out an extensive literature review to assure the presence of all dimensions and elements of a concept. The questionnaires have been reviewed several times. This makes it easier and less time consuming for the respondents. Before pilot study, the questionnaires have been vetted or completed from experienced individuals of universities, experts of questionnaire making, and fellow researchers. The issues about reliability and factor loadings are available in detail in the next chapter

3.4.4.2 Administration

Before visiting any university, the author's institution wrote letters to all the eight universities. The purpose of this letter was to introduce the researcher, brief them about the research's purpose and ask for cooperation regarding data collection. One of the universities, readily granted permission through email and nominated a focal person for this purpose. On telephonic contact of the researcher, the remaining universities also granted oral permission one after the other. The author visited the universities one by one. In each of the university, questionnaires were distributed to the three types of respondents as per the sampling design. Then follow up of these questionnaires were made directly by the authors or through officials of HR departments nominated by the university, co-coordinators, volunteer teachers and friends. This follow up process continues for about three months.

Anticipating a response rate of about 70 %, as per the adjusted sample size, 216 questionnaires are distributed rather than 155. The actual data collected after accounting for the non-response shows that the response rate is about 72%. This rate varies for different universities, in some universities the response rate was more than the anticipated response and in some other it is below the anticipated rate. For U1 and U2 only one HR professional participated in the survey, therefore, the survey has 14 participants instead of 16 HR professionals. The net sample size reduces to 155. Table 3.4 shows the detail of frequency of survey questionnaires for various universities in the three groups of respondents.

Table 3.4
Frequencies for the survey

University number	Instruments distributed				Instruments received (valid)			
	HR	HoDs	Faculty	Total	HR	HoDs	Faculty	Total
U1	2	3	22	27	1	2	13	16
U2	2	3	22	27	1	2	15	18
U3	2	3	11	16	2	2	11	15
U4	2	3	08	13	2	2	07	11
U5	2	3	27	32	2	2	12	16
U6	2	3	52	57	2	3	31	36
U7	2	3	14	19	2	2	15	19
U8	2	3	20	25	2	3	19	24
Total	16	24	176	216	14	18	123	155

CHAPTER 4

ANALYSIS AND INTERPRETATIONS

4.1 DESCRIPTIVE STATISTICS

The description of the sample based on gender is presented in Table 4.1. Overall, there are 70 % male respondents in the survey. The percentages of males representing HR professionals and faculty are 64 % and 68 % respectively. However, this percentage for the HoDs is 89 %. This shows that the representation of females in HR or permanent faculty is about three times of their representation as HoDs.

Table 4.1
Gender-Wise Description of the Sample

Gender	HR		HoDs		Faculty		Total	
	Freq	%	Freq	%	Freq	%	Freq	%
Males	9	64	16	89	84	68	109	70
Females	5	36	2	11	39	32	46	30
Total	14		18		123		155	

Table 4.2 shows the description of sample based on the experience of respondents. HoDs have more working experience than HR professionals in their respective department as well as in the present universities. The mean working experience of HODs (7.17 years) is about twice of those of the HR professionals (3.39 years). This is quite natural as HoDs are usually experienced individuals highly qualified in their discipline. HR professionals are relatively less qualified and experienced and are junior than HoDs.

Table 4.2
Experience-Wise Description of the Sample

Experience (in years)	N	Min	Max	Mean	Sd
HR professional in the department	14	1	5	2.25	1.21
HoDs as head in the university	16	1	10	4.00	2.94
In the present university (combined)	155	1	17	3.95	3.15
HR professionals	14	1	14	3.39	3.38
Head of Departments	16	1	15	7.17	4.18
Permanent faculty	123	1	17	3.49	2.60
Overall teaching experience of the faculty	123	1	47	7.67	6.04

4.2 FACTOR ANALYSIS

Before final data analysis, it seems logical to study the factor loadings for the measurement items of all the variables. Factor analysis (principal component analysis with varimax rotation) is performed on all multiple scale items to determine item retention (Coyle-Shapiro et al. 2004). The examination of the factor loadings for each of the constructs reveals that a single factor emerges for most of the constructs. For the unidimensionality of each construct, this study includes appropriate items that loaded at least 0.70 on their respective component. De wolf et al. (2001) also uses similar method with the item inclusion loading level of 0.65. The minimum eigenvalue is 1 in all the factor analysis.

4.2.1 General Relationship Quality

The four constructs for the sub-dimensions of general relationship quality pertains to satisfaction, trust, commitment and operational relations. All items for these constructs are similar for both HR professionals and HoDs. Table 4.3 shows the factor loading for the items of the dimensions of GRQ. The factor loadings of each of the three items for the first three dimensions i.e. satisfaction, trust and commitment is in the acceptable range. Whereas, the loadings of six out of the seven proposed items for operational relations are in acceptable range. Therefore, out of 16 items proposed for the measurement construct of general relationship quality, there is an elimination of only one item and now the final construct has fifteen items.

Table 4.3
Factor Loadings for GRQ

Items	Principal Components Analysis	Factor Loading
a) Satisfaction		
S1	I am satisfied with the relationship with them	0.963
S2	I am happy with the efforts they are making in this relationship	0.963
S3	I am satisfied with their method of support	0.943
b) Trust		
T1	I have trustworthy impression of them	0.932
T2	I trust all kinds of information they provide	0.899
T3	While making decisions they consider our welfare as well as their own	0.892
c) Commitment		
C1	They are committed to develop a quality relationship with us	0.919
C2	I feel a strong attachment to them	0.915
C3	I am willing "to go the extra mile" to maintain good relations with them	0.737
d) Operational Relations		
OR1	They are quick to respond for operational adjustments we need	0.782
OR2	They behavior always matches with our original expectations	0.903
OR3	Mutual conflicts are resolved amicably and fairly	0.866
OR4	Our relations are stable	0.819
OR5	I feel secure in maintaining the relations	0.934
OR6	Their relationships is quite steady with us	0.893
	They want changes in terms of our working relationship*	(0.489)

* Item eliminated

4.2.2 Specific Relationship Quality

Twelve items responded by HR professionals measure PH-L. Three constructs for the sub-dimensions of PH-L pertains to HR-focus, co-ordination and team partner. On the other hand, PL-H measures through twelve items responded by HoDs. Table 4.4 shows the factor loading for the items of individual constructs for all sub-dimensions of SRQ. The loadings of the four out of five items of HR-focus fall in the acceptable range. Only three out of five items for co-ordination have acceptable loadings. All five items for team partner, four items for contribution and three items for distraction shows acceptable loadings. Therefore, out of twenty-two items proposed for the measurement construct of SRQ, there is an elimination of three items and now the final construct has nineteen items.

Table 4.4
Factor Loadings for SRQ

Items	Principal Components Analysis	Factor Loading
Positive-ness of HR towards Line		
a) HR Focus		
HF1	They are keen to take part in doing HR work	0.776
HF2	They are serious in doing HR work	0.777
HF3	They feel secure in knowing that HR experts can be called on if needed	0.818
HF4	They give HR work the priority it needs	0.881
	They view work belonging to HR as an illegitimate part of their job*	0.623
b) Co-ordination		
Co1	They pursue objectives which are often incompatible	0.835
Co2	They act in isolation in making HR related decisions	0.864
Co3	They dislike monitoring from HR professionals	0.776
	They often argue over (who or when to complete) HR duties*	0.605
	are reluctant to approach HR for help*	0.622
c) Team Partner		
TP1	They are involved in a supportive relationships	0.830
TP2	They are working "as a team" with HR	0.871
TP3	They have a positive impression of the HR staff	0.851
TP4	They view HR as a business partner	0.873
TP5	They see HR staff as rigid and inflexible	0.713
Positive-ness of Line towards HR		
a) Contribution		
Ct1	They contribute to solve business problems	0.875
Ct2	They are behaving exactly as per my expectations	0.914
Ct3	They co-operate well to get the job done	0.925
Ct4	They offer the necessary support and advice to tackle HR issues	0.778
b) Distraction		
Dt1	They fear of reduced influence if HR work is done by me	0.716
Dt2	They only serve to create a distraction rather than add value	0.907
Dt3	They do not understand the real business of the organization	0.805
c) Team Partner		
TP1	They are involved in a supportive relationships with me	0.830
TP2	They are working "as a team" with me	0.871
TP3	They positive towards solving our problems	0.851
TP4	They behave like my business partner	0.873
TP5	They are rigid and inflexible	0.713

*** Items eliminated**

4.2.3 HR Role Type

Four types of HR roles are administrative expert, employee champion, strategic partner and change agent. Table 4.5 shows the factor loadings for the items of the four HR roles. Being out of the acceptable range, one of the items for each of the first two HR roles eliminates.

Table 4.5
Factor Loadings for the Four HR Roles

Items	Principal Components Analysis	Factor Loading
Administrative Expert		
AE1	HR is seen as an administrative expert	0.850
AE2	HR spends time on operational issues	0.859
AE3	HR works to monitor administrative processes	0.879
	HR develops processes and programs to efficiently process documents and transactions*	0.647
Employee Champion		
	HR is seen a champion for employees*	0.673
EC1	HR spends time on listening and responding to employees	0.838
EC2	HR works to offer assistance to help employees meet their needs	0.866
EC3	HR develop processes and program take care of employees personal needs	0.890
Strategic Partner		
SP1	HR is seen a strategic partner	0.770
SP2	HR spends time on strategic issues	0.759
SP3	HR works to align HR strategies to business strategies	0.905
SP4	HR develop processes and program link HR strategies to accomplish business strategies	0.768
Change Agent		
CA1	HR is seen as change agent	0.838
CA2	HR spends time on supporting new behaviors for keeping the firm competitive	0.863
CA3	HR works to reshape behaviors or help anticipate future HR needs	0.857
CA4	HR develop processes and program make changes for future HR issues	0.786

* **Items eliminated**

4.2.4 HR Importance, Supports and Barriers

Table 4.6 shows the factor loading for those items for measurement of three variables HR importance, supports and barriers that are in the acceptable range. There is no elimination for the items of HR importance and supports. However, two items for barriers eliminates due to low factor loadings.

Table 4.6
Factor Loadings for other Variables

Items	Principal Components Analysis	Factor Loading
HR Importance		
HI1	HR is viewed as an important department	0.901
HI2	HR works closely with senior management on the key strategic issues	0.813
HI3	HR dept has a major role in budget allocations	0.739
HI4	Top managers believe HRM is the key to the development of the institution	0.846
HI5	HR related issues are always the priority that top managers consider in making decisions	0.867
HI6	Relative to other functions, top managers pay more attention to HR issues	0.875
Supports		
Sup1	expect career benefits in doing HR work	0.855
Sup2	supported by the senior management to take on HR duties	0.832
Sup3	well guided on HR techniques from HR dept	0.912
Sup4	have administrative support in performing HR related activities	0.941
Barriers		
Br1	heavy workloads of academic activities	0.878
Br2	lack of time to do HR work well	0.878
	lack of expertise in HRM*	0.433
	lack of financial benefits for doing HR work*	0.525

* Items eliminated

4.2.5 Distinctiveness

The four constructs for the dimensions of distinctiveness pertains to visibility, understandability, legitimacy of authority and relevance. Table 4.7 shows the factor loading for the items of all these constructs. There is only one factor for the first three dimensions. Whereas, the fourth dimension relevance splits into two factors. The first factor pertains is relevance of the HRM system and the second factor may be named as relevance of the HoDs. No item elimination occurs.

Table 4.7
Factor Loadings for Distinctiveness

Item	Principal Components Analysis (Varimax with Kaiser normalization)	Factor Loading	
		F1	F2
Visibility			
Vb1	Informed about appraisal standards (i.e. how ratings are made)	0.884	
Vb2	Adequate notice of appraisal process (i.e. when rating are made)	0.907	
Vb3	Provided timely feedback of results of the appraisal	0.856	
Vb4	Opportunity for reconsideration of the appraisal is available	0.711	
Understandability			
Us1	HR procedures are easy to follow	0.829	
Us2	fully understand how our HR practice works	0.855	
Us3	HR practice are easy to comprehend	0.907	
Us4	There is no ambiguity in the HR policies	0.800	
Us5	know the intended objective behind the HR policies	0.796	
Legitimacy of Authority			
LA1	HR dept is viewed as an important department	0.808	
LA2	HR dept has a major role in budget allocations	0.765	
LA3	works closely with senior management on key strategic issues	0.840	
LA4	Top managers believe that HRM is the key for development of the institution	0.815	
LA5	HR related issues are always the priority that top managers consider in making decisions	0.880	
LA6	Post of HR head is considered a very high level managerial position	0.875	
Relevance			
Rc1	HR practices are relevant for achieving all important goals	0.074	0.902
Rc2	The desired work behaviors are suitable for attaining the goals	0.258	0.868
Rc3	work goals are aligned with the institutional goals	0.194	0.816
Rc4	HoD has powers to help us achieve the assigned goals	0.828	0.116
Rc5	HoD can ensure conditions necessary for achievement of goals	0.839	0.242
Rc6	HoD is capable to support us for obtaining the desired results	0.882	0.219
Rc7	HoD is willing to support us for obtaining the desired results	0.893	0.165
Rc8	HoD use relevant capabilities to affect the goal achievement	0.850	0.124

4.2.6 Consistency

The three constructs for the dimensions of consistency pertains to instrumentality, validity, and consistent HRM messages. Table 4.8 shows the factor loading for the items of all these constructs. One item eliminates for instrumentality and no items elimination occurs for the remaining two dimensions.

Table 4.8
Factor Loadings for Consistency

Item	Principal Components Analysis	Factor Loading
Instrumentality		
Im1	HoD has financial authority to provide incentives for performance	0.869
Im2	HoD can release the incentives without any delay	0.911
Im3	HoD has powers to consistently follow the incentive schedule	0.927
	The incentives associated with the performance are adequate*	0.410
Validity		
Vd1	HR practices display consistency between what they purport to do and what they actually do	0.757
Vd2	I know what Knowledge, skills and abilities (KSAs) are valued here	0.874
Vd3	Candidate with these KSAs are more likely to be hired for the faculty	0.801
Consistent HRM Messages		
CM1	All HR practices can be jointly followed without any conflict	0.800
CM2	Most of the HR practices are in use for a long time	0.859
CM3	HR practices do not change frequently (i.e. the practices are stable)	0.798

* Item eliminated

4.2.7 Consensus

The two constructs for the dimensions of consensus pertains to agreement and fairness. Fairness has further two dimensions fairness-overall (Fo) and fairness-performance appraisal (Fp). Fo contains items covering the whole HRM system and Fp contains items for distributive, procedural and interactional justice of the performance appraisal system. Table 4.9 shows the

factor loading for the items of all these constructs. One item eliminates for agreement and no items elimination occurs for the remaining dimensions.

Table 4.9
Factor Loadings Consensus

Item	Principal Components Analysis	Factor Loading
Agreement		
Ag1	agree each other on adoption of various HR practices	0.913
Ag2	facilitate mutual integration for implementation of HRM	0.941
Ag3	have close interactions with each other to decide HR issues	0.905
	disagree about specific goals of HRM*	0.283
Fairness – Overall		
Fo1	HR procedures are applied consistently to each employee	0.727
Fo2	The salary structures across the organization are fair	0.874
Fo3	In comparison to my colleagues, I am rewarded fairly	0.832
Fo4	People who perform their jobs well get fair reward for it	0.886
Fo5	Promotion at this organization is based on merit/ability	0.850
Fo6	The way benefits are distributed among staff is fair	0.876
Fo7	In general, HR policies and procedures are administrated fairly	0.888
Fo8	HR procedures are free of bias	0.867
Fairness – Performance Appraisal		
Distributive Justice		
DJ1	Performance appraisal's ratings meet my expectations	0.883
DJ2	Outcomes (e.g. promotion or disciplinary action) are based on the ratings	0.931
DJ3	Outcomes (e.g. promotion or disciplinary action) meet expectations	0.908
Procedural Justice		
PJ1	Performance appraisal procedure is standardized	0.741
PJ2	input (views or feelings) is taken in the appraisal process	0.810
PJ3	appraising authority has always been familiar	0.779
PJ4	Personal bias of the appraiser is discouraged	0.764
Interactional Justice		
IJ1	provided informative feedback regarding our appraisal	0.876
IJ2	treated with respect throughout the process of appraisal	0.876

* Item eliminated

4.2.8 Employee Attitudes

Three variables about employee attitudes are HR satisfaction (HS), job satisfaction (JS) and organizational commitment (OC). HS splits in two factors and one item eliminates. First factor of HS is satisfaction with the pay and factor two is the satisfaction with non-pay aspects of HRM. No item elimination occurs for the three variables.

Table 4.10
Factor Loadings for the Employee Attitudes

Item	Principal Components Analysis (Varimax with Kaiser normalization)	Factor Loading	
		F1	F2
HR Satisfaction			
HS1	I am satisfied with my pay	0.912	0.209
HS2	I am satisfied with my pay compared with the pay of other people that work here	0.915	0.184
HS3	I am satisfied with the benefits I receive-other than pay	0.726	0.386
HS4	I am satisfied with the level of training I receive in my current job	0.272	0.818
HS5	I am satisfied with my current career opportunities	0.149	0.907
HS6	I am satisfied with the influence I have in decisions that affect my job or work	0.278	0.747
Job Satisfaction			
JS1	All in all, I am satisfied with my job	0.930	
JS2	In general, I like working here	0.882	
JS3	All things considered, I am satisfied with my current job	0.935	
Org Commitment			
OC1	I feel proud to tell people who I work for	0.812	
OC2	I feel loyal to my institution	0.845	
OC3	I share the values of my institution	0.842	
OC4	I feel a strong sense of belonging to the institution	0.922	
OC5	I feel at home in this organization	0.802	
OC6	I feel a sense of commitment to the institution	0.830	

4.3 RELIABILITY ANALYSIS

4.3.1 Variables Type-I

The reliability of an instrument is its ability to give nearly identical results in repeated measurement under identical conditions. This study is conducted on multi-point numeric scales, so the Chronnback's Alpha is used which is the most suitable test for testing reliability of the measure. The minimum acceptable Alpha in social science is 0.70 (Hair et al. 1998). Table 4.11 presents the reliability for the scales of variables of type I. These variables measure responses of HR professionals and HoDs.

Table 4.11
Reliability for the Variables Type-I

No	Scale	No. of Items	N	Cronbach's Alpha
1	General relationship quality			
a	Satisfaction	3	32	0.95
b	Trust	3	32	0.89
c	Commitment	3	32	0.82
d	Operational Relations	6	32	0.94
2	Positiveness of HR towards line			
a	HR Focus	4	14	0.83
b	Coordination	3	14	0.75
c	Team Partner*	5	32	0.88
3	Positiveness of Line towards HR			
a	Contribution	4	18	0.90
b	Distraction	3	18	0.73
c	Team Partner*	5	32	0.88
4	HR Role Type			
a	Administrative Expert	3	32	0.83
b	Employee's Champion	3	32	0.83
c	Strategic Partner	4	32	0.82
d	Change agent	4	32	0.85
5	HR Importance	6	32	0.92
6	Supports	4	32	0.91
7	Barriers	2	32	0.70

* Common dimensions

4.3.2 Variables Type-II

Table 4.12 presents the reliability for the scales of variables of type II. These variables measure responses of the permanent faculty. Alpha value for most of the variables is excellent as it is more than 0.80. Four of the variables have this value ranging from 0.70 to 0.78, however, for social sciences this is also acceptable (Hair et al. 1998).

Table 4.12
Reliability for the Variables Type-II

No	Scale	No of Items	N	Cronbach's Alpha
1	Visibility	4	117	0.92
2	Understandability	5	118	0.89
3	Legitimacy of Authority	6	116	0.91
4	Relevance			
a	Relevance-System	3	115	0.83
b	Relevance-Mangers	5	120	0.92
5	Instrumentality	3	118	0.89
6	Validity	3	113	0.74
7	Consistent HRM Messages	3	118	0.75
8	Agreement	3	115	0.92
9	Fairness			
a	Fairness – overall	8	115	0.94
b	Fairness - Performance Appraisal			
i	Distributive Justice	3	115	0.89
ii	Procedural Justice	4	118	0.78
iii	Interactional Justice	2	115	0.70
10	HR Satisfaction	6	120	0.86
a	Satisfaction-Pay	3	120	0.87
b	Satisfaction-non pay	3	122	0.83
11	Organizational Commitment	6	118	0.92
12	Job Satisfaction	3	122	0.90

4.4 GROUP LEVEL ANALYSIS

The comparison between the means of the experiences of HR professionals and HoDs in their respective university and the departments is presented in Table 4.13. From section 4.1, we know that HoDs are more experienced than the HR professionals are. This comparison shows that the difference is statistically significant also.

Table 4.13
Comparison between HR professionals and HoDs
in terms of Experience

No	Variable	Respondent category				sig.
		HR Professionals		HoDs		
		Mean	sd	mean	sd	
1	Experience (in years) in the university*	3.39	3.39	7.17	4.18	.010
2	Experience (in years) in the department*	2.25	1.22	4.00	2.94	.036

* Significant at the 0.05 level (2-tailed)

Table 4.14 presents the comparison between HR professionals and HoDs in their perceptions about HLRQ and its two main dimensions GRQ and SRQ. Although the mean score of HR professionals is higher those of HoDs particularly for GRQ but the difference is not statistically significant.

Table 4.14
Comparison between HR professionals and HoDs
in terms of Relationship Quality

No	Variable	Respondent category				sig.
		HR Professionals		HoDs		
		Mean	sd	mean	sd	
1	General relationship quality	4.96	1.19	4.06	1.35	.053
2	Specific relationship quality	4.34	0.82	4.05	1.03	.388
3	HR-line relationship quality	4.64	0.90	4.05	1.14	.124

The comparison between HR professionals and HoDs in terms of the four HR role types is presented in Table 4.15. Both the groups are not significantly different about their perception in the HR role of administrative expert. However, the two groups are significantly different in remaining three roles types; particularly in the employee champion role, the difference is significant even at 99 % level of significance. This may have some implication for the prediction of HR-line relationship quality (HLRQ).

Table 4.15
Comparison between HR professionals and HoDs
in terms of HR Role type

No	Variable	Respondent category				sig.
		HR Professionals		HoDs		
		Mean	sd	mean	sd	
1	Administrative expert	5.24	1.10	4.74	1.47	.301
2	Employee Champions**	5.60	1.17	4.06	1.43	.003
3	Strategic Partner	4.02	1.43	3.22	1.12	.087
4	Change Agent*	4.30	1.36	3.21	1.13	.019
5	Business Partnering*	4.79	1.03	3.81	1.00	.011

**** Significant at the 0.01 level (2-tailed)**

*** Significant at the 0.05 level (2-tailed)**

Table 4.16 presents the comparison of four variables between the two groups. HR professionals and HoDs are similar in their perception about HR importance, barriers to HoDs in HRM and level of line involvement. However, the two groups are significantly different at 99% level of significance when it comes to the supports provided by the organization and the HRM department to HoDs in performing HRM duties. HR professionals believe that the heads have reasonable support in their organization to perform HRM duties. The mean score of HR professionals for this variable is 5.0 as against 3.39 of HoDs. This shows that HR professionals believe that there are sufficient supports for the HoDs to take on HRM responsibilities. However, HoDs do not share the perception of their counterpart and taking on HRM responsibility may not be a healthy activity for them. This may also have impact on the quality of relationship between HR professionals and HoDs.

Table 4.16
Comparison between HR professionals and HoDs
in terms of other Variables

No	Variable	Respondent category				sig.
		HR Professionals		HoDs		
		Mean	sd	mean	sd	
1	HR Importance	4.67	1.47	4.49	1.27	.719
2	Supports to line managers in HRM**	5.00	1.19	3.39	1.58	.003
3	Barriers to line managers in HRM	4.96	1.60	5.64	1.10	.167
4	Level of line involvement in HRM	5.15	0.92	4.81	0.92	.307

**** Significant at the 0.01 level (2-tailed)**

HR professional may or may not be qualified in HRM. The comparison between the HR professionals who are qualified in HRM and who are not is shown in Table 4.17. The two groups are similar in all the variables except for the barriers. HR professionals qualified in HRM believe that there are more barriers for the HoDs in taking on HRM responsibilities. However, the non-qualified HR professionals do not share this perception. A possible reason may be that they are not aware or understand the nature of barriers to the heads in the successful performance of HR duties.

Table 4.17
Comparison between Qualified vs Non-qualified HR professionals

No	Variable	Qualified in HR	Mean	sd
1	General Relationship Quality	Yes	4.87	1.25
		No	5.13	1.17
2	Specific Relationship Quality	Yes	4.09	1.14
		No	4.64	0.55
3	HR-Line Relationship Quality	Yes	4.48	1.16
		No	4.88	0.76
4	Administrative expert	Yes	5.30	1.22
		No	5.13	0.99
5	Employee Champions	Yes	5.85	1.19
		No	5.13	1.10
6	Strategic Partner	Yes	3.86	1.63
		No	4.30	1.08
7	Change Agent	Yes	4.25	1.31
		No	4.40	1.61
8	Business Partnering	Yes	4.81	1.12
		No	4.74	0.96
9	HR Importance	Yes	4.37	1.63
		No	5.20	1.09
10	Supports	Yes	4.94	1.19
		No	5.10	1.33
11	Barriers**	Yes	5.72	1.15
		No	3.60	1.43
12	Level of devolvement	Yes	5.12	1.10
		No	5.22	0.61

**** Significant at the 0.01 level (2-tailed)**

Some of the HR professionals and HoDs provide suggestions and some do not provide suggestions for the improvement of the relationship quality. The comparison between the providers and non-providers of the suggestions is shown in Table 4.18. The two groups are similar in all the variables except for the HR role of employee champion. The mean score of the role of employee champion for the group providing suggestion is less than the other group, which is not providing any suggestions. The tendency to provide suggestions may be reflection of the concerned welfare of the employees. Further analysis about the qualitative data may be interesting.

Table 4.18
Comparison between Providers vs Non-providers of suggestions to improve relationship

No	Variable	Provide Suggestions	Mean	Sd
1	General Relationship Quality	Yes	4.13	1.55
		No	4.83	1.03
2	Specific Relationship Quality	Yes	3.87	1.00
		No	4.51	1.06
3	HR-Line Relationship Quality	Yes	4.00	1.21
		No	4.67	1.01
4	Administrative expert	Yes	4.73	1.47
		No	5.22	1.14
5	Employee Champions*	Yes	4.22	1.62
		No	5.31	1.19
6	Strategic Partner	Yes	3.37	1.46
		No	3.80	1.10
7	Change Agent	Yes	3.49	1.60
		No	3.92	0.95
8	Business Partner Role	Yes	3.95	1.29
		No	4.56	0.78
9	HR Importance	Yes	4.50	1.61
		No	4.64	1.01
10	Supports	Yes	4.18	1.71
		No	4.00	1.57
11	Barriers	Yes	5.47	1.40
		No	5.20	1.35
12	Level of devolvement	Yes	4.91	0.93
		No	5.02	0.93

* Significant at the 0.05 level (2-tailed)

4.5 ORGANIZATIONAL LEVEL ANALYSIS

4.5.1 Score Calculations for HLRQ

HR-line relationship quality (HLRQ) for an organization may be quantified, if the sub-dimensions general relationship quality GRQ, positive-ness of HR towards line (PH-L) and positive-ness of line towards HR (PL-H) are measured. Each of these three variables along with the nine features is allotted equal weight in this study (i.e. 8.33). Therefore, maximum possible score for HLRQ is 25. The score calculation of GRQ for the eight study

universities is presented in Table 4.19. Similarly, Table 4.20 and Table 4.21 presents the score calculation for PH-L and PL-H respectively for the eight universities.

Table 4.19
Score Calculations of General Relationship Quality

University Number	Scale	No of Items	Allotted weight	Mean	Score
U1	1 – 7	15	8.33	3.33	3.97
U2	1 – 7	15	8.33	4.60	5.47
U3	1 – 7	15	8.33	4.88	5.80
U4	1 – 7	15	8.33	4.56	5.43
U5	1 – 7	15	8.33	4.97	5.91
U6	1 – 7	15	8.33	4.43	5.28
U7	1 – 7	15	8.33	5.13	6.10
U8	1 – 7	15	8.33	3.68	4.38

Table 4.20
Score Calculations of Positive-ness of HR towards Line

University Number	Scale	No of Items	Allotted weight	Mean	Score
U1	1 – 7	12	8.33	4.11	4.89
U2	1 – 7	12	8.33	4.31	5.13
U3	1 – 7	12	8.33	3.30	3.93
U4	1 – 7	12	8.33	4.42	5.26
U5	1 – 7	12	8.33	4.56	5.42
U6	1 – 7	12	8.33	5.03	5.98
U7	1 – 7	12	8.33	4.40	5.24
U8	1 – 7	12	8.33	4.11	4.89

Table 4.21
Score Calculations of Positive-ness of Line towards HR

University Number	Scale	No of Items	Allotted weight	Mean	Score
U1	1 – 7	12	8.33	2.90	3.45
U2	1 – 7	12	8.33	3.78	4.50
U3	1 – 7	12	8.33	4.36	5.18
U4	1 – 7	12	8.33	3.94	4.68
U5	1 – 7	12	8.33	4.92	5.86
U6	1 – 7	12	8.33	4.10	4.88
U7	1 - 7	12	8.33	4.41	5.25
U8	1 - 7	12	8.33	4.16	4.96

4.5.2 Score Calculation for SHRS

Nine features build the three dimensions of the strength of HRM system (SHRS). Each of the features has been allotted a score of 8.33. Therefore, the possible maximum score for SHRS is 75. Table 4.22 to Table 4.30 presents the score for visibility, understandability, legitimacy of authority, relevance, instrumentality, validity, consistent HRM messages, agreement and fairness in the eight study universities.

Table 4.22
Score Calculations of Visibility

University Number	Scale	No of Items	Allotted weight	Mean	Score
U1	1 - 7	4	8.33	2.19	2.60
U2	1 - 7	4	8.33	2.91	3.46
U3	1 - 7	4	8.33	2.80	3.33
U4	1 - 7	4	8.33	3.81	4.53
U5	1 - 7	4	8.33	4.58	5.45
U6	1 - 7	4	8.33	3.74	4.45
U7	1 - 7	4	8.33	4.19	4.99
U8	1 - 7	4	8.33	3.53	4.20

Table 4.23
Score Calculations of Understandability

University Number	Scale	No of Items	Allotted weight	Mean	Score
U1	1 - 7	5	8.33	3.11	3.70
U2	1 - 7	5	8.33	4.01	4.78
U3	1 - 7	5	8.33	3.73	4.44
U4	1 - 7	5	8.33	4.46	5.30
U5	1 - 7	5	8.33	3.77	4.48
U6	1 - 7	5	8.33	3.73	4.44
U7	1 - 7	5	8.33	4.21	5.01
U8	1 - 7	5	8.33	3.39	4.03

Table 4.24
Score Calculations of Legitimacy of Authority

University Number	Scale	No of Items	Allotted weight	Mean	Score
U1	1 - 7	6	8.33	3.59	4.27
U2	1 - 7	6	8.33	3.82	4.55
U3	1 - 7	6	8.33	4.85	5.77
U4	1 - 7	6	8.33	4.95	5.89
U5	1 - 7	6	8.33	3.92	4.66
U6	1 - 7	6	8.33	4.79	5.71
U7	1 - 7	6	8.33	4.92	5.86
U8	1 - 7	6	8.33	4.06	4.84

Table 4.25
Score Calculations of Relevance

University Number	Scale	No of Items	Allotted weight	Mean	Score
U1	1 - 7	8	8.33	4.48	5.33
U2	1 - 7	8	8.33	4.47	5.32
U3	1 - 7	8	8.33	5.29	6.29
U4	1 - 7	8	8.33	5.28	6.28
U5	1 - 7	8	8.33	4.83	5.75
U6	1 - 7	8	8.33	4.82	5.74
U7	1 - 7	8	8.33	4.77	5.67
U8	1 - 7	8	8.33	4.10	4.88

Table 4.26
Score Calculations of Instrumentality

University Number	Scale	No of Items	Allotted Weight	Mean	Score
U1	1 - 7	3	8.33	4.13	4.91
U2	1 - 7	3	8.33	3.69	4.39
U3	1 - 7	3	8.33	4.48	5.34
U4	1 - 7	3	8.33	3.14	3.74
U5	1 - 7	3	8.33	4.31	5.12
U6	1 - 7	3	8.33	3.93	4.67
U7	1 - 7	3	8.33	3.80	4.52
U8	1 - 7	3	8.33	2.87	3.42

Table 4.27
Score Calculations of Validity

University Number	Scale	No of Items	Allotted Weight	Mean	Score
U1	1 - 7	3	8.33	4.36	5.19
U2	1 - 7	3	8.33	3.80	4.52
U3	1 - 7	3	8.33	4.15	4.94
U4	1 - 7	3	8.33	5.33	6.35
U5	1 - 7	3	8.33	4.64	5.52
U6	1 - 7	3	8.33	4.11	4.89
U7	1 - 7	3	8.33	4.60	5.47
U8	1 - 7	3	8.33	4.11	4.89

Table 4.28
Score Calculations of Consistent HRM Messages

University Number	Scale	No of Items	Allotted Weight	Mean	Score
U1	1 - 7	3	8.33	3.83	4.56
U2	1 - 7	3	8.33	3.78	4.50
U3	1 - 7	3	8.33	3.83	4.56
U4	1 - 7	3	8.33	5.40	6.43
U5	1 - 7	3	8.33	4.58	5.45
U6	1 - 7	3	8.33	4.48	5.33
U7	1 - 7	3	8.33	4.24	5.05
U8	1 - 7	3	8.33	3.59	4.28

Table 4.29
Score Calculations of Agreement

University Number	Scale	No of Items	Allotted Weight	Mean	Score
U1	1 - 7	4	8.33	3.33	3.97
U2	1 - 7	4	8.33	4.00	4.76
U3	1 - 7	4	8.33	4.80	5.71
U4	1 - 7	4	8.33	4.29	5.10
U5	1 - 7	4	8.33	4.28	5.09
U6	1 - 7	4	8.33	4.64	5.53
U7	1 - 7	4	8.33	4.51	5.37
U8	1 - 7	4	8.33	3.49	4.15

Table 4.30
Score Calculations of Fairness

University Number	Scale	No of Items	Allotted Weight	Mean	Score
U1	1 - 7	21	8.33	2.87	3.42
U2	1 - 7	21	8.33	3.78	4.50
U3	1 - 7	21	8.33	3.82	4.54
U4	1 - 7	21	8.33	4.70	5.59
U5	1 - 7	21	8.33	4.28	5.10
U6	1 - 7	21	8.33	4.08	4.85
U7	1 - 7	21	8.33	4.41	5.24
U8	1 - 7	21	8.33	3.67	4.37

4.5.3 HRM Progress Monitor

Three features pertain to HR-line relationship (HLRQ) and nine features pertain to the strength of HRM system (SHRS). These twelve features collectively may help us monitor the progress of HRM in an organization. The first three features help an organization smoothly and successfully implement the HRM system. The remaining nine features represent a strong HRM system. Therefore, collectively through all these features the progress of HRM may be monitored, making it possible to control a particular feature. HRM progress monitor is a unique method, a maiden attempt in HRM that may be useful for managers, consultants, auditors and so on. The allotted weights may be open for further rationalization. Table 4.31 presents the score for all the twelve features for the eight study universities.

Table 4.31
HR Progress Monitor for the Universities

HRM Feature		Max	U1	U2	U3	U4	U5	U6	U7	U8
1	GRQ	8.33	3.97	5.47	5.80	5.43	5.91	5.28	6.10	4.38
2	PH-L	8.33	4.89	5.13	3.93	5.26	5.42	5.98	5.24	4.89
3	PL-H	8.33	3.45	4.50	5.18	4.68	5.86	4.88	5.25	4.96
Sub-total HLRQ		25.0	12.3	15.1	14.9	15.4	17.2	16.1	16.6	14.2
4	Visibility	8.33	2.60	3.46	3.33	4.53	5.45	4.45	4.99	4.20
5	Understandability	8.33	3.70	4.78	4.44	5.30	4.48	4.44	5.01	4.03
6	Legitimacy of authority	8.33	4.27	4.55	5.77	5.89	4.66	5.71	5.86	4.84
7	Relevance	8.33	5.33	5.32	6.29	6.28	5.75	5.74	5.67	4.88
8	Instrumentality	8.33	4.91	4.39	5.34	3.74	5.12	4.67	4.52	3.42
9	Validity	8.33	5.19	4.52	4.94	6.35	5.52	4.89	5.47	4.89
10	Consistent Messages	8.33	4.56	4.50	4.56	6.43	5.45	5.33	5.05	4.28
11	Agreement	8.33	3.97	4.76	5.71	5.10	5.09	5.53	5.37	4.15
12	Fairness	8.33	3.42	4.50	4.54	5.59	5.10	4.85	5.24	4.37
Sub-total SHRS		75.0	38.0	40.8	44.9	49.2	46.6	45.6	47.2	39.0
Total (HR Progress)		100	50.3	55.9	59.8	64.6	63.8	61.8	63.8	53.3

Table 4.32 presents the accumulation of these twelve features in four dimensions. First dimension HLRQ computes by adding the first three features. Similarly, second dimension distinctiveness (Ds) computes by adding the next four features, third dimension consistency (Ct) from the next three and the final dimension consensus (Cs) from the last three features. U4, U5 and U7 are among the top three universities in term of their progress in HRM and U2, U8 and U1 are among the bottom three universities in HRM progress.

Table 4.32
HR Progress Monitor for the Universities - Summary

HRM Dimension		Max	U1	U2	U3	U4	U5	U6	U7	U8
I	HLRQ	25.0	12.3	15.1	14.9	15.4	17.2	16.1	16.6	14.2
II	Distinctiveness	33.3	15.9	18.1	19.8	22.0	20.3	20.3	21.5	17.9
III	Consistency	25.0	14.7	13.4	14.8	16.5	16.1	14.9	15.0	12.6
IV	Consensus	16.7	7.4	9.3	10.3	10.7	10.2	10.4	10.6	8.5
Grand Total (HR Progress)		100	50.3	55.9	59.8	64.6	63.8	61.8	63.8	53.3

4.5.4 Score Calculations for Employee Attitudes

Table 4.33 presents the mean and standard deviation for the three variables HR Satisfaction, Job satisfaction and organizational commitment in the eight universities under study.

Table 4.33
Employee Attitudes for the Universities

		HR Satisfaction	Job Satisfaction	Org Commitment
U1	Mean	3.33	5.53	5.83
	Sd	1.27	1.18	0.92
U2	Mean	4.11	5.27	5.70
	Sd	1.46	1.23	1.23
U3	Mean	4.09	5.91	5.95
	sd	0.77	0.94	1.06
U4	Mean	4.79	5.43	5.74
	sd	1.92	2.15	1.83
U5	Mean	4.00	5.58	5.93
	sd	1.06	0.83	0.63
U6	Mean	3.81	4.90	5.42
	sd	1.21	1.19	1.08
U7	Mean	4.12	5.18	5.66
	sd	1.30	1.28	0.74
U8	Mean	3.41	5.77	6.26
	sd	1.34	1.43	0.82

Table 4.34 presents the results of the three variables in the eight universities in a more comparable way. It may be interesting to note that out of the five universities having high status in HRM progress, three of these universities also have high status in HR satisfaction (HS), two in job satisfaction (JS) and two in organizational commitment (OC). Apparently, it appears that HRM progress have relatively more influence on HS than the remaining two variables. However, the behavior of the universities in JS is very much similar to the OC. In fact, U1, U3, U4, U5, and U8 have high status in both JS and OC. Nevertheless, further analysis is required to draw some concrete conclusions about these observations.

Table 4.34
Status of Universities in HRM Progress and Employee Attitudes

University	HRM Progress		HR Satisfaction		Job Satisfaction		Org Commitment	
	Score	Status	Mean	Status	Mean	Status	Mean	Status
U4	64.6	H	4.79	H	5.43	H	5.74	H
U5	63.8	H	4.00	H	5.58	H	5.93	H
U7	63.8	H	4.12	H	5.18	L	5.66	L
U6	61.8	H	3.81	L	4.90	L	5.42	L
U3	59.8	H	4.09	H	5.91	H	5.95	H
U2	55.9	L	4.11	H	5.27	L	5.70	L
U8	53.3	L	3.41	L	5.77	H	6.26	H
U1	50.3	L	3.33	L	5.53	H	5.83	H

4.6 CORRELATIONS

4.6.1 Correlation Matrix of Variables Type-I

Type-I variables measures responses of HR professionals and HoDs. Table 4.35 presents the bivariate correlations among the variables of type I. GRQ and SRQ do not relate to the HR role of administrative expert. However, both GRQ and SRQ significantly relate to remaining three HR role types and supports to the line managers at 99% level of significance. The strongest relation is between GRQ and employee champion. The relation of GRQ and SRQ to the level of line involvement is only significant at 95% level of significance. It may be interesting to note that the only difference between the behavior of GRQ and SRQ is that HR importance only relates to SRQ and has no significant relation with GRQ. This shows that HR importance is not relevant for measuring GRP. This justifies the claim of this study that HR-line relationship quality should have an HR specific dimension as well. Another important observation in this table is that the HR roles of strategic partner and change agent are the roles that are more relevant under strategic HRM significantly relates to the level of line involvement. Similarly, level of line involvement relates significantly HR importance and supports to the line managers in HRM. Therefore, the observation that in strategic HRM much of the responsibility for HRM devolves down to line managers rather than HR specialists (Truss and Gratton, 1994; Mello, 2007) apparently holds true. Table 4.35 further shows that barriers do not significantly relate to any other variables.

4.6.2 Correlation Matrix of Variables Type- II

Type-II variables measures responses of permanent faculty. Table 4.36 presents the bivariate correlations among the variables of type II. The three main dimensions of the strength of HRM system; distinctiveness, consistency and consensus significantly relates to HR satisfaction and job satisfaction. However, the relation between the three dimensions is stronger with HR satisfaction than job satisfaction. On the other hand, distinctiveness and consistency significantly relates to organizational commitment but consensus does not. The nine features of SHRS significantly relate to each other with only one exception, visibility does not significantly relate to instrumentality. The three employee's outcome variables HR satisfaction, job satisfaction and organizational commitment also significantly relate to each other. Anyhow, the relation between HS and JS is stronger than that of HR satisfaction and organizational commitment. In addition, the relation between job satisfaction and organizational commitment is stronger than that of HR satisfaction and organizational commitment.

Table 4.35
Bivariate Correlations of Variables Type-I

	GRQ	SRQ	HLRQ	AE	EC	SP	CA	HI	Sup	Br	LLI
General Relationship Quality (GRQ)											
Specific Relationship Quality (SRQ)	0.818**										
HR-Line Relationship Quality (HLRQ)	0.964**	0.941**									
Administrative Expert (AE)	0.307	0.339	0.336								
Employee Champion (EC)	0.709**	0.575**	0.681**	0.483**							
Strategic Partner (SP)	0.553**	0.577**	0.591**	0.399*	0.492**						
Change Agent (CA)	0.636**	0.569**	0.636**	0.392*	0.585**	0.908**					
HR Importance (HI)	0.296	0.453**	0.383*	0.579**	0.192	0.750**	0.662**				
Supports (Sup)	0.629**	0.566**	0.630**	0.379*	0.491**	0.548**	0.610**	0.398*			
Barriers (Br)	(0.165)	(0.184)	(0.182)	(0.042)	(0.021)	(0.130)	(0.184)	(0.136)	(0.338)		
Level of Line Involvement (LLI)	0.376*	0.382*	0.397*	0.260	0.309	0.569**	0.528**	0.475**	0.591**	(0.192)	
Mean	4.453	4.170	4.312	4.958	4.729	3.570	3.688	4.568	4.094	5.344	4.964
Standard Deviation	1.357	1.066	1.156	1.327	1.518	1.305	1.334	1.342	1.620	1.359	0.919
Reliability	0.953	a	b	0.829	0.828	0.815	0.853	0.916	0.906	0.699	-

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

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

a Commuted from PH-L and PL-H with reliability 0.894 and 0.921 respectively

b Commuted from GRQ and SRQ

Table 4.36
Bivariate Correlations of Variables Type II

	SHRS	Ds	Vb	Us	LA	Rc	Ct	Im	Vd	CM	Cs	Ag	Fs	HRS	JS	OC
Strength of HRM System (SHRS)																
Distinctiveness (Ds)	0.925**															
Visibility (Vb)	0.636**	0.749**														
Understandability(Us)	0.720**	0.780**	0.454**													
Legitimacy of Authority (LA)	0.738**	0.783**	0.379**	0.477**												
Relevance (Rc)	0.754**	0.742**	0.346**	0.462**	0.568**											
Consistency (Ct)	0.879**	0.727**	0.431**	0.575**	0.563**	0.698**										
Instrumentality (Im)	0.555**	0.379**	0.178	0.281**	0.299**	0.445**	0.734**									
Validity (Vd)	0.776**	0.715**	0.454**	0.570**	0.530**	0.679**	0.815**	0.289**								
Consistent Messages (CM)	0.816**	0.736**	0.503**	0.694**	0.575**	0.552**	0.848**	0.340**	0.721**							
Consensus (Cs)	0.906**	0.791**	0.553**	0.606**	0.663**	0.610**	0.658**	0.391**	0.582**	0.672**						
Agreement (Ag)	0.729**	0.558**	0.284**	0.429**	0.537**	0.543**	0.555**	0.436**	0.382**	0.487**	0.880**					
Fairness (Fs)	0.841**	0.824**	0.685**	0.638**	0.619**	0.569**	0.630**	0.244**	0.671**	0.684**	0.827**	0.458**				
HR Satisfaction (HS)	0.641**	0.612**	0.458**	0.566**	0.365**	0.479**	0.465**	0.180*	0.513**	0.487**	0.659**	0.418**	0.733**			
Job Satisfaction (JS)	0.411**	0.388**	0.222*	0.280**	0.276**	0.441**	0.350**	0.162	0.431**	0.240**	0.377**	0.227*	0.451**	0.528**		
Org. Commitment (OC)	0.259**	0.254**	0.105	0.171	0.212*	0.328**	0.174	(0.023)	0.285**	0.169	0.278**	0.198*	0.289**	0.322**	0.762**	
Mean	4.078	4.086	3.515	3.753	4.379	4.700	4.102	3.789	4.287	4.172	4.047	4.198	3.925	3.877	5.366	5.774
Standard Deviation	1.008	1.064	1.624	1.376	1.410	1.169	1.125	1.599	1.304	1.306	1.163	1.504	1.241	1.297	1.278	1.039
Reliability	-	-	0.923	0.893	0.909	0.880	-	0.886	0.741	0.754	-	0.915	0.947	0.860	0.917	0.903

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

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

4.7 PREDICTION OF HLRQ

The ability to measure a variable makes it possible to control that variable. This study develops a measurement construct for HLRQ. Identifying predictors of HLRQ may enhance our wisdom to control this variable. Table 4.37 presents the stepwise regression analysis for the prediction of HLRQ. Out of the eight independent variables, the HR role type of employee champion (EC) is the main predictor of HLRQ in model 1 and EC along with supports to the line managers are the main predictor in model 2. The excluded variables are shown at the bottom of the Table. R-square for model 1 is 0.46 and that model 2 is 0.58. Therefore, an increase of 12 per cent explanation power for HLRQ occurs due to supports. In equation form, the two models are as under:

$$\text{Model 1: } \text{HLRQ} = 1.86 + 0.52 \text{ EC}$$

$$\text{Model 2: } \text{HLQR} = 1.41 + 0.37 \text{ EC} + 0.28 \text{ Sup}$$

Table 4.37
Stepwise Regression for the Prediction of HLRQ

Model		Coefficients		R Square
		Un-standardized	Standardized	
		B	Beta	
1	(Constant)	1.86		0.46
	HR Role – Employee Champion	0.52	0.68	
2	(Constant)	1.41		0.58
	HR Role – Employee Champion	0.37	0.49	
	Supports to Line Managers	0.28	0.39	

Excluded variables: HR Roles - Administrative Expert, Strategic Partner, Change Agent; HR Importance, Barriers, Level of Line Involvement

4.8 STRUCTURAL EQUATIONS

This study measures the three dimensions of the strength of HRM system (SHRS) through the nine features. It may be interesting to initiate a debate about various structural paths between SHRS and the employee attitudes. The structural path diagrams within these dimensions may also generate interest for the future research. Table 4.38 presents a short version of the Table 4.37 and only includes bivariate correlations of the three dimensions

of SHRS and the three employee's attitudes variables HR satisfaction (HS), job satisfaction (JS) and organizational commitment (OC).

The relation of SHRS is stronger with HS than JS and OC. Where as, the relation of OC is much stronger with JS than that of with HS. This shows that HS to JS to OC path is more likely than any other path. As far as the best path among the three dimensions of SHRS is concerned, distinctiveness (Ds) is more likely to be the starting point. The relation of Ds is relatively stronger with consensus (Cs) than that of with consistency (Ct). Therefore, it is more likely that the model fitness for a model having Ds to Cs to Ct path is high than any other path.

Table 4.38
Correlations Matrix for the Dimensions of SHRS and Employee Attitudes

	SHRS	Ds	Ct	Cs	HS	JS	OC
Strength of HRM System (SHRS)							
Distinctiveness (Ds)	0.925**						
Consistency (Ct)	0.879**	0.727**					
Consensus (Cs)	0.906**	0.791**	0.658**				
HR Satisfaction (HS)	0.641**	0.612**	0.465**	0.659**			
Job Satisfaction (JS)	0.411**	0.388**	0.350**	0.377**	0.528**		
Org. Commitment (OC)	0.259**	0.254**	0.174	0.278**	0.322**	0.762**	
Mean	4.078	4.086	4.102	4.047	3.877	5.366	5.774
Standard Deviation	1.008	1.064	1.125	1.163	1.297	1.278	1.039

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

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

4.8.1 SHRS and Employee Attitudes

Table 4.38 presents a summary of some of the several possible paths among strength of HRM system (SHRS), HR satisfaction (HS), job satisfaction (JS) and organizational commitment (OC). After a careful examination of fit indexes and residuals for all possible combinations of structural equation models, this study selects the best model. The values of the fitness indexes; Joreskog goodness of fit index (GFI), Joreskog aggregate goodness of fit index (AGFI), population gamma index (PGI), aggregate population gamma index (APGI) and Bentlet-Bonett normed fit index (NFI) for the path SHRS-HS-JS-OC are higher than all the remaining paths. The value the variance that is not explained by the model i.e. root means square residual (RMSR) for the path (0.033) is also smaller than the remaining paths. Figure 4.1 shows the selected model.

Table 4.39
Comparison of Path Models for SHRS and Employee Attitudes

S. No.	Path Options	$ML\ x^2$	df	ρ	RMSR	GFI	AGFI	PGI	APGI	NFI
1	SHRS-HS-JS-OC	15.87	7	0.02	0.033	0.96	0.88	0.98	0.94	0.96
2	SHRS-HS-OC-JS	30.45	7	0.01	0.054	0.93	0.80	0.95	0.86	0.93
3	SHRS-OC-JS-HS	61.16	7	0.00	0.149	0.87	0.63	0.86	0.68	0.86
4	SHRS-OC-HS-JS	61.16	7	0.00	0.149	0.88	0.63	0.89	0.68	0.86

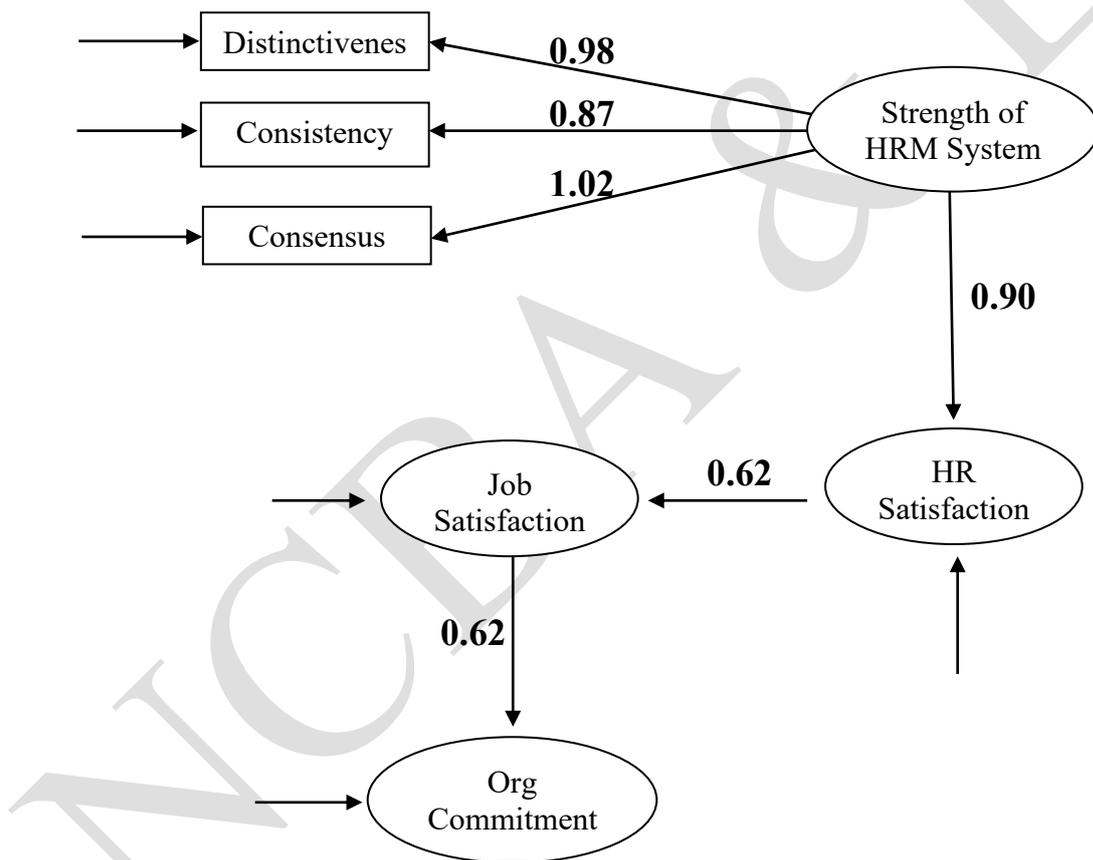


Fig. 4.1: SHRS and Employee Attitudes - A Path Diagram

4.8.2 Dimensions of SHRS and Employee Attitudes

The analysis presented in section 4.8.1 help us the selection of the best possible structural path among the employee attitude variables. Keeping the HS-JS-OC path constant, this study examines all possible path combinations among the three dimensions of SHRS. Figure 4.2 shows the best model among all of them. The model p-value is 0.00, ML chi-square is 61.25 and degree of freedom is 23. The values for the five indexes GFI, AGFI, PGI, APGI and NFI are 0.90, 0.80, 0.93, 0.87 and 0.90 respectively. RMSR for the path is 0.05

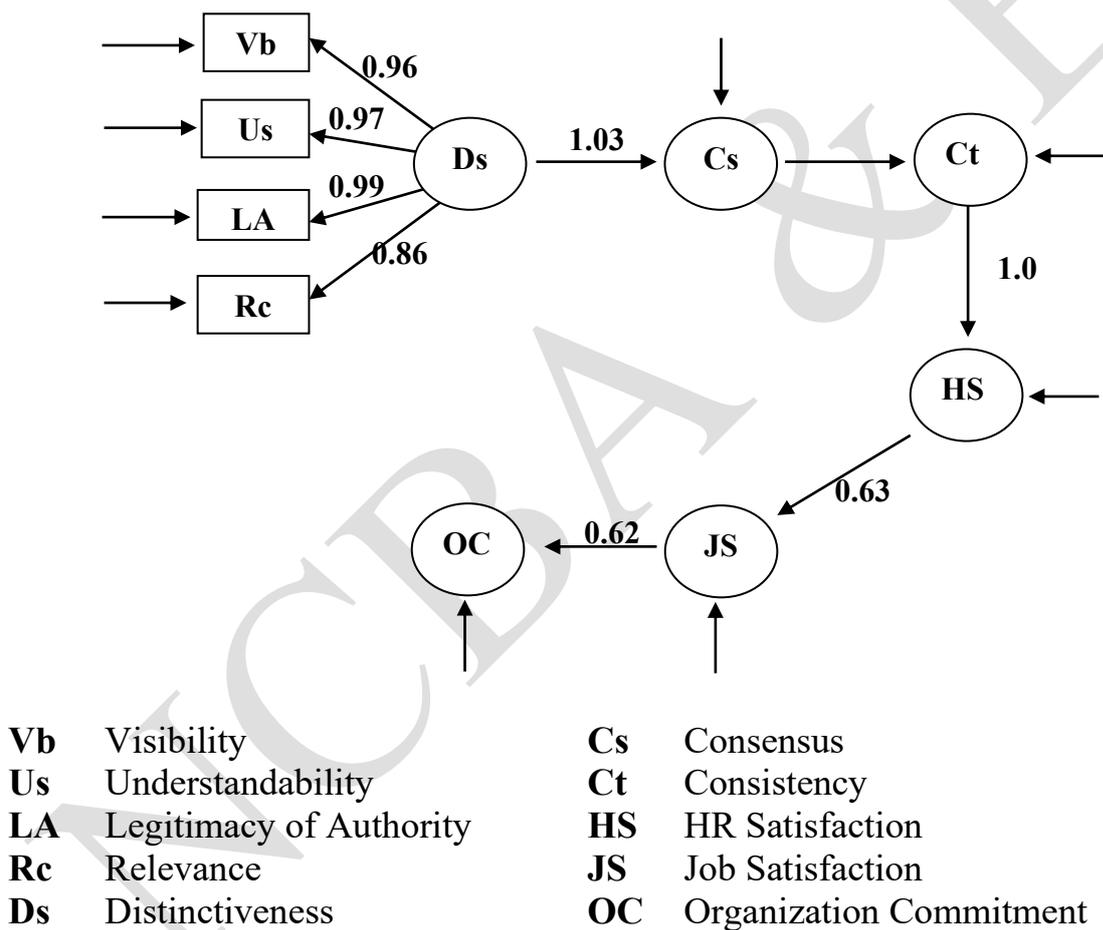


Fig. 4.2: Dimensions of SHRS and Employee Attitudes – A Path Diagram

CHAPTER 5

CONCLUSION AND DISCUSSION

5.1 CONCLUSION

This study concludes that HR-line relationship quality may be quantified from 34 items. Twenty of the items are for both HR professionals and line managers. These items measure four dimensions (i.e. satisfaction, trust, commitment and operational relations) of general relationship quality and one dimension (team partner) of specific relationship quality. Seven of the items are for HR professionals that measure two dimensions of their positive-ness towards line managers (i.e. HR focus and co-ordination). Moreover, seven items are for line managers that measure two dimensions of their positive-ness towards HR (i.e. contribution and distraction).

Secondly, strength of HRM system may be quantified from 52 items. All these items are for the employees. Twenty-three items measure the four features of first dimension distinctiveness (i.e. visibility, understandability, legitimacy of authority and relevance), 9 items measure the three features of the second dimension consistency (i.e. instrumentality, validity and consistent HRM messages) and 20 items measure two features of the third dimension (i.e. agreement and fairness) of SHRS.

Thirdly, the perception of HR professionals and line managers significantly differ with respect to employee champion role of the HR department and supports to the line in HRM. This result is consistent with Maxwell and Watson (2006). However, contrary to our results of this study, they also find this perceptual difference in line involvement and barriers to line managers in HRM.

Fourthly, Employee champion role of HR department and supports to the line managers explain 58 per cent variance in HLRQ. This provides us a clear direction for managing the relationship. The change in focus of HR department towards strategic thinking must not mean that it should ignore its operational focus (Teo and Rodwell, 2007). HR department have to remain the guardian of employee welfare by keep on playing its employee champion role. Hope-Hailey et al. (2005) rightly realize that 'the failure to recognize the criticality of employee champion role is a mistake.' The identification of supports as one of the main predictors of HLRQ is not surprising at all, as many researches regularly stress the need for this (Teo, 2002; Bond and Wise,

2003; Whittaker and Marchingto, 2003; Cunningham et al. 2004; Papalexandris and Panayotopoulou, 2005; and Perry and Kulik, 2008)

Fifthly, the score of HR progress in eight of the selected universities show that the score for HLRQ range from 12.3 to 17.2 as against the maximum possible score of 25 (Table 4.31). In addition, the score for SHRS ranges from 38.0 to 49.2 as against maximum of 75 (Table 4.31). Therefore, a lot of effort is required to reach the HRM destination even in these selected universities, let alone the universities that do not have a formal HR department. Recall that the study universities are among the few universities that have formal HR departments. For improvement of HRM in this sector, the presence of HR department must be ensured in every university, HR departments have to play employee champion role and lend every possible support to the heads of academic departments in taking on HRM duties

Sixthly, the fitness of the path model (figure 4.1) starting from SHRS and ending at OC through HR and JS is high. For the three dimensions of SHRS, the fitness of the path model (figure 4.2) starting from distinctiveness (Ds) followed by consensus (Cs) and then consistency (Ct) and ending upon the attitudes variables like in the first model is fitter than any other combination of Ds, Cs and Ct.

Lastly, the integration of HLRQ and SHRS provide us a framework to monitor the progress in HRM. This study introduces an integrative framework, *HR destination matrix*, to analyze the success of HRM in an organization. *HR progress monitor* carries out in depth monitoring of HRM progress.

5.1.1 HR Destination Matrix

The review results show that organization should improve HLRQ and strive for a higher level. The question arises here; can a high HLRQ alone take an organization to its destination? Without a strong HRM system, an affirmative answer to the question is not possible. Therefore, a combination of a high quality HR-line relationship and a strong HRM system provide an ideal goal for HRM. This presents a generic roadmap for all organizations to follow that may be free of organizational contingencies like age, size, sector, strategy or even culture. The destination of HR remains visible through this framework, because there is continuous focus on maintaining a strong HRM system and a high quality of HR-line relationship. A three by three matrix may be constructed that have three levels of HLRQ – low, medium and high - on the

first dimension and three levels of SHRS - low medium and high on the second dimension.

The maximum possible score for SHRS is 75. This study suggests that a score of 0-29 represents a low level, a score of 30-59 represents a medium level and a score of 60-75 represent a high level of SHRS. Similarly, HLRQ may further fall in three levels (i.e. low, medium or high). The maximum possible score for HLRQ is 25. This study suggests that a score of 0-9 represents a low level, a score of 10-19 represents a medium level and a score of 20-25 represent a high level of HLRQ. One may object to these scores and is free to select any other scores for the three levels of both SHRS and HLRQ. Taking SHRS on one axes and HLRQ on second axes, a three by three matrix may be drawn. This study names this matrix as HR destination matrix. Figure 5.1 shows the HR destination matrix. It should be the targeted destination of every organization to have a high level of both SHRS and HLRQ.

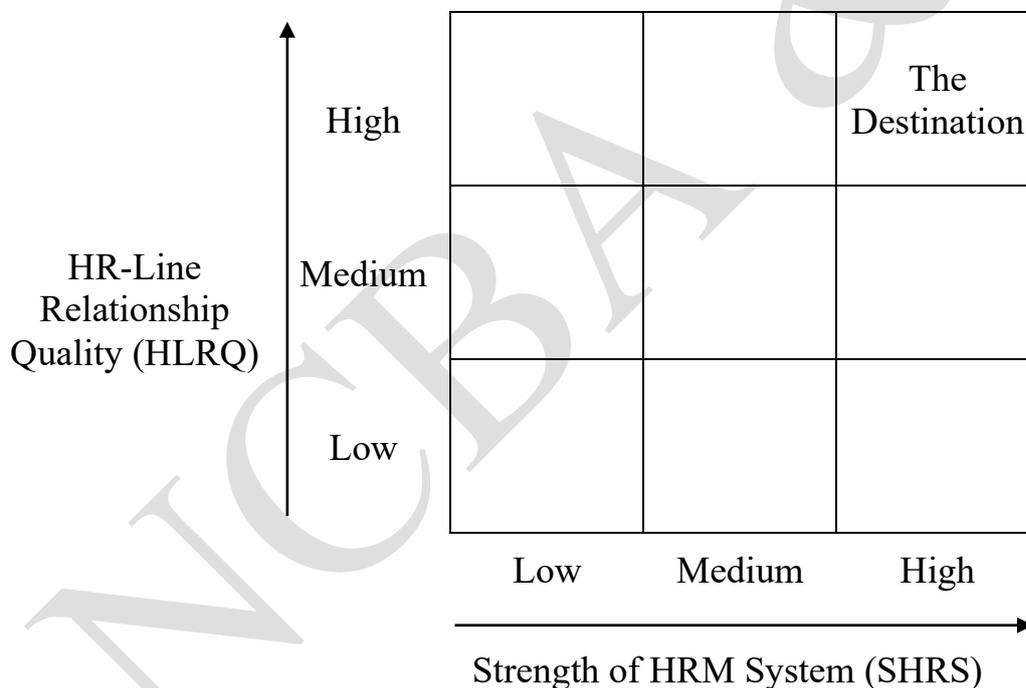


Fig. 5.1: HR Destination Matrix

5.1.2 HR Progress Monitor

HLRQ has three features and SHRS has nine features. In order to guide an organization reach its HRM destination. The monitoring of all the twelve features may simultaneously be possible through the HRM progress monitor in every organization. This study allots each of the features a maximum possible

score of 8.33. The actual score calculated for a particular organization at the end of an accounting period (or on a certain date) may be recorded in the next column. This helps us in identification of the weak features and taking a corrective measure accordingly. A regular comparison of the recorded scores in the monitor with a previous one helps us analyze the direction of any changes or the impact of any effort made in the two points of times.

Organization Name:			Date:		
	Max	Score		Max	Score
I. HLRQ			II. Distinctiveness		
1. General Relationship Quality	8.33		4. Visibility	8.33	
2. Positive-ness (HR-Line)	8.33		5. Understandability	8.33	
3. Positive-ness (Line-HR)	8.33		6. Legitimacy of Authority	8.33	
			7. Relevance	8.33	
III. Consistency			IV. Consensus		
8. Instrumentality	8.33		11. Agreement	8.33	
9. Validity	8.33		12. Fairness	8.33	
10. Consistent HRM messages	8.33				
Total	50.0			50.0	

Fig. 5.2: HR Progress Monitor

5.2 CONTRIBUTION

This dissertation has contributed in both theoretical and empirical ways in the field of strategic HRM. The study introduces variables HR-line relationship quality (HLRQ), general relationship quality (GRQ), specific relationship quality (SRQ), positive-ness of HR towards line (PH-L) and positive-ness of line towards HR (PL-H) are introduced. It identifies various dimensions for all the above variables. It suggests that satisfaction, trust, commitment and operations relations are the dimensions of GRQ; HR focus, co-ordination and team partner for PH-L; and contribution, distraction and team partner for PL-H.

The study proposes items for the constructs of HLRQ and SHRS as first step and collecting data through an empirical survey on the proposed constructs for HLRQ and SHRS for fine-tuning of the constructs as the second step. The survey, is coming as an example, uses multiple respondent thus following a multiple-constituency approach in HRM (Teo and Rodwell, 2007). The survey especially involves the staff often ignored in HRM research

(Martins, 2007). Therefore, it avoids the management bias often criticized in HRM literature. Wright and Boswell (2002) believe that asking senior executives to indicate practices has less validity than asking employees.

The study finds predictors for HLRQ and provides a line of action to control this variable. The study presents a new process of calculating scores HLRQ, SHRS in eight organizations in detail, and one can easily replicate it in any other organization. One may wish to allot different weights to the features and the dimensions. Never the less, the study balances all the features and dimensions in an integrative framework.

The path diagrams are the first attempt to structure models for SHRS and its dimensions for explaining the variance of attitudes of employees.

The study introduces, *HR destination matrix* as an integrated framework to monitor the progress of HRM in an organization at any point and *HR progress monitor* further makes it possible to make a comprehensive diagnosis about the health of the system and suggest a treatment accordingly. Both these concepts are loudly presentable in the list of contribution of this dissertation.

5.3 IMPLICATIONS AND RECOMMENDATIONS

There are several implications for both researchers and practitioners. The study presents a collection of literatures published during the last two decades that discusses the relationship between HR professionals and line managers. The researchers interested in this topic may find the references of the most relevant strategic HRM literature in one document. In this way, they may be facing a few problems to find the scattered literature.

The 34 items measurement construct for HLRQ developed in this study is now available for HRM researchers. They may use it with modification or without modification. This modification may be in form of translations, increasing more item of the identified dimensions, addition of some new dimensions as well. By using a common HLQR construct, the comparative prospective from different part of the globe on HLRQ may become more meaningful. Similarly, the 52 items measurement construct for SHRS is also available for use and make further development. This study may help researchers by providing a starting point without doing a lot of scratch work.

The HR practitioners may use these constructs to mark their journey towards the destination. The HRM destination matrix enables them in this

process. HR progress monitor provides a balanced focus on all the features of a strong HRM system and the relations among HR actors.

The top management through this framework can monitor the progress of any change in HRM. Regular attitudes survey upon these 84 items enables HR professionals, line managers and the employees make it easier for organization to prioritize HR problems and make a remedial plan. This is like doing an HR audit in a unique and easy way without hiring a consultant.

The study also provides a line of action for the higher education sector of Pakistan. The presence of HR department is the main predictor of upward (strategic) and downward integration (devolvement) of HRM (Qadeer et al. 2008). For improvement of HRM in this sector, the presence of HR department must be ensured in every university. Secondly, HR departments have to play employee champion role and lend every possible support to the heads of academic departments in taking on HRM duties.

5.4 LIMITATIONS AND DIRECTIONS

Although the items proposed in this study are based on the previous research, yet, the process of their elimination through an empirical survey has been carried out in one sector. This sector specificity is a potential limitation of this study. The sample of data collection for the HLRQ construct is 32. Although, it looks better than a single informant approach and may avoid the usual criticism of management bias in HRM, but a larger sample would have further increased our confidence. The sample size of data collection for SHRS construct is 123. Keeping in view the unique nature of university teachers, even this optimal sample size does not allow us to generalize the construct for many other professions.

For future research the constructs for HLRQ and SHRS needs to be tested in diversified sectors. The measurement and validation of a generic HLRQ demands to include many HR professionals and line managers. For this, large number of organization should form the sample. On the contrary, the diagnosis of HLRQ in a particular organization to improve the quality of relationship requires in depth analysis of that particular organization. Therefore, case studies may be helpful in future. A similar approach may also be suitable for SHRS. The development of translated versions of both the constructs seems indispensable for moving towards generalization in different cultures.

The items for visibility and the three types of justice (i.e. procedural, distributive and interactional) pertain to performance appraisal system only rather than the whole HRM system. The future research may attempt to include more diversified items for measuring these aspects of SHRS. Researchers may also try to further rationalize the number of items for all the nine features of SHRS and minimize the gap in number of items as much as possible.

This study includes three dependent variables, HR satisfaction, job satisfaction and organizational commitment for measuring employees' attitudes. The inclusions of performance at all levels as dependent variables (individual, group and organization) may be very useful and relevant in any future debate on monitoring HRM progress. Structural equations models (SEM) including the dimensions of SHRS and employees attitudes has made a beginning here. Future research may discover more avenues for SEM in this context. Similarly, the modified versions of HR destinations matrix and HR progress monitors are also not out of questions.

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Survey Questionnaire (From HR Professionals)

The aim of this study is to analyze some aspects of HRM in universities of Pakistan. Your valuable input is of great importance, it would be utilized for research purpose only. The responses will be used collectively without mentioning any individual or institution. Your cooperation is highly appreciated.

1. Name of the Institution: _____
2. Number of employees: a) Teaching: _____ b) Non-teaching : _____
3. Personal information: a) Designation: _____ b) Gender: Male Female
- c) Experience in this institution: _____ years d) In the HR department: _____ years
- e) Qualified in HRM: Yes No [mention relevant degree(s) only] _____

Please encircle only one number from 1-7 that indicates your disagreement or agreement						
4.	In this Institution ...	Strongly Disagree			Strongly agree	
a)	HR dept is viewed as an important department	1	2	3	4	5 6 7
b)	HR works closely with senior management on the key strategic issues	1	2	3	4	5 6 7
c)	HR dept has a major role in budget allocations	1	2	3	4	5 6 7
d)	Top managers believe HRM is the key to the development of the institution	1	2	3	4	5 6 7
e)	HR related issues are always the priority that top managers consider in making decisions	1	2	3	4	5 6 7
f)	Relative to other functions, top managers pay more attention to HR issues	1	2	3	4	5 6 7
5.	Regarding the role of HR dept in this institution, I feel that ...					
a)	HR is seen as (i) an administrative expert	1	2	3	4	5 6 7
	(ii) a champion for employees	1	2	3	4	5 6 7
	(iii) a strategic partner	1	2	3	4	5 6 7
	(iv) a change agent	1	2	3	4	5 6 7
b)	HR spends time on (i) operational issues	1	2	3	4	5 6 7
	(ii) listening and responding to employees	1	2	3	4	5 6 7
	(iii) strategic issues	1	2	3	4	5 6 7
	(iv) supporting new behaviors for keeping the firm competitive	1	2	3	4	5 6 7
c)	HR works to (i) monitor administrative processes	1	2	3	4	5 6 7
	(ii) offer assistance to help employees meet their needs	1	2	3	4	5 6 7
	(iii) align HR strategies to business strategies	1	2	3	4	5 6 7
	(iv) reshape behaviors or help anticipate future HR needs	1	2	3	4	5 6 7

(Please encircle only one number from 1-7)		Strongly Disagree				Strongly agree		
d)	HR develops processes and programs to (i) efficiently process documents and transactions	1	2	3	4	5	6	7
	(ii) take care of employees personal needs	1	2	3	4	5	6	7
	(iii) link HR strategies to accomplish business strategies	1	2	3	4	5	6	7
	(iv) make changes for future HR issues	1	2	3	4	5	6	7
6.	Generally, in my working relationship with the heads of academic departments (HoDs)							
a)	I am satisfied with the relationship I have with them	1	2	3	4	5	6	7
b)	I am happy with the efforts they are making in this relationship	1	2	3	4	5	6	7
c)	I am satisfied with their method of support	1	2	3	4	5	6	7
d)	I have trustworthy impression of them	1	2	3	4	5	6	7
e)	I trust all kinds of information they provide	1	2	3	4	5	6	7
f)	While making decisions they consider our welfare as well as their own	1	2	3	4	5	6	7
g)	They are committed to develop a quality relationship with us	1	2	3	4	5	6	7
h)	I feel a strong attachment to them	1	2	3	4	5	6	7
i)	I am willing "to go the extra mile" to maintain good relations with them	1	2	3	4	5	6	7
j)	They are quick to respond for operational adjustments we need	1	2	3	4	5	6	7
k)	Their behavior always matches with our original expectations	1	2	3	4	5	6	7
l)	Mutual conflicts are resolved amicably and fairly	1	2	3	4	5	6	7
m)	They want changes in terms of our working relationship	1	2	3	4	5	6	7
n)	Our relations are stable	1	2	3	4	5	6	7
o)	I feel secure in maintaining the relations	1	2	3	4	5	6	7
p)	Their relationships is quite steady with us	1	2	3	4	5	6	7
7.	In this Institution, heads of academic departments (HoDs) are actively involved in performing following HR activities							
a)	Selection of employees	1	2	3	4	5	6	7
b)	Maintaining attendance/leave records of employees	1	2	3	4	5	6	7
c)	Motivation of employees	1	2	3	4	5	6	7
d)	Performance appraisal	1	2	3	4	5	6	7
e)	Rewards and recognition	1	2	3	4	5	6	7
f)	Promotion decision	1	2	3	4	5	6	7
g)	Identification of training needs	1	2	3	4	5	6	7
h)	Ensuring employee availability in training activities	1	2	3	4	5	6	7
i)	Retention of employees	1	2	3	4	5	6	7
j)	Disciplinary and grievance procedures	1	2	3	4	5	6	7
k)	Termination decision	1	2	3	4	5	6	7
l)	Ensuring that HR processes are maintained	1	2	3	4	5	6	7

8.	In this Institution, my impression about behaviors of heads of academic departments (HoDs) towards HRM is that they...	Strongly Disagree					Strongly agree	
a)	are keen to take part in doing HR work	1	2	3	4	5	6	7
b)	are serious in doing HR work	1	2	3	4	5	6	7
c)	are considerate of employee needs	1	2	3	4	5	6	7
d)	feel secure in knowing that HR experts can be called on if needed	1	2	3	4	5	6	7
e)	give HR work the priority it needs	1	2	3	4	5	6	7
f)	are involved in a supportive relationships with us	1	2	3	4	5	6	7
g)	are working "as a team" with HR	1	2	3	4	5	6	7
h)	have a positive impression of the HR staff	1	2	3	4	5	6	7
i)	view HR as a business partner	1	2	3	4	5	6	7
j)	see HR staff as rigid and inflexible	1	2	3	4	5	6	7
k)	are reluctant to approach HR for help	1	2	3	4	5	6	7
l)	often argue over (who or when to complete) HR duties	1	2	3	4	5	6	7
m)	dislike monitoring from HR professionals	1	2	3	4	5	6	7
n)	pursue objectives which are often incompatible with the HR dept	1	2	3	4	5	6	7
o)	are not comfortable with coaching role	1	2	3	4	5	6	7
p)	view work belonging to HR as an illegitimate part of their job	1	2	3	4	5	6	7
q)	act in isolation in making HR related decisions	1	2	3	4	5	6	7
9.	Our HoDs should undertake HR duties because they							
a)	expect career benefits in doing HR work	1	2	3	4	5	6	7
b)	are supported by the senior management to take on HR duties	1	2	3	4	5	6	7
c)	are well guided on HR techniques from HR dept	1	2	3	4	5	6	7
d)	have administrative support in performing HR related activities	1	2	3	4	5	6	7
10.	Our HoDs could not undertake HR duties due to							
a)	heavy workloads of academic activities	1	2	3	4	5	6	7
b)	lack of financial benefits for doing HR work	1	2	3	4	5	6	7
c)	lack of expertise in HRM	1	2	3	4	5	6	7
d)	lack of time to do HR work well	1	2	3	4	5	6	7

11. How the working relationship between HR and academic departments can be improved?

THANK YOU VERY MUCH

Annexure B

Survey Questionnaire (From Heads of an Academic Department)

The aim of this study is to analyze some aspects of HRM in universities of Pakistan. Your valuable input is of great importance, it would be utilized for research purpose only. The responses will be used collectively without mentioning any individual or institution. Your cooperation is highly appreciated.

1. Name of the Institution: _____
2. Personal information: a) Designation: _____ b) Gender: Male Female
- c) Experience in this organization _____ years d) as Head of Department here _____ years

Please encircle only one number from 1-7 that indicates your disagreement or agreement						
3.	Generally, In my working relationship with HR department	Strongly Disagree				Strongly agree
a)	I am satisfied with the relationship I have with HR dept	1	2	3	4	5 6 7
b)	I am happy with the efforts they are making in this relationship	1	2	3	4	5 6 7
c)	I am satisfied with their method of support	1	2	3	4	5 6 7
d)	I have trustworthy impression of them	1	2	3	4	5 6 7
e)	I trust all kinds of information they provide	1	2	3	4	5 6 7
f)	While making decisions they consider our welfare as well as their own	1	2	3	4	5 6 7
g)	They are committed to develop a quality relationship with us	1	2	3	4	5 6 7
h)	I feel a strong attachment to them	1	2	3	4	5 6 7
i)	I am willing "to go the extra mile" to maintain good relations with them	1	2	3	4	5 6 7
j)	They are quick to respond to the operational adjustments	1	2	3	4	5 6 7
k)	Their behavior always matches with our original expectations	1	2	3	4	5 6 7
l)	Mutual conflicts are resolved amicably and fairly	1	2	3	4	5 6 7
m)	They want changes in terms of our working relationship	1	2	3	4	5 6 7
n)	Our relations are stable	1	2	3	4	5 6 7
o)	I feel secure in maintaining the relations	1	2	3	4	5 6 7
p)	These relationships are steady	1	2	3	4	5 6 7
4.	In this institution, I am ready to undertake HR duties because ...					
a)	of career benefits in doing HR work	1	2	3	4	5 6 7
b)	I am supported by the senior management to take on HR duties	1	2	3	4	5 6 7
c)	I am well guided on HR techniques from HR dept	1	2	3	4	5 6 7
d)	I have administrative support in performing HR related activities	1	2	3	4	5 6 7

5.	Presently, I am actively involved in performing following HR activities	Strongly Disagree					Strongly agree
a)	Selection of employees	1	2	3	4	5	6 7
b)	Maintaining attendance/leave records of employees	1	2	3	4	5	6 7
c)	Motivation of employees	1	2	3	4	5	6 7
d)	Performance appraisal	1	2	3	4	5	6 7
e)	Rewards and recognition	1	2	3	4	5	6 7
f)	Promotion decision	1	2	3	4	5	6 7
g)	Identification of training needs	1	2	3	4	5	6 7
h)	Ensuring employee availability in training activities	1	2	3	4	5	6 7
i)	Retention of employees	1	2	3	4	5	6 7
j)	Disciplinary and grievance procedures	1	2	3	4	5	6 7
k)	Termination decision	1	2	3	4	5	6 7
l)	Ensuring that HR processes are maintained	1	2	3	4	5	6 7
6.	In this institution, I can not undertake HR duties due to						
a)	heavy workloads of academic activities	1	2	3	4	5	6 7
b)	lack of financial benefits for doing HR work	1	2	3	4	5	6 7
c)	lack of my expertise in HRM	1	2	3	4	5	6 7
d)	lack of time to do HR work well	1	2	3	4	5	6 7
7.	In this institution, my impression about HR professionals (i.e. people working in HR dept) is that they						
a)	contribute to solve business problems	1	2	3	4	5	6 7
b)	are behaving exactly as per my expectations	1	2	3	4	5	6 7
c)	co-operate well to get the job done	1	2	3	4	5	6 7
d)	offer the necessary support and advice to tackle HR issues	1	2	3	4	5	6 7
e)	are very positive toward solving our problems	1	2	3	4	5	6 7
f)	behave like my business partner	1	2	3	4	5	6 7
g)	are rigid and inflexible	1	2	3	4	5	6 7
h)	are reluctant to approach me for help	1	2	3	4	5	6 7
i)	are involved in supportive, collaborative relationships with me	1	2	3	4	5	6 7
j)	are working "as a team" with me	1	2	3	4	5	6 7
k)	have fear of reduced influence if HR work is done by me	1	2	3	4	5	6 7
l)	often argue over (who or when to complete) HR duties	1	2	3	4	5	6 7
m)	pursue objectives which are often incompatible with those of mine	1	2	3	4	5	6 7
n)	only serve to create a distraction rather than add value	1	2	3	4	5	6 7
o)	act in isolation while making HR related decisions	1	2	3	4	5	6 7
p)	do not understand the real business of the organization	1	2	3	4	5	6 7

8.	In our institution...	Strongly Disagree				Strongly agree		
a)	HR dept is viewed as an important department.	1	2	3	4	5	6	7
b)	HR works closely with senior management on the key strategic issues	1	2	3	4	5	6	7
c)	HR dept has major role in budget allocations	1	2	3	4	5	6	7
d)	Top managers believe HRM is the key to the development of our institution	1	2	3	4	5	6	7
e)	HR related issues are always the priority that top managers consider in making decisions	1	2	3	4	5	6	7
f)	Relative to other functions, top managers pay more attention to HR issues	1	2	3	4	5	6	7
9.	Regarding the role of HR dept in this institution, I feel that ...							
a)	HR is seen as (i) an administrative expert	1	2	3	4	5	6	7
	(ii) a champion for employees	1	2	3	4	5	6	7
	(iii) a strategic partner	1	2	3	4	5	6	7
	(iv) a change agent	1	2	3	4	5	6	7
b)	HR spends time on (i) operational issues	1	2	3	4	5	6	7
	(ii) listening and responding to employees	1	2	3	4	5	6	7
	(iii) strategic issues	1	2	3	4	5	6	7
	(iv) supporting new behaviors for keeping the	1	2	3	4	5	6	7
c)	HR works to (i) monitor administrative processes	1	2	3	4	5	6	7
	(ii) offer assistance to help employees meet their needs	1	2	3	4	5	6	7
	(iii) align HR strategies to business strategies	1	2	3	4	5	6	7
	(iv) reshape behaviors or help anticipate future HR needs	1	2	3	4	5	6	7
d)	HR develops processes and programs to							
	(i) efficiently process documents and transactions	1	2	3	4	5	6	7
	(ii) take care of employees personal needs	1	2	3	4	5	6	7
	(iii) link HR strategies to accomplish business strategies	1	2	3	4	5	6	7
	(iv) make changes for future HR issues	1	2	3	4	5	6	7

10. How the working relationship between HR and academic departments can be improved?

THANK YOU VERY MUCH

Survey Questionnaire (From the Permanent Faculty)

The aim of this study is to analyze some aspects of HRM in universities of Pakistan. Your valuable input is of great importance, it would be utilized for research purpose only. The responses will be used collectively without mentioning any individual or institution. Your cooperation is highly appreciated.

4. Name of the Institution: _____
5. Personal Information: a) Designation: _____ b) Gender: Male Female
- c) Qualification (the highest degree or equivalent): Masters M.Phil Ph.D.
- d) Total teaching experience: _____ years d) In this institution: _____ years

Please encircle only one number from 1-7 that indicates your disagreement or agreement							
3.	Our head of department (HoD) is actively involved in performing following HR activities	Strongly Disagree			Strongly agree		
a)	Selection of employees	1	2	3	4	5	6 7
b)	Maintaining attendance/leave records of employees	1	2	3	4	5	6 7
c)	Motivation of employees	1	2	3	4	5	6 7
d)	Performance appraisal	1	2	3	4	5	6 7
e)	Rewards and recognition	1	2	3	4	5	6 7
f)	Promotion decision	1	2	3	4	5	6 7
g)	Identification of training needs	1	2	3	4	5	6 7
h)	Ensuring employee availability in training activities	1	2	3	4	5	6 7
i)	Retention of employees	1	2	3	4	5	6 7
j)	Disciplinary and grievance procedures	1	2	3	4	5	6 7
k)	Termination decision	1	2	3	4	5	6 7
l)	Ensuring that HR processes are maintained	1	2	3	4	5	6 7
4.	Our head of department ...						
a)	has powers to help us achieve the assigned goals	1	2	3	4	5	6 7
b)	can ensure conditions necessary for achievement of goals	1	2	3	4	5	6 7
c)	is capable to support us for obtaining the desired results	1	2	3	4	5	6 7
d)	is willing to support us for obtaining the desired results	1	2	3	4	5	6 7
e)	Use relevant capabilities to affect the goal achievement	1	2	3	4	5	6 7
f)	Has financial authority to provide incentives for performance	1	2	3	4	5	6 7
g)	Can release the incentives without any delay	1	2	3	4	5	6 7
h)	Has powers to consistently follow the incentive schedule	1	2	3	4	5	6 7

5.	Our Head of department and the HR head	Strongly Disagree					Strongly agree	
a)	agree each other on adoption of various HR practices	1	2	3	4	5	6	7
b)	facilitate mutual integration for implementation of HRM	1	2	3	4	5	6	7
c)	have close interactions with each other to decide HR issues	1	2	3	4	5	6	7
d)	disagree about specific goals of HRM	1	2	3	4	5	6	7
6.	My ratings about various dimensions of HRM system in this institution are that							
a)	HR procedures are easy to follow	1	2	3	4	5	6	7
b)	I fully understand how our HR practice works	1	2	3	4	5	6	7
c)	HR practice are easy to comprehend	1	2	3	4	5	6	7
d)	There is no ambiguity in the HR policies	1	2	3	4	5	6	7
e)	I know the intended objective behind the HR policies	1	2	3	4	5	6	7
f)	HR practices are relevant for achieving all important goals	1	2	3	4	5	6	7
g)	The desired work behaviors are suitable for attaining the goals	1	2	3	4	5	6	7
h)	Our work goals are aligned with the institutional goals	1	2	3	4	5	6	7
i)	All HR practices can be jointly followed without any conflict	1	2	3	4	5	6	7
j)	Most of the HR practices are in use for a long time	1	2	3	4	5	6	7
k)	HR practices do not change frequently (i.e. the practices are stable)	1	2	3	4	5	6	7
l)	The incentives associated with the performance are adequate	1	2	3	4	5	6	7
m)	HR practices display consistency between what they purport to do and what they actually do	1	2	3	4	5	6	7
n)	I know what Knowledge, skills and abilities (KSAs) are valued here	1	2	3	4	5	6	7
o)	Candidate with these KSAs are more likely to be hired for the faculty	1	2	3	4	5	6	7
p)	HR dept is viewed as an important department	1	2	3	4	5	6	7
q)	HR dept has a major role in budget allocations	1	2	3	4	5	6	7
r)	HR works closely with senior management on key strategic issues	1	2	3	4	5	6	7
s)	Top managers believe that HRM is the key for development of the institution	1	2	3	4	5	6	7
t)	HR related issues are always the priority that top managers consider In making decisions	1	2	3	4	5	6	7
u)	Post of HR head is considered a very high level managerial position	1	2	3	4	5	6	7
7.	Regarding fairness of the HRM system in this institution, I feel that							
a)	HR procedures are applied consistently to each employee	1	2	3	4	5	6	7
b)	The salary structures across the organization are fair	1	2	3	4	5	6	7
c)	In comparison to my colleagues, I am rewarded fairly	1	2	3	4	5	6	7
d)	People who perform their jobs well get fair reward for it	1	2	3	4	5	6	7
e)	Promotion at this organization is based on merit/ability	1	2	3	4	5	6	7
f)	The way benefits are distributed among staff is fair	1	2	3	4	5	6	7
g)	In general, HR polices and procedures are administrated fairly	1	2	3	4	5	6	7
h)	HR procedures are free of bias	1	2	3	4	5	6	7

8.	My observations about the performance appraisal system of this institution are that	Strongly Disagree					Strongly agree
a)	Performance appraisal procedure is standardized	1	2	3	4	5	6 7
b)	My input (views or feelings) is taken in the appraisal process	1	2	3	4	5	6 7
c)	My appraising authority has always been familiar with me	1	2	3	4	5	6 7
d)	Personal bias of the appraiser is discouraged	1	2	3	4	5	6 7
e)	Performance appraisal's ratings meet my expectations	1	2	3	4	5	6 7
f)	Outcomes (promotion or disciplinary action) are based on the ratings	1	2	3	4	5	6 7
g)	Outcomes (e.g. promotion or disciplinary action) meet expectations	1	2	3	4	5	6 7
h)	Opportunity for reconsideration of the appraisal is available	1	2	3	4	5	6 7
i)	I am informed about appraisal standers (i.e. how ratings are made)	1	2	3	4	5	6 7
j)	I have adequate notice of appraisal process (i.e. when rating are made)	1	2	3	4	5	6 7
k)	I am provided timely feedback of results of the appraisal	1	2	3	4	5	6 7
l)	I am provided informative feedback regarding our appraisal	1	2	3	4	5	6 7
m)	I am treated with respect throughout the process of appraisal	1	2	3	4	5	6 7
n)	Overall, I am satisfied with the method of appraising my performance	1	2	3	4	5	6 7
9.	In this institution, overall, I am satisfied with ...						
a)	my pay	1	2	3	4	5	6 7
b)	my pay compared with the pay of other people that work here	1	2	3	4	5	6 7
c)	the benefits I receive – other than pay	1	2	3	4	5	6 7
d)	the level of training I receive in my current job	1	2	3	4	5	6 7
e)	my current career opportunities	1	2	3	4	5	6 7
f)	the influence I have in decisions that affect my job or work	1	2	3	4	5	6 7
10.	My impression of this institutions is that						
a)	I feel proud to tell people who I work for	1	2	3	4	5	6 7
b)	I feel loyal to my institution	1	2	3	4	5	6 7
c)	I share the values of my institution	1	2	3	4	5	6 7
d)	I feel a strong sense of belonging to the institution	1	2	3	4	5	6 7
e)	I feel at home in this organization	1	2	3	4	5	6 7
f)	I feel a sense of commitment to the institution	1	2	3	4	5	6 7
11.	My feelings about working in this institution is that						
a)	All in all, I am satisfied with my job	1	2	3	4	5	6 7
b)	In general, I like working here	1	2	3	4	5	6 7
c)	All things considered, I am satisfied with my current job	1	2	3	4	5	6 7

THANK YOU VERY MUCH

External Examiner Report

Thesis Title

HR-Line Relationship, Strength of HRM: Theory, Measurements and An Empirical Study

Candidate

Muhammad Faisal Qadeer

First, I would like to thank the candidate Muhammad Faisal Qadeer and his supervisory team for the opportunity to examine and review his thesis. I applaud the candidate and supervisory team for their hard work in bringing this thesis to fruition. In terms of a judgment and feedback on the thesis, I have structured my report according to the chapters of the thesis with the overall recommendation coming at the end. As most of the changes required are typographical, the first section is a broad category and relates to changes required throughout the dissertation and some specific changes required within particular chapters. If the candidate or supervisory team would like clarification on any of the content of this report, I shall be more than happy to provide it.

Changes Throughout Dissertation & Specific Changes

1. Please ensure that page numbers are provided for all quotations used in the dissertation.
2. Please change references to "Annexure" to "Appendix"
3. For each of the "three categories of literature" on page 12, 17 and 23 – please insert a subheading.
4. Please change all references to "Organization" and "Organizational" to "Organisation" and "Organisational"
5. On page 33, please clarify in more detail what you mean by "HR role played by the HR department in an organisation" – you have explained the other variables well, but this requires more elaboration in my view.
6. On page 37, please say a little more about the "Five fresh measures for this purpose". Give examples of these items within the text. Please also change "fresh" to "new"
7. On page 38, please say a little more about the "four fresh items for measuring legitimacy and authority". Give examples of these items within the text and please change "fresh to new"
8. On page 66, the allocation of a score of 25 to HLRQ needs to be explained more clearly. The rationale for this allocation becomes apparent when the reader reaches the conclusion, but this rationale in my view needs to be explained more clearly before the conclusion chapter is reached.
9. Please undo the numbering of references.

Summary

1. First paragraph: Please change "Coupled with a strong HRM system is a critical for the success of every organisations" to "Coupled with a strong HRM system is critical to the success or organisations"

2. Second paragraph: "a particular focus on the HR-line work relationship. It introduces the variable..." – please insert "It"
3. Third paragraph: "Both constructs are fine tuned by eliminating items" – please delete "the"
4. Third paragraph, line 3: Please change "HRLQ" to "HLRQ"

Chapter 1

1. Page 3, second paragraph, line 1: "This study carries out an extensive review of the literature" – please insert "an"
2. Page 3, second paragraph, line 7: Please delete the ")" that appears after HLRQ
3. Page 4, second paragraph, line 3: Please delete the "e" in the sentence: "There is 'scant literature'
4. Page 7, final paragraph, line 7: "HRM implementation etc. are used to find literature upon this relationship" – Please replace "upon" with "examining"
5. Page 8, third paragraph, line 6: "Owning to constant efforts of Higher Education Commission" – Please replace "Owning" with "Owing"
6. Page 8, third paragraph, line 11: "There is a need for HRM research in the education sector – a sector that is of prime importance" – Please ensure the three underlined words appear in the text
7. Page 9, first paragraph, line 9: "They expect the divergent" – please specify who "they" refers to.
8. Page 9, second paragraph, line 2: "Two HR professionals, 2 HoDs and 6 faculty members serving in Lahore completed the questionnaire." Please ensure the underlined words appear in the text.

Chapter 2

1. Page 11, first paragraph, line 1: "It highlights the importance of this relationship and attempts to build thoughts. It briefly reviews studies". Please ensure the underlined words appear in the text and please specify why you mean by "thoughts"
2. Page 11, second paragraph, line 5: "Therefore there is an overlap of the authority..." Please ensure the highlighted word appears in the text.
3. Page 11, second paragraph, line 7: "and line managers in the management of employees of an organisation refers in the strategic HRM literature." Please ensure the highlighted words appear in the text.
4. Page 11, third paragraph, line 5: "An ever-increasing interaction between HR" – please insert "An"
5. Page 12, fifth paragraph: "The second category, while dealing with any other issues of HRM continuously discusses the relationship as well. In order to enhance our

- understanding about the relationship, these discussions need careful evaluation to analyze the wisdom in them" – please clarify these two sentences.
6. Page 13, third paragraph, line 2: "to determine its effects upon HR professionals" – please insert underlined word.
 7. Page 13, third paragraph, line 4: "both threats and opportunities for the HR specialist. Tasks and responsibilities may fall on" – please insert "the" and "fall"
 8. Page 13, final paragraph, line 2: "that being a legitimate player in the HRM of a firm; a line manager should be given a HR oriented management role as against the traditional hierarchical and bureaucratic role" – please insert the underlined words
 9. Page 15, first paragraph, line 2: "As a result, HR departments lack overall control" – please insert the underlined words
 10. Page 15, second paragraph, line 3: "However they observe that tensions exist" – please insert the underlined word
 11. Page 16, second paragraph, line 5: "between these managers based on mutual trust and non-duplicity" – please insert the underlined words
 12. Page 16, third paragraph, line 3: Please ensure the word "managers" appears after "line" in this paragraph.
 13. Page 16, final paragraph, line 2: "A group of four key factors" – please insert "A"
 14. Page 17, second paragraph, line 1: Please ensure correct spelling of "Marchington"
 15. Page 17, third paragraph, line 1: Please ensure McGuire reference is "McGuire et al. (2008)" and that subsequent references to "He" are changed to "They"
 16. Page 18, second paragraph, line 2: "Keeping track of project workers" – please delete "the"
 17. Page 18, second paragraph, line 11: "suggest that that exploring line management" – please delete duplication of "that"
 18. Page 18, fourth paragraph, line 1: "McConville and Holden (1999) observe that the central role of line managers in implementing HRM is widely acknowledged in the literature" – please insert underlined words
 19. Page 18, fifth paragraph, line 3: "They suggest a more prominent role" – please insert "a"
 20. Page 19, first paragraph, line 1: "Harris (2001) finds that a lack of involvement of the line managers in designing rewards processes results in a loss of ownership of the schemes" – please insert underlined words
 21. Page 19, final paragraph, line 3: "depends upon the quality of personal relationships between the generalists and organisational development specialists. Good working relationships and mutual respect" – please insert "the" in first sentence and delete "the" in the second sentence.

22. Page 20, first paragraph, line 3: "the HR department should play a key role" – please insert "the"
23. Page 20, third paragraph, line 3: "most competency models over-emphasize observable behavioral indicators rather than any hard or measurable performance results. In addition the HR function" – please insert the underlined words
24. Page 21, third paragraph, line 6: "He observes" – use capital letter
25. Page 22, third paragraph, line 2: "He finds that line managers consider job analysis to be unnecessary" – please insert underlined words
26. Page 22, third paragraph, line 3: "Bond and Wise (2003) find a lack of organisation support" – please insert underlined word
27. Page 22, final paragraph, line 7: "In addition, there is evidence of increased trust" – please insert underlined word
28. Page 24, final paragraph, line 2, please replace "critical" with "crucial" to avoid "critical" appearing twice in the one sentence.
29. Page 25, first paragraph, line 9: "Tensions exist between HR and line managers over transfer" – please insert underlined word
30. Page 25, first paragraph, line 11: "They lack time, expertise, authority, HR focus" – please insert underlined word
31. Page 25, fourth paragraph, line 1: please ensure correct spelling of "Keegan" (please also correct on page 32)
32. Page 26, first paragraph, line 1: "they conclude that there is a need for a more balanced" – please insert underlined words
33. Page 27, third paragraph, line 6: "relationship that is very unique in nature" – please insert underlined word
34. Page 27, third paragraph, line 8: "measures of these sub-dimensions already identified" – please insert underlined word
35. Page 27, fourth paragraph, final line: "such signals and whether the employees" – please insert underlined word
36. Page 28, third paragraph, line 1: "Introduce generic concepts that represent" – please insert underlined word
37. Page 30, second paragraph, line 14: "not following the cent percent spirit of 'agreement'" - please clarify what you mean here.
38. Page 30, fourth paragraph, final line: This sentence is incomplete – please amend.

Chapter 3

1. Page 32, first paragraph, line 1: "The first pertains to theory and measures development. The second pertains to the empirical survey" – please insert the underlined words
2. Page 32, second paragraph, line 1: "An extensive review of the relevant literature is the basis for theory and measures development. To collect the literature about the HR-line relationship" – please insert underlined words
3. Page 33, fourth paragraph, line 1: "Based on an in-depth review of the literature" – please insert underlined words and make this sentence clearer.
4. Page 34, third paragraph, line 3: "the attitudes of HR professionals towards line managers" – please insert underlined words
5. Page 34, third paragraph, line 6: replace "Should have a realization of" with "realise"
6. Page 36, table 3.1: Please change "cline towards HR" to "line towards HR"
7. Page 37, first paragraph, line 2: "the disclosure of HR practices" – please insert the underlined word
8. On page 42, paragraphs 1 and 2, please clarify what you are saying here. In the first paragraph you state that there are 40 items measured and included in the instrument and in the second paragraph you say there are 16 items included. My understanding is that you selected 16 out of a possible 40 measures for inclusion in the questionnaire. Is this correct?
9. On page 43, final line on page, please use "Therefore, to customize and simplify the terminology, this study uses the term heads of academic departments..."
10. On page 44, second paragraph, line 3, please use the term "the head of the HR department" instead of "HR Head"
11. On page 46, third paragraph, line 5, please use the term "previously published research" instead of "slandered published research"
12. On page 47, first paragraph, line 1: "The measures for variables introduced in this study were very carefully developed. The author carried out an extensive literature review to assure the presence of all dimensions..." – please insert the underlined words
13. On page 47, first paragraph, line 5: "wetted" should be "vetted"
14. On page 47, second paragraph, line 2: "The purpose of this letter was..." – please insert the underlined word

Chapter 4

1. On page 49, table 4.1: please present the percentages as a whole number rather than as a decimal.
2. On page 49, second paragraph, line 6: "experienced individuals highly qualified in their discipline" – please insert the underlined word

3. On page 50, first paragraph, line 6: please qualify the statement "The examination of the factor loadings for each of the constructs reveals that a single factor emerges for most of the constructs" – please insert the underlined words.
4. On page 66, first paragraph, line 2, please change "posiiveness" to "positiveness"
5. On pages 73 and 74, the first statement of section 4.6.1 and 4.6.2 also need to appear more directly on pages 59 and 60 – namely that type I variables measure responses of HR professionals and HoDs and type II variables measure responses of permanent faculty.
6. On page 78, second paragraph, line 1: "Table 4.38 presents a summary" – please insert underlined word.
7. On page 84, first paragraph, line 1: The second sentence in this paragraph is not a full sentence. Please revisit and clarify.

Overall Recommendation

From my reading of the thesis, I am happy to recommend option **(b)**: The degree be awarded after incorporation of minor modifications. I am happy that the candidate should make the necessary corrections to the satisfaction of the supervisory team and Head of school.

Despite the many corrections listed in the preceding pages, this is a very strong piece of work. The corrections listed are almost all minor and it is my opinion that the corrections will take the candidate no longer than a couple of weeks to complete.

The thesis makes a very strong contribution to the literature. The role of the employee advocate/employee champion has been largely ignored by many organisations (with more emphasis on business partnering) and the employee advocate/employee champion has been seen as something of a luxury, rather than a necessity. This thesis demonstrates empirically the importance of the employee advocate/employee champion role and that the new devolved model of HR will be effective to the extent that HR supports line managers and "remains the guardian of employee welfare" (p. 81). In my view, this is a key finding of this dissertation.

Second, the introduction of two new concepts: HR destination matrix and the HR progress monitor provide two new tools to help organisations improve the HR system within the organisation (and within it the HR-line relationship) and also identify any issues and challenges affecting the HR system. I believe that these tools will find broad appeal amongst practitioners and represent a significant contribution to the field.

In conclusion, I am very satisfied with the quality of the thesis produced. I would urge the candidate to work with his supervisory team to ensure the key findings of the thesis are published in high quality journals – there will be significant interest in your findings in relation to the employee advocate/employee champion as well as the HR destination matrix and HR progress monitor.

All that remains is for me to congratulate Dr. Qadeer on an excellent piece of work and wish him well in his career. My congratulations also to his supervisory team for the guidance and support offered to the candidate in putting together this thesis.