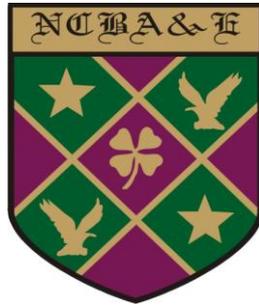


*National College of Business
Administration and Economics
Lahore*



**MANAGING HR IMPLEMENTATION LEVEL AND
EFFECTIVENESS UNDER STRATEGIC HRM:
CONSEQUENCES FOR EMPLOYEES AND
ORGANIZATIONS**

BY

SHAHID MAHMOOD

**DOCTOR OF PHILOSOPHY
IN
BUSINESS ADMINISTRATION**

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NATIONAL COLLEGE OF BUSINESS ADMINISTRATION AND ECONOMICS

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BY

SHAHID MAHMOOD

**A dissertation submitted to
School of Business Administration**

**In Partial Fulfillment of the
Requirements for the Degree of**

**DOCTOR OF PHILOSOPHY
IN
BUSINESS ADMINISTRATION**

July, 2017



*In the name of ALLAH,
The Most Beneficial,
The Most Merciful,*

*He who repair all broken things,
Who completes that which is incomplete and
Who has the ability which force, to make
people do whatever He wants.*

AUTHOR’S DECLARATION

I, **Shahid Mahmood** hereby state that my Ph.D. thesis titled **“Managing HR Implementation Level and Effectiveness under Strategic HRM: Consequences for Employees and Organizations”** is my own work and has not been submitted previously by me for taking any degree from this university, **National College of Business Administration and Economics, Lahore, Pakistan** or anywhere else in the country/world.

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No part of this thesis has been submitted anywhere else for any other degree. This thesis is submitted to the **School of Business Administration** in partial fulfillment of requirements for the degree of Doctor of Philosophy in the field of **Business Administration**, School of Business Administration, National College of Business Administration and Economics, Lahore.

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*Dedicated
To*

*My wife Bushra Shahid
and my daughter Eshaal Shahid
whose bottomless patience,
continuous support
and unconditional love
allowed me to
complete this task*

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SUMMARY

The success of Strategic Human Resource Management (SHRM) depends upon the successful implementation of HR practices at work floor. Recently, the scholars began to acknowledge the importance of HR implementation effectiveness and considered it as a keystone for the achievement of employees and work unit's goals. Despite this realization, the consequences of HR implementation effectiveness cannot be fully understood unless the conceptualization and measurement issues around the construct are resolved. To obtain the fruits of HR implementation, the conceptualization and measurement of the effectiveness is a critical challenge for SHRM researchers (Sikora & Ferris, 2014).

In addition to the above challenge, the ongoing debate to unlock the black box between HRM and performance yet to be fully concluded for SHRM. Many recent calls lay emphasis to address this issue by explaining the mediating mechanism (employee attitudes and behaviors) to unravel this complexity. This challenge can be met through adding employee outcomes in the causal chain from HR implementation to performance. Per social exchange theory, the implementation of HR practices at floor send employees a signal that they are being valued which give rise a sense of obligation and they reciprocate through a high level of performance. This study attempts to investigate this mechanism in manufacturing firms empirically.

This study attempts to deal with both challenges. Firstly, it undertakes comprehensive conceptualization and measurement of HR implementation effectiveness (HRIE) by reviewing all the existing definitions and measurements of HR effectiveness. This study argues that the existing concepts only capture the complex concept of HRIE partially and offers a three-dimensional construct: a) achievement of business objectives, b) constituencies satisfaction and c) employee development. Utilizing this conceptualization, the study develops and validates measurement scale of HRIE. By employing the recommended qualitative and quantitative techniques the 12 item HRIE scale is confirmed.

Secondly, the study empirically tested the hypothesized relations to understand and advance HRM-Performance linkage debate. Primary data was collected through self-administrative survey from 200 permanent employees (for measuring HRIE and employee outcomes) and 82 supervisors/ line managers (for measuring HRIL and work performance) of four manufacturing firms. The data were analyzed using SPSS 22 and AMOS 20. For this purpose,

the researcher conducted multiple regression analysis, structural equation modeling and bootstrapping (Hayes, 2013).

The findings are consistent with both aims. The first findings reveal that the 12 items scale is a reliable and valid measure for HRIE. The second findings propose that line managers HR implementation level (the extent of organization's HR practices that are implemented by each line manager) increases work unit performance, but the elevated level of HR implementation does not influence employees' affective commitment and job satisfaction. Furthermore, line managers' elevated level of HR implementation reduces employees' turnover intention. On the other hand, HR implementation effectiveness does not boost work performance, while effective HR implementation enhances employees' affective commitment and job satisfaction and reduces their turnover intention. The mediating role of employee outcomes between HR implementation effectiveness and work performance is supported by our data which strengthen a new mechanism to the causal chain from HR to performance.

This study meets the critical challenge and extends the SHRM research by developing a measurement construct for HRIE. This instrument would be helpful for academic scholars and HR practitioners. This study also fills the research gap by unraveling the complexity of HRM-performance relationship. The researcher empirically tests a model and unlocks the black box by adding employee attitudes (affective commitment and job satisfaction) and behavior (turnover intention) as a mediating mechanism between HRIE and work performance. It will help the academia to advance SHRM research and the practitioners to enhance the groups and consequently firm performance.

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CHAPTER 1

INTRODUCTION

1.1 STATEMENT OF TOPIC AND OBJECTIVES

1.1.1 Statement of Topic

Line manager's involvement is now considered integral to the success of strategic HRM (SHRM). The degree to which HR practices are put into effect by firm's line managers i.e. HR implementation has recently emerged as a vital concept in this regard. Despite this realization, the consequences of the extent of HR practices being consistently chosen to use by line managers i.e. *HR implementation level (HRIL)* is yet to be fully examined. Alongside this academic problem, whatever the level, the effectiveness of HR implementation is indispensable for the success of SHRM and organizations. However, we are still not able to manage *HR implementation effectiveness (HRIE)* because of its underdeveloped conceptualization and measurement of the construct. Unless we fully understand and control the impacts and measurements of these two variables under SHRM, the fruits of HR implementation cannot be fully obtained. In line with these arguments Sikora and Ferris (2014) call to address these issues to advance SHRM research. This study contributes to unlocking the question that how and why HR implementation is likely to improve the perceptions of employees about HRM system and generate desired employees' and ultimately work unit's outcomes.

1.1.2 Objectives of the Study

This research aims to a) theoretically contributes by conceptualizing HR implementation effectiveness; developing and validating constructs for it, b) unlocks the HR-performance black box by adding employee outcomes (affective commitment, job satisfaction and turnover intention) as a mediating mechanism between HRIE and work performance. To unravel this complexity the researcher intends to empirically investigate the consequences of HRIL and HRIE on employee outcomes and group level work performance and indirect effect of HRIE on the work performance through three employee outcomes.

1.2 STUDY BACKGROUND

In recent decades a substantial body of research in different parts of the world began to acknowledge the importance of HR implementation and considered it as a keystone for the achievement of employees' and organizational goals. In this perspective, Kuvaas et al. (2014) in their research in Norwegian organizations find that line managers' perception of enabling HR positively affect employees' outcomes. The consistent HR practices implementation increases the employees' contentment with HR system which is helpful to enhance the performance of the organization (Khilji & Wang, 2006). Recently, Vermeeren (2014) conducted her research in Dutch municipality of Netherland and find that line managers' HR practices implementation enhances employees' perception of HRM and perceived unit performance.

The existing human resource management research only focuses on the design and quality of HR practices instead of implementing them in the real perspectives (Becker & Huselid, 2006; Khilji & Wang, 2006). In this regard, Guest and Bos-Nehles (2013) conclude that well-designed HR practices do not predictably guarantee competitive edge until they ought to be effectively implemented. According to Woodrow and Guest (2014) "good HR policies and practices can get bad results" if not properly implemented (p. 54). Thus, the implementation of HR practices is essential for the successful employee management and superior organizational performance.

From the last two decades, the line managers' role has increased and most of the HR work has devolved to line management. They fetched HR policies to life and deemed as a vital factor in recognizing the relationship between HR system and firm performance. In other words, there is an increasing trend in SHRM to make line managers responsibilities for implementing HR practices at the work floor. In many firms, well-developed HR practices are outdated and failed due to non-implementation or poor implementation of these practices (Khilji & Wang, 2006). The HR department is liable for the development of HR practices, whereas, the implementation of these practices is the responsibility of line managers (such as operational managers, manufacturing managers, quality managers, customer services and sales managers).

In this perspective, Trullen et al. (2016) find that the devolution of numerous HR responsibilities makes line managers influential HR implementers. They act as predictors of HR practices for employees who influence their perceptions regarding HRM system. The importance of line managers' involvement in HRM activities is confirmed by different research

efforts (Conway & Monks, 2010; Maxwell & Watson, 2006; Sikora & Ferris, 2014). By implementing the HR practices at the floor, they not only influence the employees' attitude and behavior but also affect their performance. Becker and Huselid (2006) recognize the importance of HR implementation and propose that the crucial role of line manager in implementing HR practices should be examined to unlock the *black box* between HR practices and performance.

The recent research also highlights the importance of *effective* implementation of HR practices at the floor (Bos-Nehles et al., 2013; Sikora & Ferris, 2014). Now, it is apparent that high quality of HR practices does not guarantee high performance (Woodrow & Guest, 2014). Even if some of the HR practices may address the needs of employees and organization but the effective implementation of these practices is imperative in the HRM-performance link. The consequences of HR implementation are recognized by some scholars. For example, Gratton and Truss (2003) confirm that HR implementation is essential to improve employee's outcomes and in turn to improve organizational performance. Becker and Huselid (2006) recognize the significance of HR implementation in enhancing performance. Researchers also suggest that much is known about HR practices-performance relationship, further work should investigate the critical role of HR implementation in stimulating employees and organizational outcomes (Azmi & Mushtaq, 2015; Becker & Huselid, 2006; Conway & Monks, 2010).

The measurement of HR implementation is a key concern of SHRM research. In this perspective, Bowen and Ostroff (2004) emphasize that HR implementation research needs further efforts to measure the line managers HR implementation. The underlying matter is significant variation in the *extent* to which line managers implement HR practices in different organizations (Dany et al., 2008; Van Iddekinge et al., 2009; Wright & Nishii, 2013) and these practices often fail to enhance organizational performance because of *ineffective* implementation (Bos-Nehles et al., 2013; Woodrow & Guest, 2014).

The extant research highlights the importance of the *extent* and *effectiveness* of HR implementation both for employees and organizations. Despite this realization, the consequences of HR implementation level cannot be fully understood unless we resolve the measurement issues around the construct. Recently, Sikora and Ferris (2014) conceptualize the HR implementation level, but its measurement construct is still underdeveloped which is essential for the success of SHRM and organizations. In addition to HR implementation level, as discussed above similar academic issue regarding the effectiveness of HR implementation also needs to be resolved. To obtain

the fruits of HR implementation, the conceptualization and measurement of the effectiveness and measurement of the level is a critical challenge for SHRM research (Sikora & Ferris, 2014).

In an effort to unlock the *black box* debate between HRM and performance, there is a need to explore mediating mechanism expressed through employee attitudes and behaviors (Kuvaas et al., 2014; Snape & Redman, 2010). According to social exchange theory, the implementation of HR practices at floor send employees a signal that they are being valued which give rise a sense of obligation and they reciprocate through a high level of performance (Allen et al., 2003; Gould-Williams, 2007; Purcell & Hutchinson, 2007). By adding employee attitudes (affective commitment, job satisfaction) and behavior (turnover intention), this study attempts to unlock the question that how and why HR implementation is likely to improve the perceptions of employees about HRM system and generate desired employees' outcomes to influence a work unit's performance ultimately.

As mentioned above, this research entails two main aims. Firstly, develops reliable and valid measures of HRIE. Secondly, test the proposed hypotheses (theoretical model). The next three Sections (i.e. 1.3 to 1.5) specifically deal with the second aim only. Whereas the remaining Sections (i.e. 1.6 to 1.9) cover both aims.

1.3 DEFINITIONS OF THE VARIABLES

1.3.1 HR Implementation Level

It refers to “the extent of organization's HR practices that are implemented by each line manager. When managers consistently choose to use many of their organization's HR practices, their HR implementation level is high. Conversely, when a manager chooses to ignore or uses only a few of their organization's HR practices, then their HR implementation level is low” (Sikora & Ferris, 2014, p. 273). It is measured from line managers/supervisors.

1.3.2 HR Implementation Effectiveness

It is defined as the degrees to which line managers' implementation of HR practices contribute to the *achievement* of business objectives, *satisfy* constituencies' expectations and ensure employee *development*. Its

measurement is based on employees' perceptions about the effectiveness of their supervisor's HR implementation.

1.3.3 Employee Outcomes

Three employee outcomes are included in this study. These are individual level variables and measured from permanent employees of the organizations.

- a) *Affective commitment* refers to “an effective or emotional attachment to the organization” (Allen & Meyer, 1990, p. 14).
- b) *Job satisfaction* describes employee's overall job enjoyment and contentment.
- c) *Turnover intention* is the employee's intention to leave the organization within next twelve months.

1.3.4 Work Performance

It refers to the consequences of the work unit's operations or attainment of its goals. This study utilizes the judgmental and operational performance of work units (i.e. groups / departments) which is based on the perceptions of line managers or supervisors.

1.4 RESEARCH HYPOTHESES

The research entails nine hypotheses which are empirically tested. The grounding and rationales of these hypotheses are provided in Chapter 2. Formal statements of the research hypotheses are as under:

- H₁: HR implementation level is positively related to work performance.
- H₂: HR implementation level is positively related to affective commitment.
- H₃: HR implementation level is positively related to job satisfaction.

- H₄: HR implementation level is negatively related to turnover intention.
- H₅: HR implementation effectiveness is positively related to work performance.
- H₆: HR implementation effectiveness is positively related to affective commitment.
- H₇: HR implementation effectiveness is positively related to job satisfaction.
- H₈: HR implementation effectiveness is negatively related to turnover intention.
- H₉: Employee outcomes (affective commitment, job satisfaction and turnover intention) mediate the relationship between HR implementation effectiveness and work performance.

1.5 THEORETICAL MODEL

In the theoretical model (Figure 1.1), the first hypothesis represents the relationship of HR implementation level with work performance. The hypotheses H₂, H₃ and H₄ pertain the relationship of HR implementation level with three employee outcomes (affective commitment, job satisfaction and turnover intention). The fifth hypothesis exhibits the relationship of HR implementation effectiveness with work performance. The hypotheses H₆, H₇ and H₈ demonstrate the relationship of HR implementation effectiveness with three employee outcomes. The mediating (indirect) effect of HR implementation effectiveness on work performance is represented in hypothesis H₉.

1.6 METHODOLOGY

This study consists of two sets of research efforts. The first set of research involves development and validation of HR implementation effectiveness scale. For this purpose, multiple methods i.e. both qualitative and quantitative were used. The researcher followed the four steps outlined in scale development process (Hinkin, 1998; Kinicki et al., 2013; Nunnally, 1978; Zheng et al., 2015).

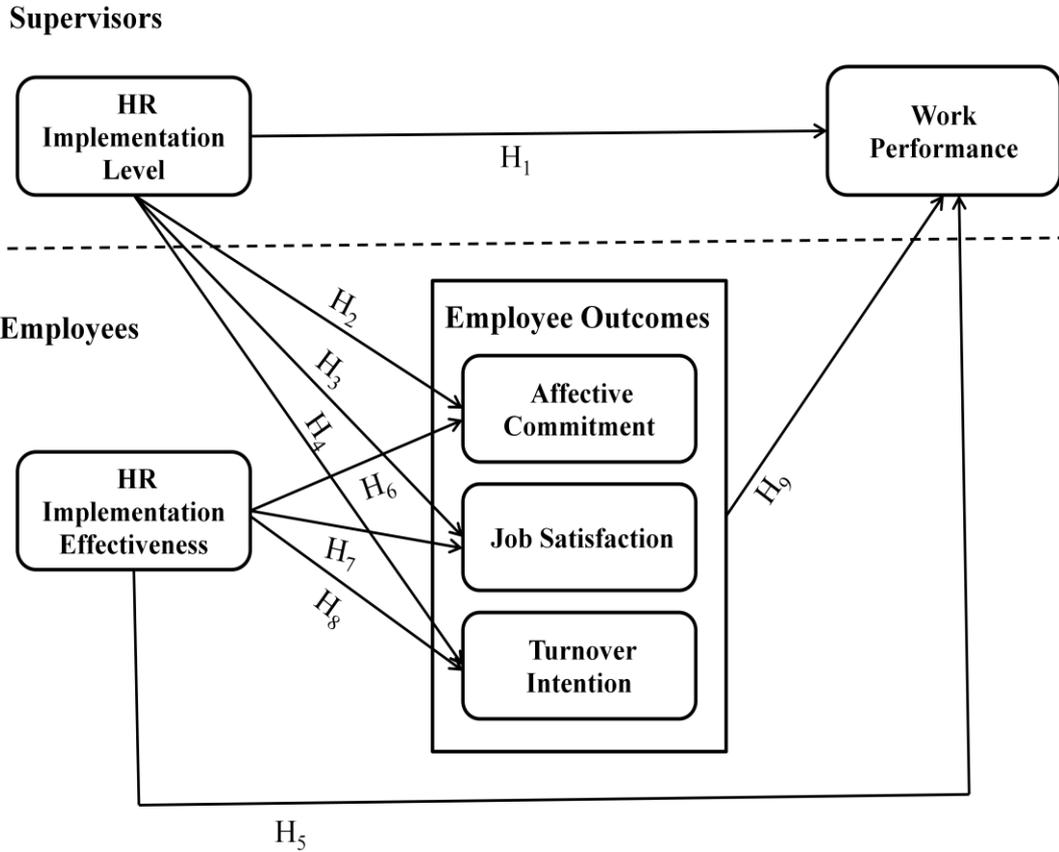


Figure 1.1: Theoretical Model

In step one, the pool of initial items was generated and the recommended necessary steps were taken to reduce and refine the pool into 25 items (10 items for achievement, 8 items for satisfaction and 7 items for development) assessing the three dimensions of HR implementation effectiveness. Step 2 evaluates in detail the psychometric properties that confirmed 12 items measurement scale.

In step 3, convergent and discriminant validity is assessed. Finally, step 4 reviews the criterion related validity of the multidimensional scale. The detail of all methods used for the construct development is provided in Chapter 3.

The second research effort aims to investigate the hypothesized model empirically. In order to achieve both analytical and predictive aims, the primary data was collected from four of the seven companies from the fertilizer sector of Pakistan. A questionnaire based self-administrative survey was conducted from 200 permanent employees and 82 supervisors/ line managers of the sample companies.

Before launching the full-scale survey, a pilot study was conducted to affirm the language, relevance and clarity of the measures utilized in both the questionnaires. This pilot study was conducted among four line managers and eight employees (not included in the final survey) of responding companies. Upon their feedback and suggestions, one HR activity/practice has been further customized in the second instrument. Apart from this minor change, there was no ambiguity in the understanding of any item in both the instruments.

The final survey was conducted in a *non-contrived* (i.e. natural) setting with *minimal interference* of researcher. The time horizon is *cross-sectional* as whole data was collected at one point in time. For testing the proposed hypotheses, the data is aggregated at *individual's level*. The detail of methodology including scales and sample items is discussed in Chapter 3.

1.7 DATA ANALYSIS

The primary data is analyzed using SPSS 22 and AMOS 20. In order to validate the new scale of HR implementation effectiveness and to test the proposed hypotheses, the researcher employs various statistical tests. For example, exploratory factor analysis is conducted to make sure that every set of items measures the same construct that is intended to measure. The validity of all items is confirmed through confirmatory factor analysis. The scale reliability is measured using Cronbach's Alpha and further estimated the composite reliability. The usual descriptive statistics and cross tabulations are also utilized.

We estimated Pearson bivariate correlations to analyze the initial support for the hypothesized relations. We conducted regression analysis and structural equation modeling for hypotheses testing. The significance of indirect or mediation effect is further tested via bootstrapping analysis (Hayes, 2013). The complete detail of analysis for validation of HR implementation effectiveness scale is provided in Chapter 4 and the detail of data analysis for testing hypothesized model is given in Chapter 5.

1.8 FINDINGS

Regarding first research aim, the researcher reviews and synthesizes all existing inconclusive conceptualizations of HR effectiveness and re-conceptualizes HR implementation effectiveness with three dimensions (achievement, satisfaction and development). In order to meet the current research gap and to advance the SHRM research a new scale for measuring HR implementation effectiveness is developed. The psychometric properties confirm that the 12 items scale is reliable and valid.

The research findings are also consistent with the second aim of the study. This shows that the methodology and statistical techniques utilized by the researcher seems suitable. These findings give a clear presentation of hypothesized model.

The hypothesis that HR implementation level has a positive association with work performance is supported by our data. It shows that when line managers implement more of HR practices; their HR implementation level is high which ultimately enhances the performance of their work unit. The positive relationship of HR implementation level with employees' affective commitment and job satisfaction is not empirically supported. It means that when line managers choose to ignore or use few of HR practices at work floor, employees feel less supportive and subsequently their affective commitment and job satisfaction decreases. The negative influence of HR implementation level on turnover intention is fully supported by our data which confirm that line managers' high level of HR implementation motivates the employees to stay employed with the organization.

The relationships of HR implementation effectiveness with all three employee outcomes are fully supported. It confirms that line managers HR implementation is effective in terms of satisfying the employees' needs and developing necessary skills for them. However, the positive association of HR implementation effectiveness with work performance is not statistically significant. It reveals that line managers' HR implementation is not effective in achieving business objectives which diminish the performance of work units.

The research score for mediation of employee outcomes between HR implementation effectiveness and work performance is fully supported. This finding is as per theoretical assumption of social exchange theory that line managers' effective HR implementation provides employees a sense that they are being valued and supportive which enhances their affective commitment, job satisfaction and reduces their turnover intention; as a result, they reciprocate towards high work performance. The complete discussion of findings, implications, research limitations and future directions is given in Chapter 6.

1.9 SIGNIFICANCE AND SCOPE OF THE STUDY

1.9.1 Significance of the Study

The study is significant for academia as well as for practitioners. The research scholars are concerned to extend SHRM research by measuring the

effectiveness of HR implementation at work place. This is first research effort which responds to the recent call in the literature (Sikora & Ferris, 2014) and advances the research by not only conceptualizing HR implementation effectiveness but also developing a reliable and valid measurement scale for it.

The academia is interested in investigating the influence of HR implementation beyond organizational level where HRM is constantly implemented by line managers (Vermeeren, 2014). This study enriches the literature by focusing on work units (groups) as the dependent variable. This is a place where organizations can best predict the line managers HR implementation efforts as well as employee outcomes. This research is also significant in the way that it explores new relationships of HR implementation level and effectiveness with work performance and employee outcomes.

The scholars are also keen to unravel the intricacy of HR-performance relationship. This study unlocks the black box (Becker & Huselid, 2006) between HRM and performance relationship by adding employee outcomes (affective commitment, job satisfaction and turnover intention) as a mediating variable between HR implementation and work performance. In this way, we fill the current research gap which is also a remarkable significance of this study.

1.9.2 Scope of the Study

By developing a reliable and valid measure of HR implementation effectiveness, this study opens new research avenues for academic scholars to investigate the effectiveness of HR implementation and its impact on other outcomes of interest. It will also help organizations to know the effectiveness of HR practices that are being implemented by line managers.

To unravel the complexity of HRM-performance relationship, we empirically test a model and provide a new mechanism to the causal chain from HR implementation to performance. It will help HR policy makers to form the strategies that may focus on employees' outcomes along with line managers' HR implementation. The theoretical model will also help the practitioners to enhance the groups and consequently firm performance.

CHAPTER 2

CONCEPTUALIZATION OF HR IMPLEMENTATION EFFECTIVENESS AND HYPOTHESES

The scale development of any construct is based on its clear conceptualization. Therefore, in order to define and conceptualize, HR implementation effectiveness (HRIE) it is logical in the first place to identify the most relevant literature, then critically review the existing conceptualizations of HR effectiveness and finally come up with a comprehensive and concise definition of HRIE. In the following sections, the detail of the whole process by engaging the existing literature is provided. For the first step the most relevant literature has been identified as under:

2.1 LITERATURE SEARCH

To search the literature systematically the current research utilizes the four different techniques. First, a *key word search* is conceded for identifying the academic articles. The relevant literature is searched with different keywords such as “implementation”, “HR implementation”, “HR effectiveness”, “implementation effectiveness”, “line involvement”, “devolvement”, “line manager and HR implementation”, “line manager and effectiveness”. For this purpose, the researcher utilizes Google Scholar search engine and EBSCO host research database.

Second, focusing on the relevant *academic journals*, the researcher identified articles covering the construct of our interest and overlapping concepts. The researcher relied mainly on ISI impact factor journals covering the management discipline and the fields of human resource management and organizational behavior.

Third, *authors search* is another source of identifying the relevant literature. In this phase, all those authors are searched out who has frequently published their research in the field of HR implementation and HR effectiveness. In this process, only those authors are focused whose; research articles are most pertinent to the construct of our interest. This process helps in identifying the research articles exhaustively by David M. Sikora and Gerald R. Ferris on HR practices implementation; by David Guest and Neil Conway on HR effectiveness; and also by Anna C. Bos-Nehles on the successful implementation of HR practices.

Finally, *future citations* of articles identified through the above steps were gone through. For example, the research work of Renwick (2003) has almost 230 citations which help the researcher to generate the literature pool with most relevant articles. Similarly, the researcher reviewed citations of all recent and most relevant articles (last three years) such as Azmi and Mushtaq (2015), Sikora and Ferris (2014), Kuvaas et al. (2014), Vermeeren (2014), Jiang et al. (2013) and Bos-Nehles et al. (2013).

In sum, the literature search resulted in 200 articles. These articles are then filtered out on the basis of relevancy with the construct. Finally, the researcher identified 83 papers from 27 journals covering the period of 29 years (1987 to 2016). The frequency distribution of these articles by journals and period is given in Table 2.1.

Table 2.1
Distribution of Selected Articles by Journals and Period

Journal	Years			Total
	1987-00	2001-10	2011-16	
The International Journal of Human Resource Management	2	6	13	21
Human Resource Management	1	2	5	08
Employee Relations	2	5	-	07
Personnel Review	3	3	-	06
Human Resource Management Review	1	2	2	05
Human Resource Management Journal	1	2	5	08
Academy of Management Journal	4	-	-	04
Journal of Management Studies	-	1	2	03
Academy of Management Review	2	1	-	03
Journal of Management	-	1	1	02
Journal of European Industrial Training	-	2	-	02
Others (1 Per Journal)	3	7	4	14
Total	19	32	32	83

2.2 CONCEPTUALIZATION OF HRIE

The current research is facing the critical challenge of effective implementation of HR practices at the floor. Many organizations find significant variation in the *extent* to which line managers implement HR practices (Dany et al., 2008; Van Iddekinge et al., 2009; Wright & Nishii, 2013) and these practices often fail to increase organizational performance because of *ineffective* implementation (Guest & Bos-Nehles, 2013; Woodrow & Guest, 2014). The research highlights the importance of the *effectiveness* of HR implementation both for employees and organizations. However, the construct of *HRIE* can't be managed because of its underdeveloped conceptualization. Recently, Sikora and Ferris (2014) call to extend the implementation research by addressing this issue.

In line with aforesaid arguments, the current study thoroughly reviews the existing conceptualizations of HR effectiveness, but unfortunately, there is great confusion in the literature regarding how HR effectiveness is conceptualized. This confusion is easily illustrated by different theoretical foundations and measurement issues that are proposed by different scholars (e.g., Azmi, 2011; Azmi & Mushtaq, 2015; Chen et al., 2011; Ferris et al., 2007; Guest & Conway, 2011; Sikora & Ferris, 2011). Thus, based on recent calls and variation in theoretical and practical foundations, it is concluded that there is a need for re-conceptualization of HRIE.

2.2.1 Review of the Conceptualizations

To develop a comprehensive conceptualization of HR implementation effectiveness, this study thoroughly reviews the HR effectiveness concept in HRM, psychology and management research and identifies the extant conceptualizations of different types of effectiveness (summarized in Table 2.2). This review helps find the ways in which HR effectiveness has been conventionally treated by different scholars.

Table 2.2
Summary of HR Effectiveness Conceptualization

Operational Definitions of HRM Effectiveness	The Focus for Measurement
1. “Line managers’ perceptions of the ability of organization’s HR practices to meet key business objectives” (Sikora & Ferris, 2011).	Business Objectives
2. “Extent to which the HR department performed well and become a value added/bottom line contributor to the business” (Wright et al., 1998).	
3. “The extent to which a firm’s HR activities contribute to the achievement of a firm’s strategic goals” (Huselid et al., 1997).	
4. “Contributions of the people management function in the process of satisfying constituencies (HRM’s internal and external stakeholders such as top management, line management, employees, customers and trade unions)” (Teo & Crawford, 2005).	Constituencies satisfaction
5. “Extent to which HR contributes in enhancing the firms’ competitive advantage by appropriately supporting the multiple constituencies such as line managers and employees” (Kim & Ryu, 2011).	
6. “Effectiveness of the HR function that reflects diverse needs and desires of internal stakeholders such as line managers and employees” (Chen et al., 2011; Guest & Conway, 2011).	
7. “The effectiveness of HR subunit is based on multiple constituency approaches and measures the extent to which the constituent was satisfied with the performance of the HR subunit” (Tsui, 1990).	
8. “The extent to which the department has satisfied the constituencies’ expectations (stakeholders requirements)” (Ferris et al., 2007; Tsui, 1987).	
9. “Evaluated HR effectiveness in terms of how stakeholders (e.g. managers) feel the HR function was being run and how it was contributing to the firm on different dimensions” (Wright et al., 2001).	Business Objectives & constituencies satisfaction

Operational Definitions of HRM Effectiveness	The Focus for Measurement
10. “Define strategic human resource effectiveness as practices that create a ‘unique pool of human capital.’ Examine SHRM effectiveness with respect to HR policies and practices” (Richard & Johnson, 2001).	Employee development
11. “The Effectiveness of HR function is the consequence of line manager’s involvement in HR activities. This involvement helps in motivating employees as well as enhancing their skills” (Azmi, 2011; Azmi & Mushtaq, 2015; Ryu & Kim, 2013).	

2.2.2 Synthesis of HR Effectiveness Conceptualizations

The above assessment helps us synthesize existing conceptualizations of HR effectiveness. It has been conceptualized by many research efforts, but there remains reasonable conceptual elusiveness in different definitions of HR effectiveness. This conceptual imprecision is mainly due to variation in the dimensions of HR effectiveness and disparity in the measurement of HR effectiveness even under the same dimension. These fallacies are further discussed with respect to various aspects in which HR effectiveness has been approached by different scholars.

The *first* research effort to conceptualize HR effectiveness has consensus on the achievement of business objectives dimension (Huselid et al., 1997; Sikora & Ferris, 2011; Wright et al., 1998; 2001). But in this aspect there is variation in the measurement of this construct, for example, Sikora and Ferris (2011) measure it in terms of fulfillment of job requirements, improvement in employee retention and enhancement in workplace productivity. On the other hand, Wright et al. (1998) assess HR effectiveness in terms of HR services, HR roles and HR contributions. Whereas Huselid et al. (1997) measure it with respect to strategic HRM effectiveness and technical HRM effectiveness.

The *second* regime has defined HR effectiveness by focusing on constituency’s satisfaction (Chen et al., 2011; Ferris et al., 2007; Guest & Conway, 2011; Kim & Ryu, 2011; Teo & Crawford, 2005; Tsui, 1987; 1990; Wright et al., 2001). But under this dimension, the HR effectiveness has been traditionally assessed in different ways. For example, line managers’ perceptions of HR effectiveness (Chen et al., 2011), multiple constituency

approach (Kim & Ryu, 2011), key stakeholders group in comparison with line managers' perception (Guest & Conway, 2011) and degree of fit between HR system and organization's business intentions (Tsui, 1987)

The *third* effort to define HR effectiveness has focused on employee development aspect (Azmi, 2011; Azmi & Mushtaq, 2015; Ryu & Kim, 2013; Richard & Johnson, 2001). However, in this dimension there still exists some measurement variations, e.g. some studies measured HR effectiveness as influential effectiveness, relationship effectiveness and overall effectiveness (Azmi, 2011; Azmi & Mushtaq, 2015) and others assess it with respect to HR policies and practices (Richard & Johnson, 2001).

In sum, it is concluded that there is no consensus on the conceptualization of HR effectiveness. Theoretically, some scholars emphasized on business objectives, others focused on constituencies' satisfaction and remaining emphasized on employee development. Only one study Wright et al. (2001) have focused on two dimensions at the same time (business objectives and constituencies satisfaction). Apart from conceptual foundations, there is still inconclusiveness in the measurement of HR effectiveness even under the same dimension (as discussed above). Hence, rather moving with partial definitions of HR effectiveness, there is a need to re-conceptualize HR implementation effectiveness that may cover all three dimensions.

The conceptual analysis help finds underlying dimensions of HR effectiveness. Finally, three themes (achievement, satisfaction and development) have emerged from eleven definitions. *Achievement* is defined as "the degree to which an organization achieves its strategic goals and business objectives". *Satisfaction* refers to "the extent to which line managers' HR implementation fulfills constituency's/ stakeholder's requirements" such as employee's wishes, expectations, needs, or the pleasure derived from it. *Development* is an "extent to which HR implementation by line ensures employees' growth by appropriately supporting them".

2.2.3 Definition of HR Implementation Effectiveness

The above synthesize help conclude that there is a need for multidimensional conceptualization of HR implementation effectiveness that may cover all three themes (i.e. achievement, satisfaction, development). Thus, we define HR implementation effectiveness as "the degree to which line managers' implementations of HR practices contribute to the *achievement* of business objectives, *satisfy* constituencies' expectations and ensure employee *development*".

2.3 HYPOTHESES DEVELOPMENT

2.3.1 HR Implementation Level and Work Performance

HR implementation level is an “extent of organization's HR practices that are implemented by each line manager. When managers consistently choose to use many of their organization's HR practices, their HR implementation level is high. Conversely, when a manager chooses to ignore or uses only a few of their organization's HR practices, then their HR implementation level is low” (Sikora & Ferris, 2014, p. 273)

The work performance is the indication of accomplishment of work unit's goals. We can also define it as the consequences of the work unit's operations. In this study, the researcher focuses on the performance of work units (groups or departments) rather than organizations. This unit is a single well-defined component of the organization that has been allotted tasks to achieve within the area of the line manager. This is a place where organizations can best predict the line managers HR implementation efforts as well as employee outcomes.

Work performance may be divided into two categories such as objective performance and judgmental performance (Agarwal et al., 2003; Guo, 2002). The objective performance incorporates market and financial estimations about cost efficiency, sales growth, market shares and profit enhancement. Where, judgmental performance includes employees and customers' acumen about satisfaction, service quality and retention. According to Venkatraman and Ramanujam (1986), the performance has three dimensions i.e. financial performance (profitability and sales growth), nonfinancial or operational performance (quality of the work, the quantity of the work, market effectiveness and growth in market shares) and organizational effectiveness (organizational goals and objectives). This study assesses the performance of work units (groups) by utilizing both judgmental and non-financial/operational measures.

In recent decades, the line managers are deemed a vital factor in recognizing the relationship between HR system and firm performance as they fetch HR policies to life. The importance of line manager's involvement in HRM activities is confirmed by different research efforts (Conway & Monks, 2010; Maxwell & Watson, 2006; Sikora & Ferris, 2014). By implementing the HR practices at the floor, they not only influence the employee's attitude and behavior but also affect the work performance of different units.

However, little concentration has been given to the implementation of HR practices at work floor. The consistent implementation of HR practices at the floor is likely to have a reinforcing impact on performance (Bowen & Ostroff, 2004). The recent research has realized this notion and puts their emphasis on HR implementation in predicting the performance (Azmi & Mushtaq, 2015; Vermeeren, 2014).

Line managers' HR implementation level has been acknowledged in academic research, but there is a lack of research that empirically examines its impact on the performance of work units or groups. When line managers implement more of organizational HR practices at work floor, their HR implementation level is likely increased. On the other hand, when less of HR practices are implemented by line managers, their HR implementation level becomes low. This study attempted to examine the impact of HR implementation level on performance of work units and proposed that higher HR implementation level likely enhances performance of work units. This is as per the following hypothesis:

H₁: HR implementation level is positively related to work performance.

2.3.2 HR Implementation Level and Employee Outcomes

Employee outcomes include affective commitment, job satisfaction and turnover intention. Where, affective commitment and job satisfaction represent employee attitudes and turnover intention “serves as a proxy for actual turnover” (Griffeth et al., 2000) which represent employee's behavior. *Affective commitment* refers to “an effective or emotional attachment to the organization” (Allen & Meyer, 1990, p. 14). *Job satisfaction* describes employee's overall job enjoyment and contentment and *turnover intention* is the employee's intention to leave the organization within next twelve months.

2.3.2.1 HR Implementation Level and Affective Commitment

The line managers play a very pivotal role in HR implementation which has enormous importance for positive employee attitudes i.e. affective commitment. The devolution of numerous HR responsibilities makes the line managers influential HR implementers as they are responsible for the implementation of HR practices at work floor (Trullen et al., 2016). They act as predictors of HR practices for employees who influence employees' perceptions regarding HRM system. Prior studies in the field suggest that line

managers involvement in HRM is imperative for the commitment of employees with the organization (Currie & Procter, 2001; Purcell & Hutchinson, 2007). The involvement of line managers in HR implementation is increasing day by day (Perry & Kulik, 2008). Line managers are the agents of the organization but act as independent players when implementing HR practices (Kuvaas & Dysvik, 2010) and providing support to the subordinates (Maertz et al., 2007).

Relying on the social exchange theory, when line managers implement HR practices at the work floor they take individual employee needs into account which gives employees a sense that they are supported and valued. As a result, employees show positive affective commitment with their organization. Many studies find that HRM positively affects employee affective commitment (Gould-Williams & Davies, 2005; Paré & Tremblay, 2007; Whitener, 2001). Some scholar suggests that organizational investment in HR system send implied signals to employees that they are trusted and valued, which give them a sense of obligation to exert positive attitude towards organization (Allen et al., 2003; Purcell & Hutchinson, 2007). In this regard, we propose that when more of HR practices are implemented by organizational line managers, their implementation level seems likely to be high which in turn enhance the affective commitment of employees. This is as per the following hypothesis of the study:

H₂: HR implementation level is positively related to affective commitment.

2.3.2.2 HR Implementation Level and Job Satisfaction

Line managers are considered as an essential factor in recognizing the relationship between HRM and different employee outcomes as they fetch HR policies/ practices to life. By doing so, they persuade employees' perceptions about HRM system as well as their attitudes, behavior and performance (Purcell & Kinnie, 2007). Macky and Boxall (2008) investigate the association between HR practices and employee attitudes. They find a positive relationship between HR practices and job satisfaction. Similarly, Becker et al., (1997) advocate that HR practices facilitate to improve employee productivity and enhance job satisfaction. HR practices are also helpful to increase employee communication and cooperation with other employees which provides positive feelings about the job (Evans & Davis, 2005). The HRM implementation by line can influence many job-related activities of employees which are helpful in creating positive feelings about the job. Accordingly, it appears that when more of HR practices are implemented by

organizational line managers, employee's job satisfaction should subsequently improve. Conversely, when HR implementation level is low employees job satisfaction will likely decrease. Thus we propose the following hypothesis:

H₃: HR implementation level is positively related to job satisfaction.

2.3.2.3 HR Implementation Level and Turnover Intention

The line managers play very crucial role in the implementation of HR practices. There is a substantial fact that the line managers have to progressively execute numerous HRM activities (Purcell & Hutchinson, 2007). In HR implementation process, the line managers induce employees' perceptions about the HRM system. HR implementation level seems likely to negatively impact turnover intentions of employees because some HR practices reveal employees that the organization is caring for its employees and covet to build an enduring relationship with them (Bowen & Ostroff, 2004). In this regard, Allen et al. (2003) find that employees' supportive HR practices are helpful to increase their attachment to the organization. Employees perception of their supervisor support and care motivate them to stay employed with the organization (Rhoades et al., 2001). Consequently, when more of HR practices are implemented by organizational line managers, employees feel supportive of their supervisor which negatively influences turnover intention of the employees.

H₄: HR implementation level is negatively related to turnover intention.

2.3.3 HR Implementation Effectiveness and Work Performance

HR implementation effectiveness is the degrees to which line managers' implementation of HR practices contribute to the achievement of business objectives, satisfy constituencies' expectations and ensure employee development.

The effectiveness of HRM implementation by line is of crucial importance for the performance of work groups and organizations (Nishii & Wright, 2008). Line managers' effective HR implementation at floor helps the work groups to achieve the key business objectives, which ultimately affect their performance. Despite this realization of the significance of the implementation rather than merely the existence of HR practices, there has been a limited consideration of effective implementation processes.

The association between HRM and performance is extensively investigated by many scholars such as Boselie et al. (2005); Combs et al. (2006); Jiang et al. (2012). However, there is a lack of research that emphasizes the HR implementation in predicting performance. In this regard, recent studies put their emphasis on the effective implementation of HR practices (Bos-Nehles et al., 2013; Sikora & Ferris, 2014). The line managers' effective implementation of HR practices is helpful to enhance the performance of their departments (Khilji & Wang, 2006). The high quality of HR practices does not guarantee high performance (Woodrow & Guest, 2014), the effective implementation of these practices is essential in the HRM-performance link. Guest and Bos-Nehles (2013) argue that well-designed HR practices predictably guarantee high performance when effectively implemented at work place. From the above discussion, we expect that the effective implementation of HR practices by line seems likely to have a positive influence on the performance of his work unit. This is as per the following hypothesis:

H₅: HR implementation effectiveness is positively related to work performance.

2.3.4 HR Implementation Effectiveness and Employee Outcomes

2.3.4.1 HR Implementation Effectiveness and Affective Commitment

The implementation of HR practices at the operational level is a relation oriented and social management task. The line managers' effective HR implementation supports the employee in fulfilling their requirements and developing necessary skills which may enhance their commitment to the organization. Prior research finds a positive association between HR practices and affective commitment (Gould-Williams & Davies 2005; Paré & Tremblay 2007). Recently, Gillbert et al. (2011) suggest that the line managers can increase affective commitment of employees by the successful enactment of HR practices. However, no specific attention has been paid to HR implementation research in examining affective commitment. On the basis of above discussion, we expect that when line managers effectively implement their organizational HR practices at the work floor, employee's affective commitment should subsequently increase.

H₆: HR implementation effectiveness is positively related to affective commitment.

2.3.4.2 HR Implementation Effectiveness and Job Satisfaction

The effective implementations of HR practices at work place help the constituencies in fulfillment of their expectations which further affect their job-related behaviors. The prior research confirms that HR effectiveness is helpful to increase employee job satisfaction (Becker et al., 1997). Some studies suggest that HR practices are linked to improving employee job satisfaction (Dyer & Reeves, 1995; Huselid, 1995). These results exhibit that HR practices are supposed to generate mutually reinforcing impact on employee attitude such as higher job satisfaction (MacDuffie, 1995). The significance of being perceived as relation oriented and supportive in HR implementation is better recognized in previous research (Dysvik & Kuvaas, 2012; Gilbert et al., 2011). Keeping in view the subordinates' needs and job requirements, when line managers implement HR practices more successfully, employees perceive that they are in good relationships and being supported by their supervisors. This positive feeling increases the job satisfaction of the employees. Thus, we propose the following hypothesis:

H₇: HR implementation effectiveness is positively related to job satisfaction.

2.3.4.3 HR Implementation Effectiveness and Turnover Intention

HR implementation effectiveness tends to reduce employee turnover because the effective implementation of HR practices at floor sustain the employees by satisfying their expectations and developing them. Huselid (1995) confirm that HR practices are linked to reducing employee turnover. Macky and Boxall (2008) suggest that the utilization of organization's HR practices enhances employee's intention to stay employed with the organization. Richard and Johnson (2001) find that the effectiveness of HR practices considerably reduces turnover intentions. HR implementation effectiveness can also reduce employee turnover through its positive impact on employee attitudes such as affective commitment and job satisfaction. Based on the social exchange theory, when line managers implement HR practices effectively, the employees feel supported by their supervisor and reciprocate by way of lower turnover intention (Dysvik & Kuvaas, 2008; Kuvaas, 2008). Accordingly, we expect that HR implementation effectiveness likely reduces turnover intention.

H₈: HR implementation effectiveness is negatively related to turnover intention.

2.3.5 Employee Outcomes as a Mediator

A key precept in strategic human resource management research is that HRM impact performance through employees' motivation, attitudes and behaviors (Combs et al., 2006). In this perspective, Jiang et al. (2013) suggest that while examining employee's attitudes and behaviors and their impact on performance, social exchange theory may be used to explain the intervening mechanisms. According to social exchange theory (Blau, 1964) when individuals or organization care about employees' well-being and value them through investment in HR, then employees feel an obligation to reciprocate by demonstrating positive work attitudes and appropriate behaviors towards the organization.

In recent years, theoretical frameworks highlight that employees' attitudes and behaviors are based on their perceptions of how and why HR practices are implemented by the organization (Bowen & Ostroff 2004; Nishii et al., 2008). In this view, line managers play very important role in communicating HR policies to employees and implementing HR practices at the work floor.

Line managers are the agents of the organization and play an important role in implementing HR practices at the operational level. When Line managers effectively implement HR practices at individual levels, it gives employees a sense that they are being valued and cared. Thus, they show their positive attitudes (affective commitment and job satisfaction) and appropriate behaviors (turnover intention) towards the work units and organization. Based on above discussion, we can say that line managers' effective HR implementation is likely to improve the perceptions of employees about HRM system and generate desired employees' and ultimately work units' outcomes. Accordingly, this study proposes the following hypothesis.

H₉: *Employee outcomes (affective commitment, job satisfaction and turnover intention) mediate the relationship between HR implementation effectiveness and work performance.*

CHAPTER 3

RESEARCH METHODOLOGY

This study consists of two sets of research efforts. The first set of research involves in development and validation of HR implementation effectiveness (HRIE) scale. For this purpose, the researcher uses multiple methods i.e. qualitative and quantitative as suggested by experts in the field. The second research effort aims to investigate the hypothesized model empirically. The following sections subsequently describe the methodology for both types of research efforts.

3.1 DEVELOPMENT AND VALIDATION OF HRIE SCALE

To develop and validate measures of HR implementation effectiveness, we followed the four steps approach outlined in scale development process (Hinkin, 1998; Kinicki et al., 2013; Nunnally, 1978; Zheng et al., 2015). In step one, we generate the *pool of initial items* and take recommended steps to reduce and refine the pool assessing the three dimensions of HRIE. Step 2 evaluates the *psychometric properties* of the final scale. In step 3, convergent and discriminant *validity* is assessed. Finally, step 4 reviews the *criterion related validity* of the multidimensional scale. The detail of these steps is provided in subsequent sections.

3.1.1 Items Generation, Reduction and Refinement

Step one consists of initial items generation and screening, items reduction and face validity assessment and items refinement and dimensionality of scale (Q-sort procedure).

3.1.1.1 Initial Items Generation and Screening

The success of items generation process depends upon the development of a conceptual foundation for a construct, which will signify the content area for the new measures (Hinkin, 1998). To generate an initial set of items the researcher utilizes the deductive scale development approach. This approach entails the realization of the phenomenon to be explored and extensive review of the literature to theoretically define the construct under investigation. This

theoretical definition then may be used as a guide for the generation of initial items (Schwab, 1980). Accordingly, the conceptualization of HR implementation effectiveness proposed by this study provides us a foundation for developing the initial items. Keeping in view of three dimensions of HR implementation effectiveness, we reviewed the 83 articles identified in Chapter 2 (Section 2.1).

From the extant literature and measures, the researcher generates an initial pool of 65 items. After initial screening, we removed 9 items that were not relevant to our definition of HR implementation effectiveness i.e. the three sub-constructs. The remaining 56 items were used for further assessments.

3.1.1.2 Items Reduction and Face Validity Assessment

The purpose of this phase is to assess the 56 items in terms of language clarity, understandability and level of difficulty. The items were randomly incorporated in the questionnaire for further assessment. These items are rated on a 5-point scale ranging 1 = very easy to 5 = very difficult (Annexure-A).

This assessment is made through *preliminary judge analysis* (Kinicki et al., 2013). These judges are 30 students pursuing their degrees in M. Phil Business Administration with specialization in HRM. Before distributing the questionnaires, a brief presentation was given to them about the purpose of this activity. The researcher analyzes the responses by calculating the percentage for each item. To reduce the number of items, Nunnally (1978) suggests that the common method is to remove items when judges don't concur on item assignments. We apply a criterion of 80% agreement for retaining the items and discard all those items which are below than this standard. That is if 24 or more judges believe that an item is difficult or very difficult, it is discarded from further analysis. This analysis fetched us 36 items.

3.1.1.3 Items Refinement and Dimensionality of Scale (Q-Sort Procedure)

To further refine the items, results of the initial judge analysis are reviewed by the researcher and discussed with six HR practitioners of different companies. These practitioners have minimum 10 years' experience in their field. Upon their suggestions, the wording of some of the items went through minor changes.

The researcher then employs a *Q-sort procedure* (Kinicki et al., 2013) to verify three dimensions of HR implementation effectiveness contained in 36

items. According to American Psychological Association (1999), this assessment can be made by having a group of judges to allocate items to the underlying dimensions of content domain. Correct allocation of items shows that items evaluate the specific content domain while incorrect allocation indicates that items measure irrelevant content. Nunnally (1978) also suggests that this procedure is helpful for assessing the *content validity* of items.

To achieve the above aim, the researcher selected a group of 10 Ph.D. scholars doing research in different fields of Management at chartered higher education institution situated at Lahore. After providing a comprehensive presentation about HR implementation effectiveness definition and the three dimensions (i.e. achievement, satisfaction, development), the judges are requested to sort the 36 items into the most appropriate dimension, if they fit a dimension or otherwise put these into does not fit the category (Annexure-B). An item is retained if 80% of the participants place an item in the same category. The analysis revealed that 25 items are correctly assigned to one of the three dimensions of HR implementation effectiveness by more than 80% of the scholars. This process also confirms the *content validity* of 25 items retained.

3.1.2 Basic Psychometric Properties

In the second step, the psychometric analysis of HR implementation effectiveness items is assessed with respect to its factor structure (i.e. exploratory factor analysis and confirmatory factor analysis) and reliability analysis.

3.1.2.1 Exploratory Factor Analysis (Study 1)

Data for study 1 was collected from employees of two large Pakistani organizations. All the 25 items are rated on a five-point Likert scale ranged 1 = strongly disagree to 5 = strongly agree. An online questionnaire along with covering letter was emailed to all 650 employees of targeted organizations via the HR department. Participation in the survey was entirely intended and anonymous. In the covering letter, the respondents were requested to measure their perception for effective implementation of HR practices by their supervisor/ line manager. Finally, the researcher received positive responses from 240 employees. The responses that were not useable (10) were excluded from the data. The majority of respondents (85%) were male. The mean age was 35 years with an average organizational tenure of 10 years.

The items retained in Q-sort procedure (second judge analysis) are submitted to exploratory factor analysis (EFA) which recommends the deletion of additional items (Ford et al., 1986). This analysis is conducted for two main reasons. Its basic objective is to have a parsimonious set of measures which is the practical requirement to keep the length of survey manageable. The organizations are probable in providing the positive response for the survey if the instrument is short and not time-consuming for the respondents (Kinicki et al., 2013). Second, while developing the instrument, the researchers often assess EFA before conducting CFA as their combined execution is more effective for both analysis and theory development (Gerbing & Hamilton, 1996).

3.1.2.2 Confirmatory Factor Analysis (Study 2)

The primary data for this study was also collected from the employees of same organizations as mentioned above. The items retained from EFA are rated on a 5-point scale ranged, 1 = not true and 5 = absolutely true.

The researcher telephonically contacted the HR departments of these organizations and again requested to email the questionnaire along with covering letter to the remaining 410 employees (those who were reluctant/not responded to study 1). In covering letter, the respondents were asked to rate 12 items based on their perceptions about the effectiveness of their supervisor's HR implementation. The emails sent by HR representatives proved very helpful in generating positive and useable responses from 210 employees. Eighty percent of the respondents were male with an average age of 38 years. The mean organizational tenure is 9.5 years.

In scale development process CFA provides the confirmation about the comprehensiveness and appropriateness of the former analyses (Hinkin, 1998). The purpose of conducting CFA is twofold. The first aim is to assess the goodness of fit of multiple models that may be used to identify the baseline or best model (Joreskog & Sorbom, 1989). Secondly, within specific model the individual items fit can also be examined through modification indices.

3.1.2.3 Reliability Analysis

Reliability refers to the accuracy of a measuring device and it is an essential condition for the validity of new scale (Kerlinger, 1986). The scale reliability of three dimensions of HR implementation effectiveness is measured with Cronbach's Alpha which is a more suitable technique for

measuring the internal consistency of items (Price & Mueller, 1986). The scale reliability of three dimensions of HR implementation effectiveness is also estimated with composite reliability (Hair et al., 2010).

3.1.3 Convergent and Discriminant Validity

In step three, the convergent and discriminant validity of HR implementation effectiveness scale is estimated. Convergent validity refers the degree to which a construct is allied to other measures of the similar construct. Whereas the discriminant validity is revealed by indicating that a construct has no relationship with dissimilar measures (Hinkin, 1998; Nunally, 1978). The purpose of this analysis is to assess either the three dimensions of HR implementation effectiveness converge with each other and whether the three dimensions are distinct dimensions of HR implementation effectiveness. For computing, the convergent and discriminant validity the researcher utilizes the same primary data that has been collected in Study 2.

3.1.4 Criterion Related Validity

The final step, pertain the criterion related validity of the newly developed scale. The aim of this phase is to investigate the relationship of new measures of HR implementation effectiveness with other variables by which they can be hypothesized. According to Hinkin (1998), the data for other variables may be collected from the samples utilized in previous studies or analysis. Thus, the primary data for other three variables; affective commitment, job satisfaction and turnover intention was also collected from the employees of same organizations.

3.2 HYPOTHESES TESTING

This section is related to second research effort which particularly aims to investigate the hypothesized model empirically.

3.2.1 Research Design Elements

To investigate the hypothesized relationships, we utilize quantitative approach. The primary data was collected from permanent employees and their supervisors/ line managers through a self-administrative survey. The elements of research design are discussed in subsequent paragraphs.

The purpose of the survey is *analytical and predictive* in nature as it involves in testing the hypotheses that how HR implementation level is related to work performance and employee outcomes. The study also seeks to investigate the relation between HR implementation effectiveness and work performance independently and through the mediation of employee outcomes. The type of investigation of this study can broadly be categorized as *co-relational*.

To investigate different variables of interest various *units of analysis* such as individuals and groups are involved. One of criterion variable (HR implementation effectiveness) and employee outcomes are directly measured from permanent employees of fertilizing companies. The other criterion variable (HR implementation level) and response variable (work performance) are assessed by respective supervisors/line managers or unit heads. For testing the proposed hypotheses, the data is aggregated at individual's level. The time horizon is *cross-sectional* as whole data is collected at one point in time. The study is conducted in a *non-contrived* (i.e. natural) setting with *minimal interference* of researcher.

3.2.2 Variables

Work performance is a *dependent variable* of the study which is group level variable. We utilize the judgmental and operational/nonfinancial measures of performance of work units which are based on the perceptions of line managers or supervisors.

There are *two independent variables*; *HR implementation level* is the first independent variable which is an individual level variable and data for measuring HR implementation level is collected from line managers or supervisors. *HR implementation effectiveness* is another independent variable. This is also an individual level variable. The assessment of this variable is based on employee's perceptions about the effectiveness of their supervisor's HR implementation.

Employee outcomes (affective commitment, job satisfaction and turnover intention) are *mediating variables* of the study. These are also individual level variables. The respondents for these three variables are permanent employees of the organizations.

3.2.3 Population and Sample

Keeping in view the relevance of HR implementation by firm's line managers, our focus was on those organizations; a) which have a formal HR department and, b) where HR practices/policies are also being delegated to the line managers. On the basis of above criteria, we have selected the fertilizing sector of Pakistan. The other reasons for selecting this sector are i) the response variable of our study is a work performance i.e. group or work unit's performance. To measure this variable different work units were required. This sector allows us to collect the data from their production plants where these groups were accessible, ii) It is one of the largest sectors that benefit the country in shape of economic growth, balance of payment and poverty reduction. Pakistan is an agrarian country and most of the agricultural output is based on fertilizer industry. This industry is an essential element of Pakistan's economy. It contributes 21% of the GDP and employs about 44% work force of a country (Government of Pakistan, 2016).

Currently, in Pakistan, there are five major producers of fertilizers. These five corporations/groups have seven fertilizing companies (total population). The detail of companies is given in Annexure-C. The researcher formally requested the HR departments of all companies for collecting the data from their production plants. Out of seven companies, four firms accepted his request which is the target population of this study. The results based on this population are rather likely to be generic for the whole sector.

3.2.3.1 The Planned Sample

As the respondents of the study are permanent employees and supervisors or line managers working in production plants of the targeted companies. The researcher obtained the list of a total number of employees and their respective supervisors from HR department of each company. There are total 500 employees and 125 supervisors working in production plants of four companies. This is a planned sample of the study. The summary of the planned and actual sample along with response rate of permanent employees and their respective supervisors in each firm is provided in Table 3.1.

3.2.3.2 Actual Sample

Finally, we have received usable and fully completed questionnaires from 200 employees and 82 supervisors who qualify as an actual sample for testing the proposed hypotheses. This yields a response rate of 40% for

permanent employees and about 66% for supervisors. The overall response rate is 40%. This response rate is reasonably higher than other studies in the field (e.g. 32% Azmi & Mushtaq, 2015; 34% Kuvaas et al., 2014). The company wise response rate is also shown in Table 3.1. For permanent employees, the response rate ranged from 39.3% to 40.9% and for supervisors, it ranged from 64.3% to 66.7%. It shows that there is no systematic response bias in responding companies.

Table 3.1
Summary of Planned and Actual Sample

Company	Permanent Employees			Supervisors/Line Managers		
	Planned	Actual	Response Rate %	Planned	Actual	Response Rate %
Engro	140	55	39.3	35	23	65.7
Fauji	130	52	40.0	32	21	65.6
Fatima	120	48	40.0	30	20	66.7
Pak Arab	110	45	40.9	28	18	64.3
Total	500	200	40.0	125	82	65.6

3.2.4 Data Collection

The primary data was collected from permanent employees and line managers. For this purpose, two separate questionnaires were designed. The first questionnaire was designed for permanent employees of the organizations and the second questionnaire was designed for supervisors/ line manager.

3.2.4.1 Pilot Study

Before launching full-scale survey, a pilot study was conducted to affirm the language, relevancy and clarity of the measures utilized in both the questionnaires. This pilot study was conducted among four line managers and eight employees (not included in the final survey) of responding companies. Upon their feedback and suggestions, one HR activity/practice has been further customized in the second instrument. This change is minor in nature e.g. *employee health and physical condition* is rephrased as *protecting employees health and safety*. This revision further improves the understanding of this HR activity/ practice. Apart from this minor change, there was no ambiguity in the understanding of any item in both the instruments.

3.2.4.2 Instruments

The first instrument was meant for permanent employees (Annexure-D). This instrument contains three sections. The first section holds items for the measurement of employee outcomes i.e. affective commitment (a-f), job satisfaction (g-i) and turnover intention (j-m). The second section contains newly developed and validated items for measuring HR implementation effectiveness. The final section contains information about employees and their department e.g. gender, age, marital status, formal education, department and tenure in the department.

The second instrument was designed for supervisors/ line managers or unit heads which also comprises of three sections (Annexure-E). The first section of this instrument contains HR activities/ practices for the measurement of HR implementation level. The second section consists of items for measuring work performance. The last section includes the information regarding supervisor and his/her department e.g. gender, age, marital status, formal education, the name of the department and departmental tenure, etc. Keeping in view the respondents' education level, both questionnaires were administered in the English language.

3.2.4.3 Administration Procedure

As mentioned above the researcher has already taken the approval from HR department of each company for collecting the primary data through self-administered survey. Therefore, in every company the General Manager HR assigned a focal person/ HR representative who may help the researcher in data collection process. Accordingly, the HR representative of each company forwarded (via email) the questionnaires to all permanent employees and their relevant supervisors/ line managers.

The support provided by HR department of each company proved very useful in generating positive responses from respondents. After one week of online distribution of the survey questionnaires, we received a small number of responses. Then upon our request, the follow-up email was sent by the HR representative of each company to remaining employees and supervisors. Waiting for one week following this reminder the researcher requested (via telephonic call) the focal person of each company for personal visits. Finally, as per the given plan of each focal person, the researcher physically visited to collect the questionnaires from permanent employees and their supervisors. This follows up process has been continued for about two months.

We distributed the questionnaires to 500 employees, 125 supervisors (planned sample) and obtained usable and fully completed questionnaires from 200 employees and 82 supervisors (actual sample), this yields a response rate of about 40% and 66% respectively.

3.2.5 Measurement and Scales

3.2.5.1 HR Implementation Level

In SHRM, the line manager's have got much popularity in the implementation of HR practices at the workplace as most of the HR activities have been devolved to line management (Conway & Monks, 2010; Maxwell & Watson, 2006). But the level of their implementation may be different for various HR activities. This study measures the level of their HR implementation in 11 HR activities/practices. This kind of practice has been done previously by Guest and Conway (2011) they measured the HR effectiveness through 9 HR practices by comparing the perceptions of line managers with HR managers. In this study, eleven HR activities are used to measure the HR implementation level.

The wording of one of HR activity has been customized after pilot testing as mentioned above. The Sample HR activities are "*Job analysis and redesign*" and "*Information sharing of HR policies*". These activities were measured with four categories (category 1 = sole HRM, category 2 = HRM in consultation with supervisors, category 3 = supervisors in consultation with HRM, category 4 = sole supervisor). Keeping in view the implementation of these practices in the organizations, the line managers and HR managers were asked to choose the most appropriate (only one) category for each activity.

3.2.5.2 HR Implementation Effectiveness

In the first phase of the study we have developed and validated a new scale for measuring HR implementation effectiveness. It is conceptualized as the degree to which line managers' implementation of HR practices contribute to the achievement of business objectives, satisfy constituencies' expectations and ensure employee development. It consists of three dimensions namely, development (6 items), achievement (3 items) and satisfaction (3 items). Thus, all these dimensions are measured with 12 items scale. The sample item for each of the dimension is stated here: "*my supervisor develops employee skills and capabilities to gain competitive advantage*" (Development), "*His HR implementation helps to enhance the firm's competitive position*"

(achievement) and “*He improves stakeholders’ satisfaction with strategic aspects of HRM*” (satisfaction). All of these items were measured on a 5-point Likert scale that ranged from 1 = strongly disagree to 5 = strongly agree. The measurement of this variable is based on employees’ perceptions about the effectiveness of their supervisor’s HR implementation.

3.2.5.3 Employee Outcomes

Affective commitment was measured by adopting a 6-item scale of Meyer and Allen (1997). On the scale, one item is reverse coded. We have used these items without any further customization. The sample item includes “*I really feel as if this organization’s problems are my own*”. All items were measured on a 5-point scale ranging from 1 (not at all true) to 5 (absolutely true). The assessment of all items was made through permanent employees of the organizations.

Job Satisfaction was assessed by employing 3-item scale of Cammann et al. (1979). One of the items is reverse coded. These items were utilized without any further customization. The sample item includes “*All in all, I am satisfied with my job*”. All items were scored on a 5-point scale that has a range from 1 = not at all true to 5 = absolutely true. The job satisfaction was assessed from permanent employees.

Turnover Intention was scored by utilizing 4-item scale of Tett and Meyer (1993). One item in the scale was negatively worded. We used the original items without any modification. The sample item includes “*I am always on the lookout for a better job*”. A 5-point scale was used to assess the items ranging from 1 to 5, 1 means not at all true and 5 means absolutely true. The respondents were permanent employees of the organizations.

3.2.5.4 Work Performance

Based on the prior research, the work performance was assessed using seven performance criteria's. Five items were modified from Liden et al. (2006), one question was modified from Bernardin (2003) and one item was modified from Hung et al. (2011). The sample items include “*My department completes the tasks on time*” and “*Overall performance of my department has improved*”. These 7 items were measured on 5-point Likert scale ranged from 1 (strongly disagree) to 5 (strongly agree). The line managers or supervisors were asked to assess the performance of their work units.

CHAPTER 4

DATA ANALYSIS FOR SCALE VALIDATION

4.1 HR IMPLEMENTATION EFFECTIVENESS SCALE

To develop a reliable and valid scale of HR implementation effectiveness (HRIE), we followed the four steps approach outlined in scale development process (Hinkin, 1998; Kinicki et al., 2013; Nunnally, 1978; Zheng et al., 2015). Step 1 entailed the generation of an *initial pool of items* and taken recommended measures to reduce and refine the pool assessing the three dimensions of HRIE. Step 2 evaluates the *psychometric properties* of the final scale. Step 3 assesses the *convergent and discriminant validity*. Finally, step 4 reviews the *criterion related validity* of the multidimensional scale. The subsequent sections pertain the detail of each step in turn.

4.1.1 Items Generation, Reduction and Refinement

To *generate an* initial set of items the deductive scale development approach is utilized. From the extant literature and measures, the researcher generates an initial pool of 65 items. After initial screening, we removed 9 items that were not relevant to our definition of HRIE i.e. the three sub-constructs.

The remaining 56 items were then reviewed for items *reduction* and face validity assessment. This assessment is made (in terms of language clarity, understandability and level of difficulty) through *preliminary judge analysis* (Kinicki et al., 2013). The responses of 30 judges were analyzed by calculating the percentage for each item. We apply a criterion of 80% agreement for retaining the items and discard all those items which are below than this standard. This analysis fetched us 36 items.

To further *refine* the items and verify three dimensions of HRIE contained in 36 items, we employed a *Q-sort procedure* (Kinicki et al., 2013). A group of judges (10 Ph.D. scholars) is selected to allocate items to the underlying dimensions of content domain. An item is retained if 80% of the participants place an item in the same category. The analysis revealed that 25 items are correctly assigned to one of the three dimensions of HRIE by more than 80% of the scholars. This process also confirms the *content validity* of 25 items retained (Nunnally, 1978).

4.1.2 Basic Psychometric Properties

The psychometric properties of HR implementation effectiveness items are assessed with respect to its exploratory factor analysis, confirmatory factor analysis and reliability analysis.

4.1.2.1 Exploratory Factor Analysis

The exploratory factor analysis is conducted using principal axis factoring with oblique rotation to extract the three-factor solution.

Table 4.1
Exploratory Factor Analysis: HRIE Dimensions

Items	Factor ^{a,b}		
	Development	Achievement	Satisfaction
Helpful in development planning for employees.	0.83	0.12	-0.10
Contributes to building the firm's human capital.	0.81	0.12	-0.10
Helpful in succession planning for employees	0.77	-0.28	0.16
Programs to develop and motivate employees.	0.65	-0.08	0.16
HR services to the employees' career.	0.64	0.13	0.09
Skills and capabilities to gain competitive advantage.	0.50	0.23	0.03
Helps to enhance the firm's competitive position.	-0.06	0.76	0.08
Support the firm's business objectives.	-0.14	0.75	0.15
Added value to the business.	0.19	0.64	-0.13
Satisfied with service quality from his strategic role.	0.03	0.06	0.76
Employees are satisfied with supervisor's consulting role.	0.06	-0.01	0.74
Stakeholders' satisfaction with strategic aspects of HRM.	0.12	0.19	0.49

Notes: HRIE = HR implementation effectiveness; ^a Factor analysis uses principal axis factoring with promax rotation; ^b Bold values indicate the factor on which each item predominantly loads.

This procedure of extracting the factors is more authentic because the principal component method jumbles the specific, common and random error variances (Ford et al., 1986; Rummel, 1970). The researcher uses 0.30 as a minimum cutoff point to identify a factor and not to retain items that are inconsistent with other factors, or either has high cross loadings. Initially, 25 items are included in exploratory factor analysis and all those items are deleted which have either high cross loadings and whether not loaded on any factor. After three times doing this analysis, 13 of the 25 items are discarded because they do not fulfill the above-mentioned criteria. Twelve items discern the three-factors are thus retained (Table 4.1). The total variance explained by these three factors is 61%.

As shown in above Table 4.1, the 6-development items are loaded on the first factor; 3-achievement items are loaded on the second factor and 3-satisfaction items are loaded on the third factor.

4.1.2.2 Confirmatory Factor Analysis

The confirmatory factor analysis is conducted using AMOS 20.0. The model fitness is assessed with chi-square statistics (χ^2), degree of freedom (df), chi-square and degree of freedom ratio (χ^2/df), goodness of fit index (GFI), comparative fit index (CFI), Tucker-Lewis index (TLI) and root mean square error of approximation (RMESA).

The three dimensions of HRIE serve as latent constructs and items retained from exploratory factor analysis serve as indicators for each dimension. In order to find the best depiction of data, the researcher assesses the 12 items of HRIE and their structure by comparing 6- confirmatory factor analysis models.

The *first* model denotes a null model. In *second* model all the 12 items are loaded on a single factor. The *third* model is 2-factor uncorrelated model which refers the development items on one factor and the merge of achievement and satisfaction items on the second factor. Model *four* is a 2-factor correlated model with same loadings as the model three. The *fifth* model denotes the 3-factor uncorrelated model in which the development, achievement and satisfaction items are loaded on their related factors. Model *six* refers to the 3-factor correlated model with same loadings as the model five (Table 4.2).

Table 4.2
Confirmatory Factor Analysis: HRIE

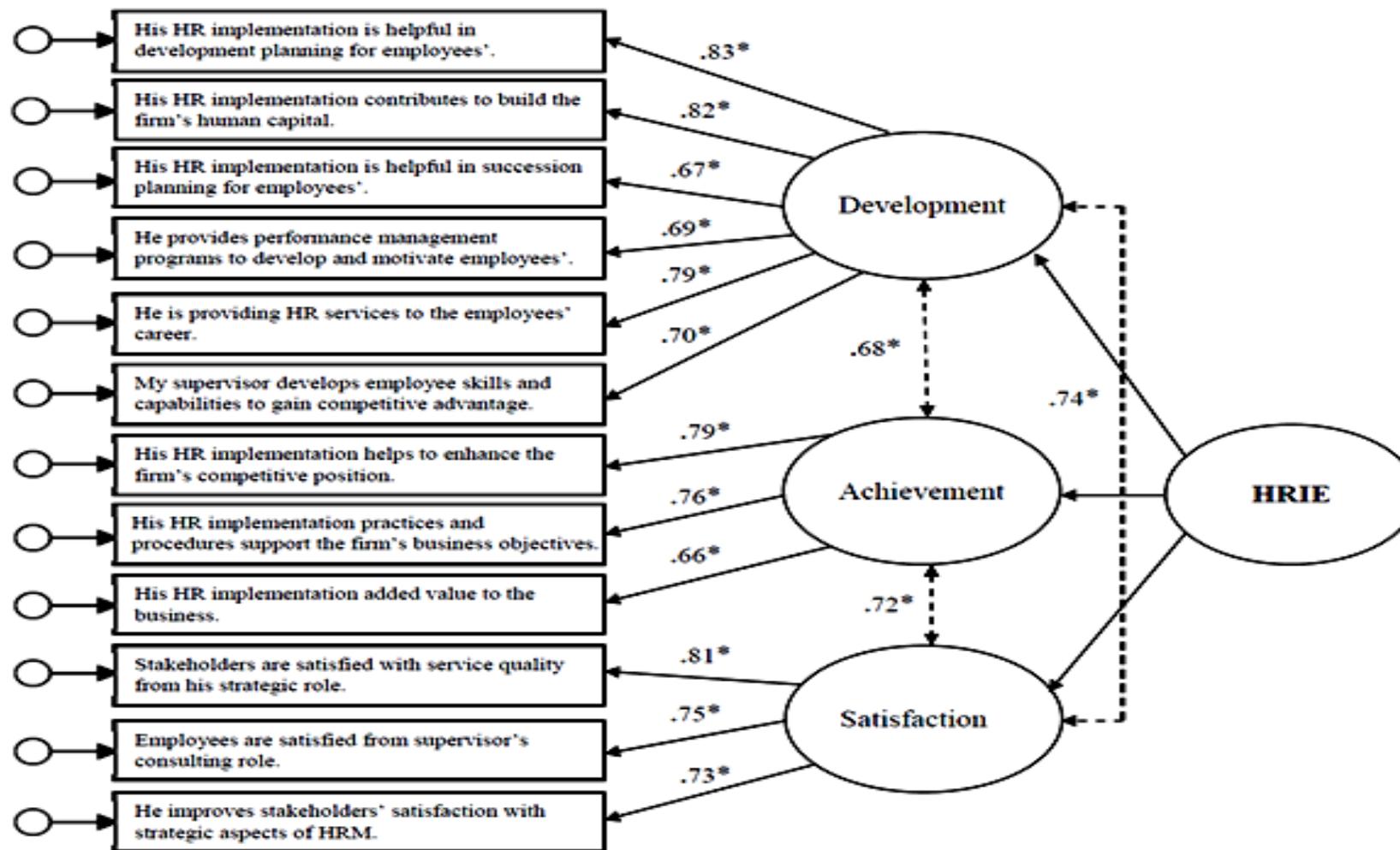
Model	χ^2	df	χ^2 difference ^a	χ^2/df	GFI	CFI	TLI	RMSEA
Null	1202.09	66	-	-	-	-	-	-
One Factor	224.00	54	978.09*	4.15	0.82	0.85	0.82	0.13
Two Factor (Uncorrelated)	266.70	54	42.70*	4.93	0.82	0.81	0.77	0.14
Two Factor (Correlated)	146.06	53	120.64*	2.76	0.88	0.92	0.90	0.10
Three Factor (Uncorrelated)	29.98	54	116.08*	5.42	0.80	0.79	0.74	0.15
Three Factor (Correlated)	99.61	51	69.63*	1.95	0.92	0.96	0.95	0.07

Notes: HRIE = HR implementation effectiveness; ^a test statistically compares difference of a model with the next model; χ^2/df = Chi square and degree of freedom ratio; GFI = Goodness of fit index; CFI = Comparative fit index; TLI = Tucker's Lewis index; RMSEA = Root mean square error of approximation.

As shown in Table 4.2 the confirmatory factor analysis results reveal strong support for the 3-factor correlated model. This model demonstrates the best fits as compared to other models. The values of GFI = 0.92, CFI = 0.96 and TLI = 0.95 are above the suggested value of 0.90 (Byrne, 1998). The value of RMSEA = 0.07 is also below than the recommended value of 0.08 (Browne & Cudeck, 1993). In chi-square difference test the difference of 3-factor uncorrelated model with 3-factor correlated model also reveals the significant value of 69.63, $p < 0.05$. In addition, the chi-square and degree of freedom ratio 1.95 (value less than five is acceptable) is also within an acceptable range (Thomson et al., 2005). The factor loading values of all the 12 items are also given in Figure 4.1 which ranges from 0.66 to 0.83.

4.1.2.3 Reliability Analysis

The internal consistency of three dimensions of HR implementation effectiveness is estimated with Cronbach's alpha. The scale reliabilities of each dimension i.e. 6-development items $\alpha = 0.88$, 3-achievement items $\alpha = 0.79$ and 3-satisfaction items $\alpha = 0.80$ (Table 4.3) are satisfactory and meet the standard of applied research (Nunnally, 1978).



Notes: * $p < 0.01$; HRIE = HR Implementation Effectiveness; All coefficient values appeared above the associated paths are standardized. Dotted lines show correlations.

Figure 4.1: Confirmatory Factor Analysis: The Three Factor Correlated Model

The scale reliability of three dimensions of HR implementation effectiveness is also estimated with composite reliability (CR). Hair et al. (2010) propose that a scale is reliable if its CR is 0.70 or above. The detail of reliability analysis is given in Table 4.3.

4.1.3 Convergent and Discriminant Validity

The convergent and discriminant validity of three dimensions of HR implementation effectiveness is further evaluated by second order confirmatory factor analysis in which each dimension is presumed to originate from the construct of HRIE. The convergent and discriminant validity is assessed by using the process given by Hair et al. (2010). According to them, the convergent validity is accepted if the value of average variance extracted (AVE) is > 0.50 . Where discriminant validity is acknowledged if the value of maximum shared variance (MSV) and average shared variance (ASV) is $<$ the value of AVE.

The complete detail of validity analysis of 3-dimensions of HRIE is given in Table 4.3. The results reveal that HRIE scale fulfills all conditions of reliability and validity. Thus the newly developed scale of HRIE is entirely reliable and valid for further use.

Table 4.3
Reliability and Validity of HRIE Scale

HRIE Dimension	Alpha^a	CR	AVE	MSV	ASV
Development	0.880	0.886	0.566	0.548	0.506
Achievement	0.790	0.780	0.544	0.511	0.488
Satisfaction	0.800	0.807	0.583	0.548	0.529

Notes: HRIE = HR implementation effectiveness; ^aCronbach's Alpha

4.1.4 Criterion Related Validity

The criterion validity of new measures can be established by examining the relationship between these measures and other variables with which they can be hypothesized (Cronbach & Meehl, 1955). According to Hinkin (1998), these relationships may be based on existing theory and can be investigated by using correlation analysis. The criterion related validity of new scale is confirmed if statistical significance is attained by proposed relationships.

Accordingly, the researcher investigates the association of HRIE with other three variables; affective commitment, job satisfaction and turnover intention. The bivariate correlation results are as per expectations which reveal the significant and positive association of HRIE with employee's affective commitment (coefficient = 0.318, $p < 0.01$) and job satisfaction (coefficient = 0.453, $p < 0.01$). It can also be observed from Table 4.4 that the correlation between HRIE and employee's turnover intention is significant and negative (coefficient = -0.457, $p < 0.01$). This is also as per theoretical expectation. Therefore, it is concluded that the new scale of HRIE is significantly correlated with all three variables which provide the strong evidence of its criterion related validity.

Table 4.4
Criterion Validity of HRIE Scale

Variables	1	2	3
1. HRIE	1		
2. Affective Commitment	0.318**	1	
3. Job Satisfaction	0.453**	0.504**	1
4. Turnover Intention	-0.457**	-0.577**	-0.456**

Notes: HRIE = HR implementation effectiveness; ** $p < 0.01$

4.2 SUMMARY

This study develops and validates measurement scale for HR implementation effectiveness. Psychometrically, this scale is internally compatible and has effectively passed reliability tests. The psychometric properties are also sturdily supported by the evidence of different type of the validity (content validity, convergent validity, discriminant validity, criterion validity). The content validity can be confirmed through both type of judge analyses, EFA, CFA and internal consistency. Tests of convergent and discriminant validity also affirm that the values of AVE and MSV for all three dimensions of HRIE are within acceptable range. The criterion validity test also reveals the expected significant relationship of HR implementation effectiveness with other variables.

Consequently, we develop a comprehensive and simplified scale for measuring HR implementation effectiveness that can be easily applicable in organizations and empirical research. This research also provides the empirical evidence that the three dimensional scale is a reliable and valid measure of HR implementation effectiveness.

CHAPTER 5

TESTING THE HYPOTHESIZED MODEL

5.1 DATA SCREENING AND CLEANING

The collected data is initially screened for missing values and outliers for ensuring its significance and readiness for model testing. The missing values may cause problems in valid statistical analysis and in testing the hypotheses. Therefore, the researcher doesn't incorporate those responses in which the respondents deliberately left blank the necessary information.

Outliers are those cases that have data values which are extremely different from other values in the data set. Detecting outliers from the data is very essential because they can create biases or manipulate the results. The outliers are detected using Mahalanobis D^2 test in SPSS. The results reveal that only 4 values (2%) are less than 0.001. Hence the researcher excluded these values from the data set before further analysis.

Finally, all the variables are evaluated for data normality using Kolmogorov-Smirnov test and Shapiro-Wilk test. The results yield that all values are within the acceptable range which confirms the normality condition of data.

5.2 RESPONDENTS CHARACTERISTICS

5.2.1 Employees' Characteristics

Of the 200 employees participating in the survey, 96.5% are male; 15% falls under the age of 25 years, 54.5% lies between 26-35 years and 24.5% are within 36-45 years of age and the remaining are above 45 years; 91.5% are married. The complete detail of the cross tabulation of employees' age and marital status by gender in terms of frequencies and percentages are presented in Table 5.1.

Table 5.1
Employees' Age and Marital Status by Gender

Variables	Category	Gender				Total	
		Male		Female			
		Freq	%	Freq	%	Freq	%
Age	Below 25	28	14.5	2	28.6	30	15
	26 – 35	104	54	5	71.4	109	54.5
	36 – 45	49	25.4	-	-	49	24.5
	Above 45	12	6.1	-	-	12	6
Marital Status	Single	13	73.3	4	75	17	8.5
	Married	180	26.7	3	25	183	91.5
Total		193	100	7	100	200	100

5.2.2 Line Managers Characteristics

Of the 82 line managers, the majority are male (98.8%), 39% of the line managers are between the age group of 26-35 years, 36.6% lies between 36-45 years, 20.7% are above 45 years and only 3.7% are below 25 years. The analysis of their marital status demonstrates the married dominance as 87.8% line managers are married and only 12.2% are single. The cross tabulation of line managers age and marital status by their gender is presented in Table 5.2.

Table 5.2
Line Managers Age and Marital Status by Gender

Variables	Category	Gender				Total	
		Male		Female			
		Freq	%	Freq	%	Freq	%
Age	Below 25	3	3.7	-	-	3	3.7
	26 – 35	31	38.2	1	100	32	39.0
	36 – 45	30	37.1	-	-	30	36.6
	Above 45	17	21.0	-	-	17	20.7
Marital Status	Single	9	11.1	1	100	10	12.2
	Married	72	88.9	-		72	87.8
Total		81	100	1	100	82	100

5.3 FACTOR ANALYSIS

5.3.1 Exploratory Factor Analysis

It is a statistical technique which helps to recognize the small number of factors that may be used to constitute relationships between sets of several interrelated variables (Kaptein, 2008). To conduct the exploratory factor analysis, the researcher uses the principal axis factoring method with Promax (oblique) rotation (Brown et al., 2005). To define a factor the minimum criterion of 0.3 is used and decide to eliminate items which have either high cross loadings or having factor weight of less than 0.3 (Kinicki et al., 2013). Initially, 20 items and 3 dimensions of HR implementation effectiveness are extracted in EFA.

Table 5.3
Results of Exploratory Factor Analysis ^a

Dimension / Item	Factor				
	1	2	3	4	5
Development ^b	0.83				
Satisfaction ^b	0.78				
Achievement ^b	0.68				
WP5		0.69			
WP3		0.63			
WP7		0.60			
WP2		0.58			
TI3			0.93		
TI2			0.58		
Ac2				0.76	
Ac3				0.74	
Js2					0.79
Js1					0.59

Notes: ^a Factor analysis uses principal axis factoring with Promax Rotation;

^b Dimensions of HR implementation effectiveness; WP = Work performance; TI = Turnover intention; AC = Affective commitment; JS = Job satisfaction.

As per expectations, this analysis reveals 5-factors with eigenvalues > 1. The total variance explained by these 5 factors is 60.59%. The three dimensions of HR implementation effectiveness are loaded on the first factor.

However, some of the items related to other four factors were creating problems. Thus, the researcher runs the EFA again and again and deleted all those items which were either cross loaded or not loaded on any factor. By following this process, 3 dimensions of HR implementation effectiveness and 10 of the 20 items corresponding to 5-factors are thus retained. The first factor consists of 3-dimensions of HR implementation effectiveness. The second factor comprises of 4-items relating to work performance. Factor three includes the 2 items of turnover intention. The fourth factor encompasses the 2 items concerning affective commitment and the last factor represents the 2 items relating to job satisfaction. The results of EFA are given in Table 5.3.

5.3.2 Confirmatory Factor Analysis

To inspect the adequacy of measurement model and to ensure the validity of items the series of CFAs are performed using AMOS 20.0. The model fitness is assessed with chi-square statistics and degree of freedom ratio (χ^2/df), the goodness of fit index (GFI), comparative fit index (CFI), Tucker-Lewis index (TLI) and root mean square error of approximation (RMSEA).

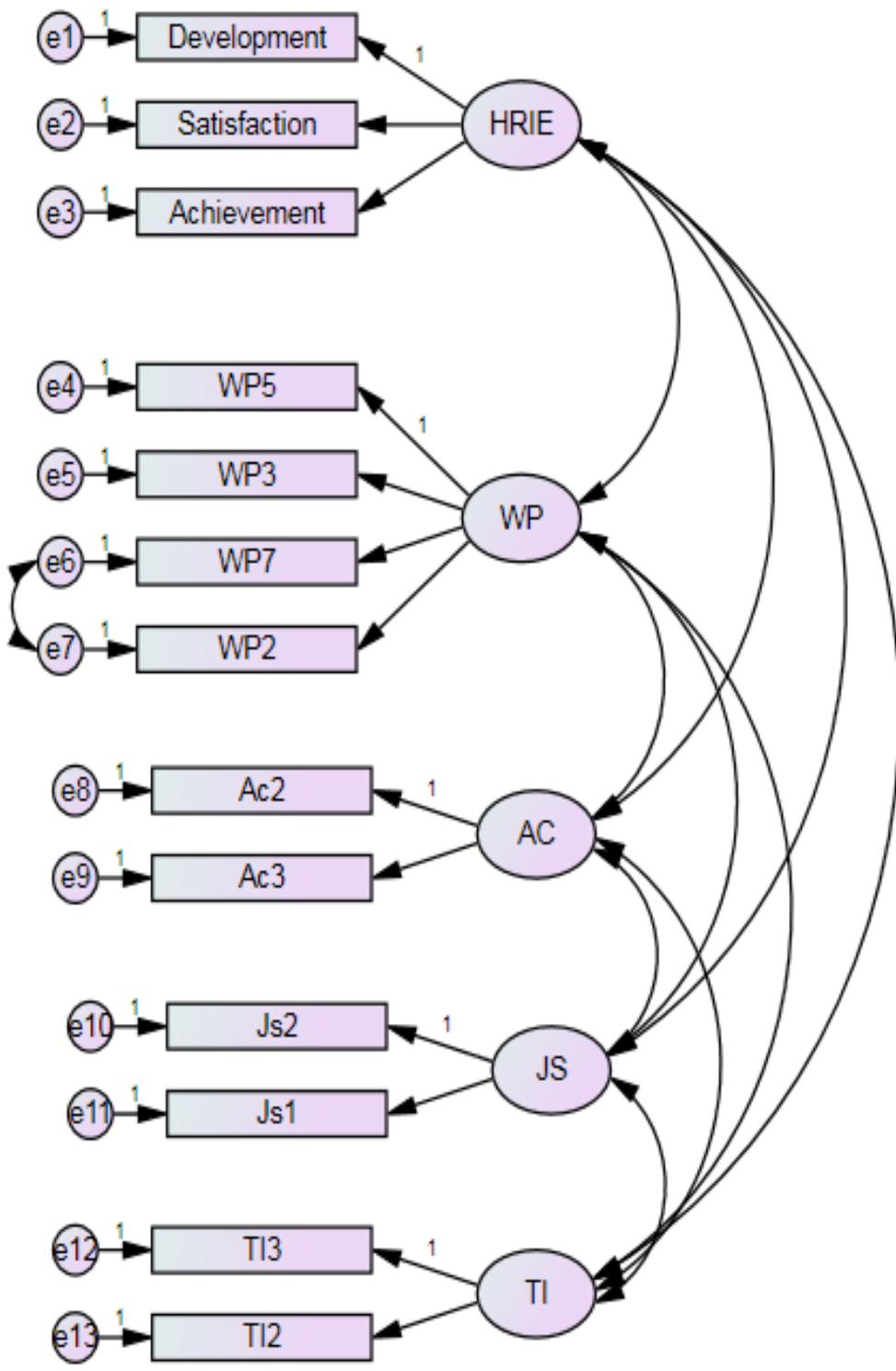
As recommended by Hair et al. (2010) and Kline (2015) the model is best fitted if the values of GFI, CFI and TLI are equal to or above 0.90 and the value of RMSEA is less than 0.08. In addition, the value of χ^2/df ratio less than 5 (minimum values are more enviable) also indicates an acceptable fit (Thomson et al., 2005).

Initially, the CFA is performed on full (5-factor) model in which all latent variables are included. Then CFAs are performed on alternative models such as 4-factor, 3-factor, 2-factor and one factor. The results reveal that our full 5-factor model best fit the data ($\chi^2/df = 1.18$, GFI = 0.95, CFI = 0.99, TLI = 0.98 and RMSEA = 0.03) and considerably better as compared to alternative models. The 5-factor CFA model is represented in Figure 5.1.

5.4 DESCRIPTIVE STATISTICS

5.4.1 Descriptive for Employees and Line Managers

Descriptive statistics is useful in summarizing and describing the information in a simple and understandable manner. The descriptive of 200 employees (primarily measured at the individual level) is analyzed for their personal characteristic. The mean age of employees in our sample is 33 years.



Notes: HRIE = HR implementation effectiveness; WP = Work performance; AC = Affective commitment; JS = Job satisfaction; TI = Turnover intention

Figure 5.1: Confirmatory Factor Analysis Model

Moreover, the employees of the fertilizing companies are professional and highly qualified as the mean value of their formal education is 15.3 years with an average departmental tenure of 5.9 years. The detail descriptive statistics of employees and supervisors in terms of their personal characteristics along with mean and standard deviation is given in Table 5.4.

The descriptive of 82 line managers is aggregated at individual's level. The results reveal that they are experienced and mature as their mean age is about 38.1 years. Their average formal education is 15.5 years which is not too much different from employees. The line managers mean tenure in the current department is 7.9 years and their total tenure in the organization is 11.1 years.

Table 5.4
Descriptive for Employees and Line Managers

Variables	Min	Max	Mean	SD
Employees				
Age	22.0	58.0	33.0	7.3
Formal Education	12.0	18.0	15.3	1.4
Tenure-Department	0.5	25.0	5.9	4.6
Supervisors				
Age	21.0	59.0	38.1	7.9
Formal education	12.0	20.0	15.5	1.3
Tenure-Department	0.5	25.0	7.9	7.0
Tenure-Organization	0.5	30.0	11.1	7.6

5.4.2 Descriptive for Study Variables

The descriptive statistics of all the study variables are aggregated at individual's level. The mean, standard deviation and the range of study variables are given in Table 5.5.

The value of standard deviation for all six variables is less than 1 which means that the properties of six variables are normally distributed among employees and line managers. The remaining specifics about the HR implementation level, HR implementation effectiveness, affective commitment, job satisfaction; turnover intention and work performance are obvious from the Table 5.5.

Table 5.5
Descriptive for the Study Variables

Variable	Min	Max	Mean	SD
HR Implementation Level	0.19	0.67	0.52	0.13
HR Implementation Effectiveness	1.53	4.27	3.21	0.51
Affective Commitment	0.99	4.68	3.85	0.68
Job Satisfaction	1.36	3.10	2.60	0.36
Turnover Intention	0.62	3.03	0.47	0.72
Work Performance	1.68	3.40	2.84	0.31

5.4.3 Reliability and Validity Analysis

The reliability of all the scales (except HR implementation level) is measured with Cronbach's Alpha which is a more suitable technique for measuring the internal consistency of items. The results reveal that all the scales are reliable as their Alpha values are greater than the (0.70) minimum acceptable limit. The values of all Alphas are provided in Table 5.6.

In order to determine whether the constructs in our hypothesized model converge with each other and are distinct from each other. The convergent and discriminant validity of all variables (except HR implementation level) is evaluated following the process given by Hair et al. (2010). According to them, the convergent validity is accepted if the value of average variance extracted (AVE) is > 0.50 . On the other hand, discriminant validity is recognized if the value of maximum shared variance (MSV) and average shared variance (ASV) is $<$ the value of AVE. For scale reliability, they propose that a scale is reliable if its composite reliability (CR) is 0.70 or above. The complete detail of reliability and validity analysis of study variables is shown in Table 5.6.

Table 5.6
Reliability and Validity of Study Variables

Variables	Alpha^a	CR	AVE	MSV	ASV
HR Implementation Level	NA	NA	NA	NA	NA
HR Implementation Effectiveness	0.91	0.82	0.60	0.21	0.13
Affective Commitment	0.72	0.75	0.61	0.26	0.14
Job Satisfaction	0.71	0.70	0.55	0.21	0.15
Turnover Intention	0.72	0.73	0.58	0.26	0.15
Work Performance	0.73	0.75	0.51	0.02	0.01

Note: ^aCronbach's alpha

The results show that the values of CR, AVE and MSV of all variables are within acceptable range. Therefore, the reliability and validity conditions are met by all study variables.

5.5 CORRELATION MATRIX

The inter-correlations for study variables are estimated by Pearson correlation analysis. This analysis provides the initial support for proposed hypotheses. As shown in Table 5.7 the correlation results reveal that HR implementation level is significantly positively correlated with work performance (coefficient = 0.398, $p < 0.01$) which lends support to hypothesis 1. But the relationship of HR implementation level with affective commitment and job satisfaction is statistically insignificant which reveal that the hypotheses 2 and 3 are not supported. Moreover the HR implementation level has significant negative relationship with turnover intention (coefficient = -0.252, $p < 0.01$) which is as per expectations. Thus, the hypothesis 4 is also supported by our data.

Table 5.7
Correlation Matrix

Variables	1	2	3	4	5
1. HRIL	1				
2. HRIE	0.005	1			
3. Affective Commitment	0.076	0.318**	1		
4. Job Satisfaction	0.133	0.453**	0.504**	1	
5. Turnover Intention	-0.252**	-0.457**	-0.577**	-0.456**	1
6. Work Performance	0.398**	-0.098	0.042	0.218**	-0.017

Notes: HRIL = HR implementation level;
 HRIE = HR implementation effectiveness;
 ** $p < 0.01$.

On the contrary, the HR implementation effectiveness has an insignificant negative relationship with work performance which confirms that the fifth hypothesis is not supported. But the relationship of HR implementation effectiveness with affective commitment (coefficient = 0.318, $p < 0.01$) and job satisfaction (coefficient = 0.457, $p < 0.01$) is significant and positive. This justifies the study's claim and provides support to hypotheses 6 and 7. Moreover, the HR implementation effectiveness has a significantly negative relationship with the turnover intention (coefficient = -0.457, $p < 0.01$) which is also as per expectations and provides support to hypothesis 8.

5.6 THE MEASUREMENT MODEL

The measurement model is that component of SEM which consists of latent constructs and their indicators. This model is estimated with confirmatory factor analysis, and its validity is also checked using the goodness of fit indices.

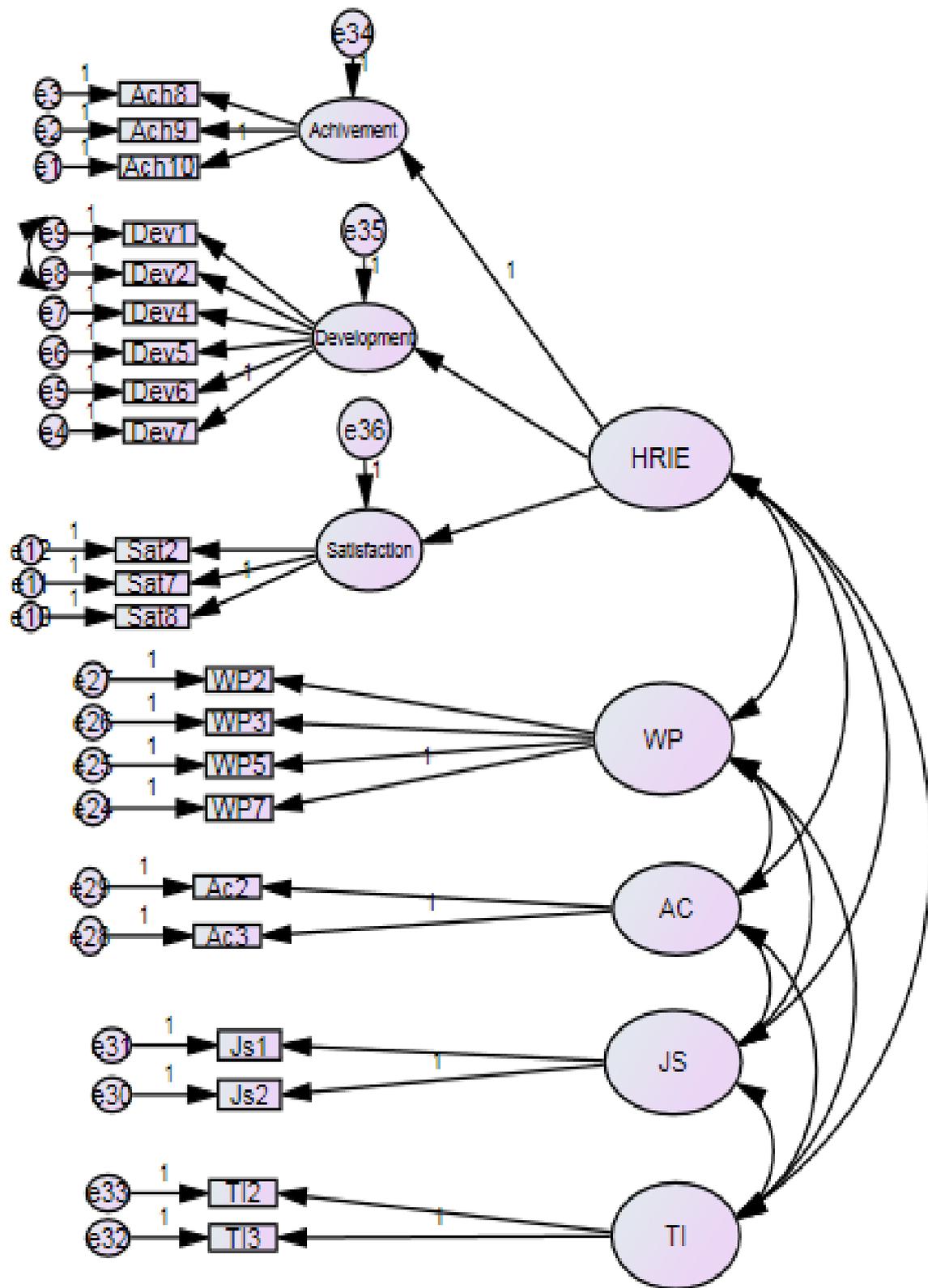
5.6.1 Comparisons of Measurement and Alternative Models

Initially, the 5-factor hypothesized measurement model is tested with 22 indicators. In factor one, the HR implementation effectiveness is estimated as second order, and its three sub-dimensions are estimated as first order while in remaining four factors all constructs are estimated as first order. The results reveal that the fit indices of this model are very good except GFI which is also very close to (0.90) an acceptable range ($\chi^2/df = 1.45$, GFI = 0.89, CFI = 0.95, TLI = 0.94, RMSEA = 0.05). The hypothesized measurement model is presented in Figure 5.2.

In order to inspect the validity of measurement model, the four alternative models are also tested. The first 4-factor alternative model is tested in which affective commitment and turnover intentions are combined in one factor. The results show the poor model fits as compared to hypothesized measurement model ($\chi^2/df = 1.70$, GFI = 0.87, CFI = 0.92, TLI = 0.90, RMSEA = 0.060).

The second alternative model is estimated with 3-factors in which affective commitment, job satisfaction and turnover intention are combined in one factor. The results exhibit poor fit indices as compared to our measurement model ($\chi^2/df = 1.86$, GFI = 0.85, CFI = 0.89, TLI = 0.88, RMSEA = 0.066).

The third alternative model is tested with 2-factors in which three HR implementation effectiveness dimensions with 12 indicators are loaded on one factor, and the remaining 10 items pertaining to four variables are loaded on the second factor. The results also demonstrate the poor fits as compared to proposed model ($\chi^2/df = 2.97$, GFI = 0.75, CFI = 0.76, TLI = 0.73, RMSEA = 0.100).



Notes: HRIE = HR implementation effectiveness; WP = Work performance; AC = Affective commitment; JS = Job satisfaction; TI = Turnover intention

Figure 5.2: The Measurement Model

Finally, the fourth alternative model is estimated with one factor in which all the variables are loaded on a single factor. The results also reveal the poor model fits as compared to our measurement model ($\chi^2/\text{df} = 2.92$, GFI = 0.78, CFI = 0.77, TLI = 0.74, RMSEA = 0.098). In sum, by estimating all the five models, it is concluded that the model fitness of five-factor measurement model is best (within an acceptable range) as compared to alternative models. The summary of the results of all five models is given in Table 5.8.

Table 5.8
Comparison of Measurement and Alternative Models

Model	χ^2	Df	χ^2/df	GFI	CFI	TLI	RMSEA
Measurement Model	281.69	195	1.45	0.89	0.95	0.94	0.05
Four Factor Model	338.82	199	1.71	0.87	0.92	0.9	0.06
Three Factor Model	376.70	202	1.86	0.85	0.89	0.88	0.07
Two Factor Model	606.22	204	2.97	0.75	0.76	0.73	0.10
One Factor Model	598.64	205	2.92	0.78	0.77	0.74	0.09

Notes: χ^2/df = Chi square and degree of freedom ratio; GFI = Goodness of fit index; CFI = Comparative fit index; TLI = Tucker's Lewis index; RMSEA = Root mean square error of approximation.

5.7 STRUCTURAL EQUATION MODELING

Structural equation modeling (SEM) is a statistical technique which simultaneously estimates the relationships between latent variables having multiple indicators. This approach is better than the regression analysis as it estimates multiple equations at the same time in lieu of estimating independent equations (Zhao et al., 2010). This approach is also superior to Barron and Kenny (1986) because it estimates the mediating or indirect effects through bootstrapping analysis (Hayes, 2013; MacKinnon et al., 2002).

5.7.1 Assumptions for SEM

While proceeding toward structural model, it is obligatory to test some assumptions which are prerequisites for testing the structural model. The researcher uses different techniques to test the following assumptions: First of all the data was checked for missing values and outliers. The normality of data was also checked by Kolmogorov-Smirnov test and Shapiro-Wilk test. As mentioned above in screening and cleaning section the missing data was not

entertained, and outliers were removed by the researcher. Moreover, the data is also normal for further analysis.

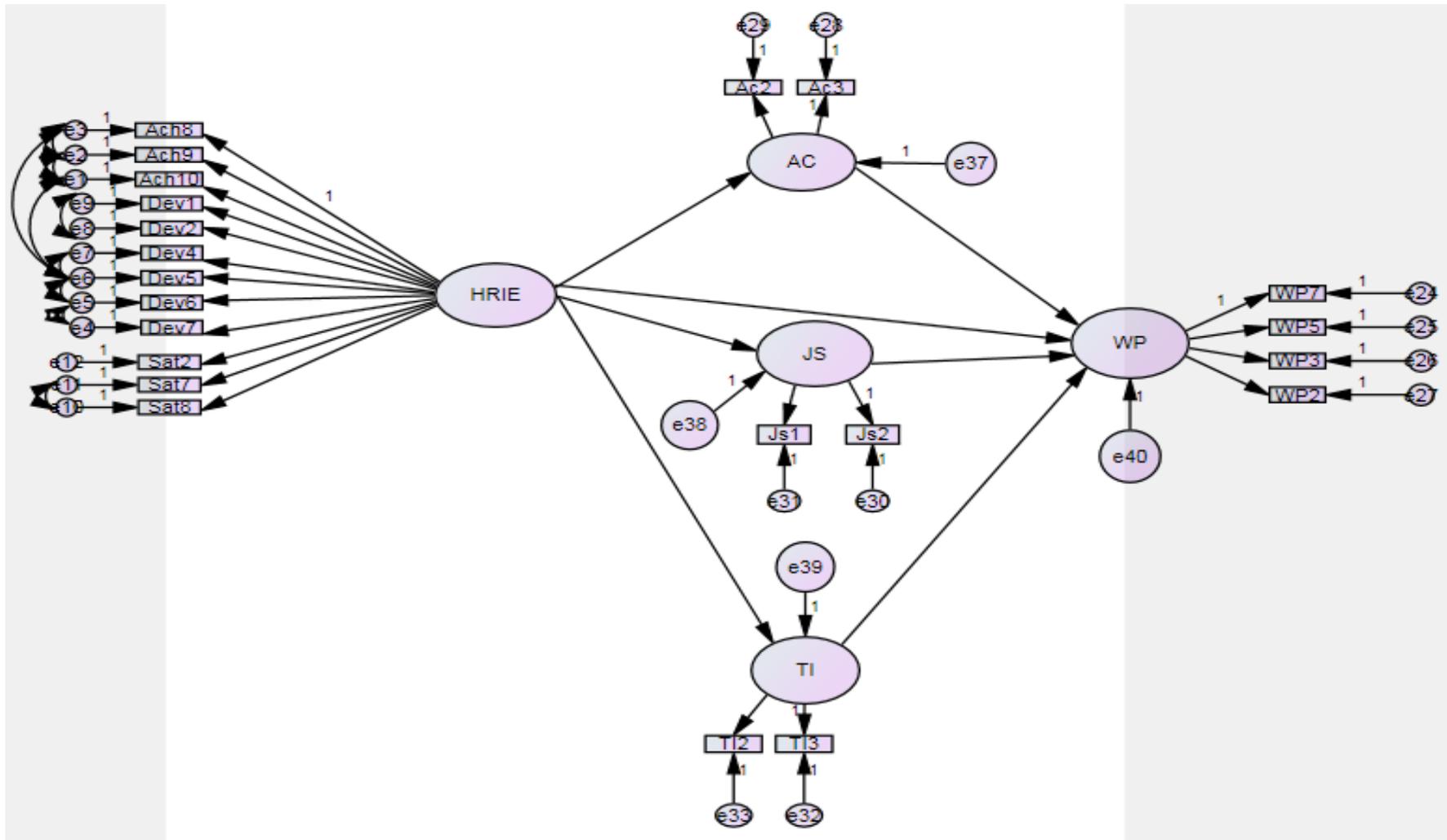
The measurement error is also confirmed by confirmatory factor analysis model given above in Figure 5.1. It is clear from all factors that each latent variable has multiple indicators which diminish the chance of measurement error.

Then multivariate assumptions such as linearity and multicollinearity are also checked. In order to test the linearity among study variables, the curve estimation is used. The results reveal that the proposed relationships have high F values with the significant value of R^2 which confirm that all hypothesized relations are quite linear and the data has no issue of linearity.

The multicollinearity of independent measures (three dimensions of HR implementation effectiveness) is checked by using bivariate correlations. The coefficient values for three dimensions of HR implementation effectiveness (0.567, 0.585 and 0.634) are less than unity and not linearly dependent on each other which rules out the probability of multicollinearity (Montgomery et al., 2009). It can also be examined from above correlation coefficients that all values of HR implementation effectiveness dimensions are less than 0.85 which further affirm that the issue of multicollinearity does not exist among the three dimensions of HR implementation effectiveness (Jun et al., 2006; Sit et al., 2009).

5.7.2 The Structural Model

After validating the measurement model and testing different assumptions the structural model is tested which consists of exogenous and endogenous variables. As shown in Figure 5.2 this model represents the hypothesized relationships between HR implementation effectiveness, affective commitment, job satisfaction, turnover intention and work performance. The fit indices for structural model ($\chi^2/df = 1.61$, GFI = 0.90, CFI = 0.93, TLI = 0.92, RMSEA = 0.055) reveal that the model is acceptable and best fitted to our data.



Notes: HRIE = HR implementation effectiveness; AC = Affective commitment;
 JS = Job satisfaction; TI = Turnover intention; WP = Work performance

Figure 5.3: The Structural Model

5.8 HYPOTHESES TESTING

The HR implementation level was measured with 11 HR practices/activities. These practices were rated on four categories while the items of all other variables were measured on Likert scales. Thus, all hypotheses relating to HR implementation level are tested with multiple linear regression and the remaining variables are tested by using SEM via AMOS. The regression results relating to HR implementation level (H₁-H₄) are presented in Table 5.9. Where, the structural results relating to HR implementation effectiveness (H₅-H₉) are given in Table 5.10.

5.8.1 HR Implementation Level and Work Performance

The first hypothesis states the positive relationship of HR implementation level with work performance. The regression results reveal that HR implementation level significantly positively affects work performance ($\beta = 0.398$, $p < 0.01$). This result lends support to the theory that the performance of work units is enhanced when more of HR practices are implemented by their line managers. Thus hypothesis 1 is strongly supported.

5.8.2 HR Implementation Level and Affective Commitment

The second hypothesis is amongst the HR implementation level and affective commitment which is hypothesized as the high level of line managers HR implementation positively influence the affective commitment of employees. The regression results demonstrate that the impact of HR implementation level on affective commitment is insignificant. Therefore, H₂ is not supported.

5.8.3 HR Implementation Level and Job Satisfaction

Hypothesis 3 predicts that when more of HR practices are implemented by organizational line managers, their implementation level seems likely to be high which in turn enhance employee's job satisfaction. But the regression results are not as per expectations, and it can be observed from Table 5.9 that HR implementation level have no significant association with job satisfaction. Thus hypothesis 3 is not supported.

5.8.4 HR Implementation Level and Turnover Intention

The fourth hypothesis is between HR implementation level and turnover intention. The results show that the HR implementation level significantly and negatively affects employee's turnover intention ($\beta = -0.252, p < 0.01$). This empirical evidence justifies the study's claim that employees feel supported from high level of line managers HR implementation and reciprocate by way of lower turnover intention. Therefore, H₄ is fully supported.

Table 5.9
Regression Results for HR Implementation Level

Hypothesis	Path	R ²	β
H ₁	HRIL \longrightarrow Work Performance	0.158	0.398**
H ₂	HRIL \longrightarrow Affective Commitment	0.006	0.076
H ₃	HRIL \longrightarrow Job Satisfaction	0.018	0.133
H ₄	HRIL \longrightarrow Turnover Intention	0.063	-0.252**

Notes: **P < 0.01; HRIL = HR implementation level

5.8.5 HR Implementation Effectiveness and Work Performance

The fifth hypothesis represents the direct path of HR implementation effectiveness with work performance. It is hypothesized as the line manager's effective implementation of HR practices positively affects the performance of their work units. The structural results are not as per expectations and reveal that the relationship of HR implementation effectiveness with work performance is insignificant and negative. Thus, hypothesis 5 is not supported.

5.8.6 HR Implementation Effectiveness and Affective Commitment

Under H₆ the positive association of HR implementation effectiveness with affective commitment is tested by adding the direct path in the structural model. The SEM findings (Table 5.10) reveal that HR implementation effectiveness is significantly positively related to employee's affective commitment ($\beta = 0.394, p < 0.001$). This result helps justify the study's claim that line managers' effective implementation of organizational HR practices at the work floor subsequently increases the employee's affective commitment. Thus hypothesis 6 is strongly supported.

5.8.7 HR Implementation Effectiveness and Job Satisfaction

The seventh hypothesis is between HR implementation effectiveness and job satisfaction. The structural result demonstrates that line managers' HR implementation effectiveness has positive and significant association with employee's job satisfaction ($\beta = 0.378, p < 0.01$). This result is in support of the theory that when line managers implement HR practices more successfully employees perceive that they are in good relationships and being supported by their supervisors. This positive feeling increases the job satisfaction of the employees. Therefore, hypothesis 7 is fully supported.

5.8.8 HR Implementation Effectiveness and Turnover Intention

Hypothesis 8 states a negative relationship between line manager's HR implementation effectiveness and employee's turnover intention. The SEM results provide full support to this relationship ($\beta = -0.481, p < 0.001$). This result is as per theoretical expectations that when line manager implements the HR practices more effectively, employees feel supportive of their supervisor which negatively influences their turnover intention.

Table 5.10
Structural Results for HR Implementation Effectiveness

Hypothesis	Path of Variable	Direct effect ^a	Indirect effect
H5	HRIE → Work Performance	-0.171	-
H6	HRIE → Affective Commitment	0.394***	-
H7	HRIE → Job Satisfaction	0.378**	-
H8	HRIE → Turnover Intention	-0.481***	-
H9	HRIE → Work Performance	-	0.284**

Notes: ^a All values reported above are standardized; ** $p < 0.01$; *** $p < 0.001$;
HRIE = HR implementation effectiveness

5.8.9 Mediation of Employee Outcomes

The indirect effect of HR implementation effectiveness on work performance via employee outcomes (affective commitment, job satisfaction and turnover intention) is estimated with bootstrapping analyses (Hayes, 2013; MacKinnon et al., 2002). To test the significance of indirect effect, 5000 bootstrap samples are applied. As shown in Table 5.10, the result indicates that employee outcomes (affective commitment, job satisfaction and turnover

intention) mediate the relationship between HR implementation effectiveness and work performance (standardized indirect effect = 0.284, $p < 0.01$; 95% CI. Thus, hypothesis 9 is fully supported.

5.9 SUMMARY OF RESULTS

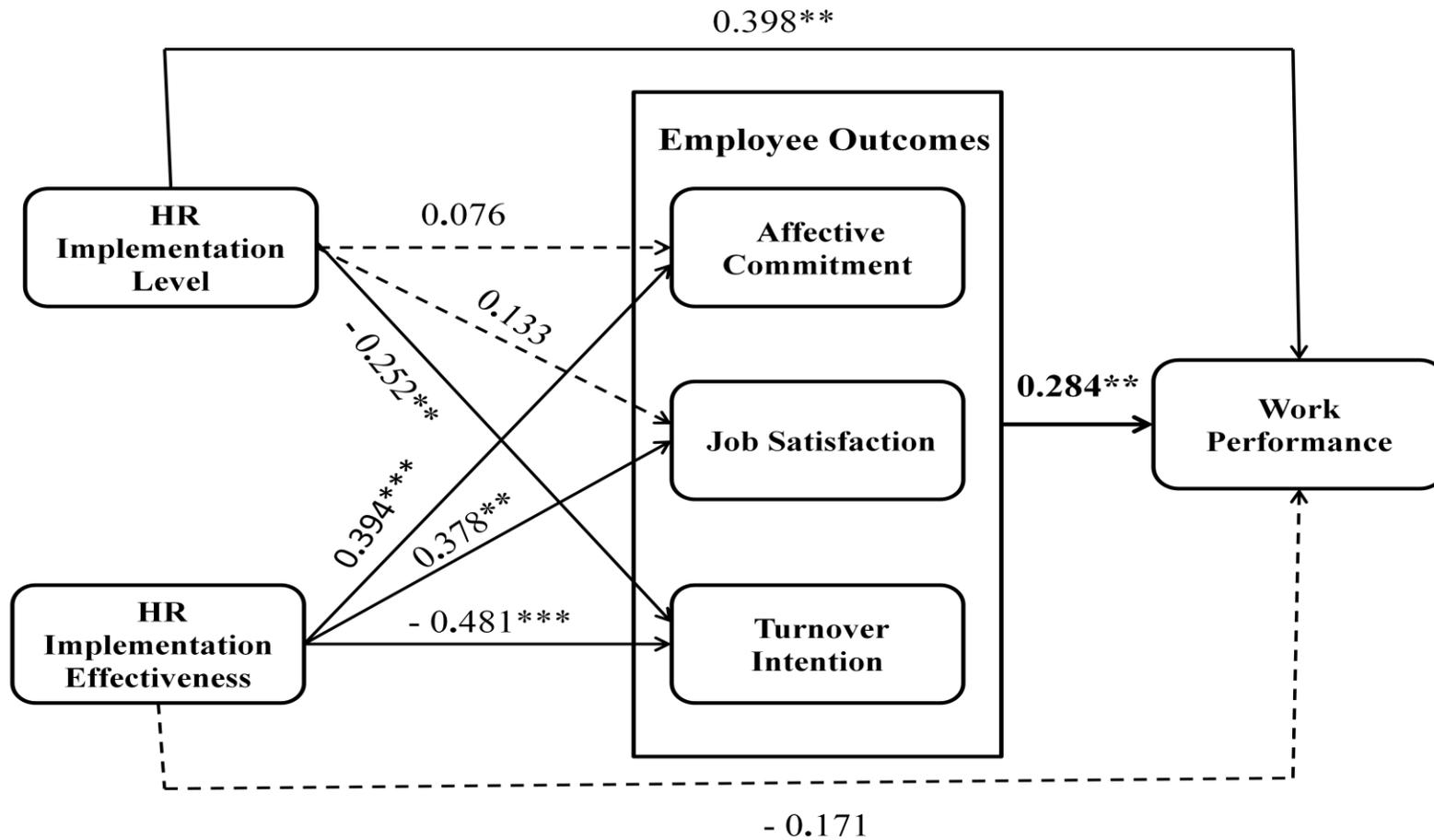
The summary of results relating to all hypotheses is presented in Table 5.11. The first four hypotheses are relating to HR implementation level; the results show that H₁ and H₄ are fully supported while H₂ and H₃ are not supported by our data. On the other hand, the remaining five hypotheses (H₅ to H₉) are relating to HR implementation effectiveness. It can be observed that H₅ is not supported whereas H₆, H₇, H₈ and H₉ are fully supported by our data. The graphical presentation of all hypothesized results is given in Figure 5.4.

Table 5.11
Summary of Hypotheses Results

Hypothesis	Description	Results
H1	HRIL is positively related to work performance.	Supported
H2	HRIL is positively related to affective commitment.	Not
H3	HRIL is positively related to job satisfaction.	Supported
H4	HRIL is negatively related to turnover intention.	Supported
H5	HRIE is positively related to work performance.	Not Supported
H6	HRIE is positively related to affective commitment.	Supported
H7	HRIE is positively related to job satisfaction.	Supported
H8	HRIE is negatively related to turnover intention.	Supported
H9	Employee outcomes (affective commitment, job satisfaction and turnover intention) mediate the relationship between HRIE and work performance.	Supported

Notes: HRIL = HR implementation level;

HRIE = HR implementation effectiveness



Notes: The insignificant paths are represented by dotted lines. The bold values (0.284^{**}) represent the indirect effect of HR implementation effectiveness on work performance via employee outcomes. $^{**}p < 0.01$; $^{***}p < 0.001$

Figure 5.4: Analytical Hypothesized Model

CHAPTER 6

DISCUSSION AND CONCLUSION

6.1 DISCUSSION ON CONCEPTUALIZATION AND SCALE DEVELOPMENT

The SHRM research has acknowledged the importance of HR implementation effectiveness. But its consequences cannot be fully understood because of its underdeveloped conceptualization and measurement construct. To advance SHRM, Sikora and Ferris (2014) call to address these issues. In order to fill this gap and to meet the current challenge, this study extends the SHRM research through HR implementation effectiveness conceptualization, development and validation of measurement scale.

The researcher reviews and synthesizes existing HR effectiveness and concludes that there is no consensus on the extant conceptualizations. Some scholars emphasized on business objectives, others focused on constituencies' satisfaction and remaining emphasized on employee development. Hence, rather moving with partial definitions of HR effectiveness, there is a need to re-conceptualize HR implementation effectiveness that may cover all three dimensions. Thus, we define HR implementation effectiveness as “the degree to which line managers' implementations of HR practices contribute to the *achievement* of business objectives, *satisfy* constituencies' expectations and ensure employee *development*”. This definition becomes a basis for the development of new measures for the construct.

In order to develop reliable and valid measures of HR implementation effectiveness, this study employs both qualitative and quantitative methods. These methods help the researcher to develop a 12 items scale which is small and easy to administer. Psychometrically, this scale is internally compatible and has effectively passed reliability tests. The psychometric properties are also sturdily supported by the evidence of different types of the validity (content validity, convergent validity, discriminant validity, criterion validity). The content validity can be confirmed through both types of judge analyses, EFA, CFA and internal consistency. Tests of convergent and discriminant validity also affirm that the values of AVE and MSV for all three dimensions of HR implementation effectiveness are within acceptable range. The criterion validity test also reveals the expected significant relationship of HR implementation effectiveness with other variables.

Consequently, we develop a comprehensive and simplified scale for measuring HR implementation effectiveness that can be easily applicable to organizations and empirical research. This research also provides the empirical evidence that the three-dimensional scale is a reliable and valid measure of HR implementation effectiveness. This scale will support other researchers to investigate the role of HR implementation effectiveness on other outcomes of interest.

6.2 DISCUSSION ON HYPOTHETIC RESULTS

The second research effort is undertaken to examine the critical role of HR implementation in stimulating employees and their work outcomes. It is tried to unravel the complexity of HR-performance debate by adding employee outcomes (affective commitment, job satisfaction and turnover intention) to the causal chain from HR to the performance. More specifically, the study empirically investigates the consequences of HR implementation level and effectiveness on work performance and employee outcomes. Furthermore, the mediating role of employee outcomes is investigated between HR implementation effectiveness and work performance. Before discussing the results let us highlight some points that may further elaborate our efforts to use strong methodological procedures and to enhance the reliability of hypothetical results.

The employees and supervisors/line managers of fertilizer sector provide a suitable context for achieving the aims of the study. This sector is well recognized and modern in term of latest technology. It is one of the largest sectors that benefit the country in shape of economic growth, the balance of payment and poverty reduction. Pakistan is an agrarian country and most of the agricultural output is based on fertilizer industry. This industry is also an essential element of Pakistan's economy. It contributes 21% of the GDP and employs about 44% work force of a country (Government of Pakistan, 2016).

In order to overcome the method biases (Podsakoff et al., 2012) this study utilizes the multiple informant's approach as single informants may become a source of biased information. One of the independent variable (HR implementation effectiveness) and the mediating variables are assessed by employees, while the other independent variable (HR implementation level) and work performance are rated by the supervisors or line managers. To judge the real feelings of the respondents, the researcher also designs the questionnaires with unique formats and dissimilar anchoring categories. From the above conversation, it can be expected that the results drawn from this

research are rather reliable for the academic scholars and the practitioners. Now, in subsequent paragraphs, the hypothetical results are discussed in turn.

The findings of the *first hypothesis* reveal that HR implementation level positively affects the work performance. This result lends support to the theoretical assumption that the performance of work units is enhanced when more of HR practices are implemented by line managers. From the last few decades, the large number of research has investigated the relationship between HRM and performance. However, very little consideration was given to the HRM implementation. Recently, some studies put their emphasis on line manager's role in implementing HRM and investigate its impact on performance (Azmi & Mushtaq, 2015; Chow, 2012; Vermeeran, 2014). The significance of HR implementation level (the extent of organization's HR practices that are implemented by each line manager) has been greatly acknowledged in academic research (Sikora & Ferris, 2011 & 14) but likely empirically investigated for predicting the group performance. This study has extended the implementation research by not only measuring the HR implementation level but also empirically investigating its relationship with the performance of work units.

The results of the *second hypothesis* find no support for the positive role of HR implementation level for employee's affective commitment. It reveals that when line managers choose to ignore or use few of HR practices at work floor, employees feel less supportive and subsequently their affective commitment decreases. However, this result is quite different from the notion that the HR practices positively affect employees' attitude (Combs et al., 2006). This finding is also not consistent with results of Kuvaas et al. (2014) where they find a positive association between perceived supervisor support and employees' affective commitment. They argue that the HR implementation by line give employee's a sense that they are being supported by their supervisor which enhances their commitment to the organization.

The outcome of hypothesis *three* which states that HR implementation level positively related to the job satisfaction is also not supported by our data. The contradiction in this result is not surprising because HR implementation level depends upon the number of HR practices being implemented by line manager. When more of HR practices are implemented by line, the employee's job satisfaction will rise. On the other hand, fewer of HR practices implemented by line will decline employees' job satisfaction.

The *fourth* hypothesis result reveals the negative influence of HR implementation level on turnover intention of employees'. This result is as per the theoretical foundation of Sikora and Ferris (2014) that when more of HR

practices are implemented by organizational line managers, employees feel supportive of their supervisor which negatively influences turnover intention of the employees. This result is also consistent with the previous research efforts (Macky & Boxall, 2008; Richard & Johnson, 2001) where they find that the effectiveness of HR practices significantly reduces employees' turnover.

The results of the *fifth* hypothesis find no support for the positive affect of HR implementation effectiveness on work performance. It reveals that line managers' HR implementation is not effective in achieving business objectives which diminish the performance of work units. HR implementation effectiveness is new construct and discussion for this finding is inconclusive as there is no previous research or literature available on the association among this variable. However, this result is quite different from relevant studies. For example, Vermeeren (2014) empirically find a positive association between HR practices implementation and perceived unit performance. Similarly, Azmi and Mushtaq (2015) find a positive association between line managers' role in HRM and organizational performance. The contradiction in our result may be due to some contextual factors that distort the effective implementation of HR practices at the floor and thus, plant limitation on proposed relationship.

The outcome of the *sixth* hypothesis is as per expectation that HR implementation effectiveness positively influences affective commitment of employees. This result is in line with the theoretical basis of Gillbert et al. (2011) that the line managers can increase affective commitment of employees by the successful enactment of HR practices. We in this study provide empirical support for this relationship. This finding is also partially in line with Kuvaas et al. (2014) where they find a positive relationship between perceived supervisor support and employees affective commitment. Thus, we can demonstrate that when line managers effectively implement their organizational HR practices at the work floor, employees' affective commitment is subsequently enhanced.

Findings of hypothesis *seven* provide full support for the positive relationship between HR implementation effectiveness and employees' job satisfaction which has not been empirically investigated earlier. This result is in line with the notion that HR practices positively influence employee attitude e.g. Macky and Boxall (2008) find a positive relationship between HR practices and employee job satisfaction. The current study demonstrates that keeping in view the subordinates individual needs and job requirements when line managers implement HR practices more successfully employees perceive that they are in good relationships and being supported by their supervisors. This positive feeling increases the job satisfaction of the employees.

We also find full support for hypothesis *eight* which indicate that HR implementation effectiveness is negatively related to the turnover intention of employees. The prior research has discussed turnover intention and its different predictors as well, though HR implementation effectiveness has not been investigated as a predictor of employees' turnover intention. However, our result is somewhat in line with Kuvaas et al. (2014), they find a negative relationship between perceived supervisor support and employee turnover intention. This study exhibits that line managers' effective HR implementation enhance employees' intention to stay employed with the organization and reduces their turnover intention.

The result of *ninth* hypothesis provides full support for mediating role of employee outcomes between HR implementation effectiveness and work performance. This finding is as per theoretical assumption of social exchange theory that line managers' effective HR implementation provides employees a sense that they are being valued and supportive which enhances their affective commitment, job satisfaction and reduces their turnover intention; as a result, they reciprocate towards high work performance.

By focusing on the clear enunciation of the "black box" between HRM and performance, the integration of employee outcomes as a mediating variable between HR implementation effectiveness and work performance meet the key challenge faced by SHRM research (Becker & Huselid, 2006). Thus, we fill the current research gap by adding a new mechanism to the causal chain from HR to performance.

6.3 CONTRIBUTIONS

This study makes both theoretical and practical contributes to SHRM literature by several ways which are discussed in turn.

Firstly, this is first research effort which responds to recent calls in the literature (Sikora & Ferris, 2014) by offering a comprehensive conceptualization of HR implementation effectiveness. The researcher synthesizes all existing inconclusive conceptualizations of HR effectiveness and provides a multidimensional definition of HR implementation effectiveness.

Secondly, to meet the measurement challenge, we develop a reliable and valid scale for HR implementation effectiveness. This scale consists of three dimensions i.e. achievement, satisfaction and development. The empirical results confirm that all dimensions are equally important and line managers'

will implement the HR practices more effectively when each of this dimension is at high level. Thus this study makes a significant contribution to the discipline of strategic human resource management.

Thirdly, this study enriches the SHRM literature by resolving the measurement issue of HR implementation level. In organizations the line managers are reluctant to consistently implement the HR practices due to the reason that they can't perceive either these practices are beneficial or not (McGovern et al., 1997). This study suggests that the line manager should implement those HR practices which are directly related to the needs of the employees and organization. We contribute by measuring HR implementation level with specific HR activities/ practices that are being used in organizations.

Fourthly, this study makes a methodological contribution by using multilevel approach (individuals and groups). We also contribute by fulfilling the need to move beyond the organizational level (Vermeeren, 2014) i.e. groups, where HRM is constantly implemented by line managers.

Fifthly, this study contributes by exploring new relationships of HR implementation level with three employee outcomes and work performance. To the best of our knowledge, these relationships have not been empirically investigated by any research effort. Recently, Sikora and Ferris, (2014) has theoretical proposed HR implementation level as a predictor of employee attitudes and behaviors; we provide empirical support for the aforesaid relationships.

Sixthly, this study discovers new relationships of HR implementation effectiveness with employee outcomes and work performance. HR implementation effectiveness is new construct and first time measured with a newly developed scale. The prior literature has highlighted the significance of effective HR implementation in predicting various outcomes. The current study enhances the SHRM literature by empirically examining the effect of HR implementation effectiveness in predicting employees and group level outcomes.

Finally, this study unlocks the black box (Becker & Huselid, 2006) between HRM and performance relationship by adding employee outcomes (affective commitment, job satisfaction and turnover intention) as a mediating variable between HR implementation effectiveness and work performance. By addressing the research calls to unravel the complexity of HRM-performance debate this study fills the research gap by adding a new mechanism to the causal chain.

6.4 IMPLICATIONS

6.4.1 Theoretical Implications

Theoretically, this study has three implications. *First*, the development of a reliable and valid instrument for measuring HR implementation effectiveness will help the researchers to advance the SHRM research. It will encourage the scholars to examine the construct of HR implementation effectiveness and investigate its role in individuals, groups and organizational outcomes.

Second, the measurement tool of HR implementation level will also help the researchers to enhance the insight of implementation research by investigating the impact of HR implementation level on other outcomes of interest.

Third, this study empirically tests a theoretical model that open new research avenues for academia. By providing intervening mechanism between HR implementation effectiveness and work performance, we provide better insight to unravel the complexity of HRM-performance relationship which will help the scholars to advance the SHRM research. It will also help HR policy makers to form the strategies that may focus on employees' attitudes and behaviors along with HR implementation in order to enhance group level performance.

6.4.2 Practical Implications

Apart from theoretical implications, this study also has implications for practitioners. *First*, HR implementation effectiveness scale is useful for employees, managers as well as for organizations. *At the individual level*, the two dimensions of the scale (satisfaction and development) are particularly related to employees well-being. It confirms that line managers/ supervisors not only focus on organizations but also concerned for employees satisfaction and development including their needs, demands and career growth. These elements enable employees to get insight into their self-well-being which in turn can enhance their work related outcomes.

At the managerial level, through this instrument, the line managers can assess the effectiveness of their HR implementation. This assessment will help the line managers to monitor and manage their own performance and performance of their work units.

At the organizational level, the HR implementation effectiveness scale will help the firms to assess the line managers' HR implementation effectiveness in terms of achievement of business objectives and overall firm performance. The organizations can also use this instrument for the purposes of future planning, assessment and tracking.

Second, our measurement effort for HR implementation level through various HR practices/activities will help the HR specialists to develop high-quality practices that may help raise the level of line managers' HR implementation. In addition, while designing HR activities, the HR practitioners should also intermingle with line managers as they are actual implementers of HR practices at the floor.

Third, the empirical findings of theoretical model reveal that line managers' high level of HR implementation and effective HR implementation are important to enhance employees as well as work units' outcomes. To improve groups and consequently firm performance, the HR practitioner should also pay attention to employees' outcomes along with line managers HR implementation. This study recommends that while implementing HRM, organizations should invest in employees and regularly monitor their attitudes and behaviors.

6.5 LIMITATIONS AND DIRECTIONS

Though this study makes numerous contributions to the SHRM literature, but it is not free from limitations. These limitations pertain to second research aim (testing of the theoretical model) and will open new avenues for future research.

First, the context specific sample lays a limitation in the generalizability of research findings. Although we collected data from four different organizations of fertilizer sector in Pakistan, still results cannot be generalized to all other sectors (such as service sector). Future research may be conducted by focusing on both manufacturing and service sectors.

Second, the data collected at one point in time (cross-sectional) may suffer some response biases. The future research may focus on longitudinal design to assess the significance of line managers HR implementation level and effectiveness at various point of times.

Third, though primary data is collected from two separate sources (line managers and permanent employees). But we measured one of the independent

variable (HR implementation level) and a criterion variable (work performance) from the same source i.e. line managers. This may cause common rater bias. In future, an additional source (such as unit heads) can be used to collect the data for group level variable.

Fourth, we measure the line managers' HR implementation level with different HR practices/ activities that may affect its variation on other variables of interest. In future, the measurement scale may be developed to measure the HR implementation level.

Fifth, the multilevel data (individuals and groups) analyzed at a single level may suffer the potential methodological problem. However, some studies in the field have suggested multilevel analysis (Liao et al., 2009; Takeuchi et al., 2009). The future research may further analyze the data using multilevel data analysis software such as "Mplus".

Sixth, line managers HR implementation effectiveness is based on the perceptions of employees of their own work unit. The employees' assessment about their supervisors may not be right due to some biased assumptions. In future, the effectiveness of line managers HR implementation may be assessed from some other stake holders.

Finally, to unravel the black box, we investigate the mediating mechanism of only three employee outcomes (affective commitment, job satisfaction and turnover intention). The future research may include some other behaviors as a mediating mechanism between HR implementation effectiveness and other performance level outcomes.

6.6 CONCLUSIONS

This study addresses the recent calls and meets the critical challenge of SHRM research by resolving the conceptualization and measurement issues of HR implementation effectiveness. By reviewing all the existing definitions of HR effectiveness, we undertake the comprehensive conceptualization of HR implementation effectiveness. By utilizing this conceptualization, the measurements scale of the construct is also developed. Psychometrically, this scale is a reliable and valid measure of HR implementation effectiveness. The three-dimensional scale is short and easily applicable in organizations. In addition to the above challenge, this study extends the SHRM research by unraveling the complexity of HRM-performance black box. By adding employee outcomes (affective commitment, job satisfaction and turnover intention) as a mediator between HR implementation effectiveness and work

performance we fill the research gap and provide a new mechanism to the causal chain from HR to performance.

In order to understand and advance HRM-Performance linkage debate, this study empirically tests hypothesized relations. The findings suggest that line managers HR implementation level increases work unit performance, but the elevated level of HR implementation does not influence employees' affective commitment and job satisfaction. Furthermore, line managers' elevated level of HR implementation reduces employees' turnover intention. On the other hand, HR implementation effectiveness does not boost work performance, while effective HR implementation enhances employees' affective commitment and job satisfaction and reduces their turnover intention. Employing social exchange theory, we empirically find that effective HR implementation enhances work units performance through employees' outcomes. This finding provides new insight to HR policy makers that they should focus on employees' outcomes along with line managers HR implementation which would be helpful to enhance the groups and subsequently firm performance.

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ANNEXURE-A

PRELIMINARY JUDGE ANALYSIS

Dear Ms/Madam,

Please assume that you are a manager in a firm. You have been asked to rate the items to evaluate the HRM practices that are being implemented by the line managers. This exercise is intended to identify items that are very difficult to understand in measuring HR implementation effectiveness. Thank you for your precious time and cooperation.

Please rate each of the following items in terms of <i>the level of difficulty</i> in understanding of the items. (Place <i>only one tick</i> against each item)	Very easy	Easy	Neutral	Difficult	Very difficult
1. They provide training and development programs to enable employees to maximize their performance potential.					
2. The line managers' develop initiatives to exploit the value of a diverse workforce.					
3. The line managers provide change consulting services.					
4. They are developing HR initiatives to respond to potential problem areas.					
5. While implementing HR practices they take individual employee needs into account.					
6. They improve stakeholders' satisfaction with strategic aspects of HRM.					
7. They provide me useful information regarding HR issues.					
8. They provide labor relations and preventative labor support to employees.					
9. They implement a well-coordinated set of policies, practices, and procedures.					
10. They maintain an effective succession plans and staffing systems to ensure a steady supply of managerial talent.					
11. They are providing HR services to the employees.					
12. The line manager's have effective influence over organization's strategic decision-making processes.					
13. The practices and procedures coming from them help employees' perform their jobs well.					
14. They maintain employee friendly benefits administration programs.					
15. They maintain relationship with major stakeholder groups.					
16. Their HR implementation maintains an equitable compensation system that controls costs.					

Please rate each of the following items in terms of <i>the level of difficulty</i> in understanding of the items. (Place <i>only one tick</i> against each item)	Very easy	Easy	Neutral	Difficult	Very difficult
17. They are very responsive to meet employees' needs.					
18. They develop HR initiatives that contribute to achieve current and future business goals.					
19. Their HR implementation helps to achieve the long term goals of the organization.					
20. Their HR implementation improves organizational flexibility in achieving goals.					
21. They track important measures and trends (productivity, turnover, sick leave) to identify potential problem areas.					
22. The implementation policies coming from the line managers help employees in their jobs.					
23. Line managers' HR implementation helps in identification of employees' issues.					
24. They are performing the way I would like to perform.					
25. Their HR implementation increases the capability of core business.					
26. Their HR implementation increases workforce productivity and quality of output.					
27. Their HR implementation increase support staff's capability in commercially related skills.					
28. Their HR implementation plan flows directly from corporate plan.					
29. They are very responsive to fulfill constituencies' expectations.					
30. If you had your way, to what extent would you change the manner in which the line managers' does their job?					
31. Their HR implementation sustains workforce planning and flexibility.					
32. They develop organization skills and capabilities to achieve business objectives.					
33. They provide performance management programs to develop and motivate employees.					
34. Line manager's control benefit costs, particularly health care and sick leave.					
35. They Develop initiatives that help build employee commitment.					
36. Line managers' HR implementation helps in improving my productivity.					
37. They maintain programs and providing support to employees to ensure compliance with legal regulations.					
38. They contribute to build the firm's employees as a source of core competence.					

Please rate each of the following items in terms of <i>the level of difficulty</i> in understanding of the items. (Place <i>only one tick</i> against each item)	Very easy	Easy	Neutral	Difficult	Very difficult
39. Their HR implementation added value to the business.					
40. They maintain performance-based incentives to motivate individuals to focus on achieving strategic goals.					
41. They met my expectations in their HRM roles and responsibilities.					
42. Their HR implementation has strong emphasis on bottom line of business.					
43. Their HR implementation is helpful in succession and development planning for employees’.					
44. They are communicating and marketing key business and HR initiatives to employees.					
45. Line managers’ HR implementation support work/family programs.					
46. Their HR implementation helps to enhance the firm’s competitive position.					
47. They ensure HRM issues in the implementation of corporate HR strategies.					
48. Employees are satisfied from line managers’ consulting role.					
49. I am satisfied with the line managers’ HR implementation?					
50. Stakeholders are satisfied with service quality from their strategic role.					
51. Their implementation strategies are aligned with corporate HR strategies.					
52. Their HR implementation provides value-added contribution to firm’s bottom line.					
53. Their implementation policies, practices and procedures help support the firm’s business objectives.					
54. Their implementation enhances employee participation and empowerment.					
55. Employees are satisfied from line managers’ support role.					
56. They contribute to build the firm’s human capital as a source of competitive advantage.					

ANNEXURE-B

Q-SORT PROCEDURE

Dear Sir/Madam,

This exercise is intended to assign items to the *dimensions of HR implementation effectiveness*. Your valuable feedback is of great importance in identifying the relevant items for the construct development. Thank you for your precious time and cooperation.

a) The following statements are meant to captures <i>employees perceptions about line mangers' HR implementation effectiveness</i> . b) Please <i>categorize these into the most appropriate dimension</i> , if they fit to. Otherwise put them into does not fit category. (Place <i>only one tick</i> against each item)	Achievement of Business Objectives	Satisfy Constituencies Expectations	Employee Development	Does Not Fit
1. They provide training and development programs to enable employees to maximize their performance potential.				
2. While implementing HR practices they take individual employee needs into account.				
3. Their HR implementation meets financial goals of organization.				
4. They improve stakeholders' satisfaction with strategic aspects of HRM.				
5. They are providing HR services to the employees' career.				
6. The line manager's have effective influence over organization's strategic decision-making processes.				
7. The practices and procedures coming from them help employees' perform their jobs well.				
8. They maintain employee friendly benefits administration programs.				
9. They maintain relationship with major stakeholder groups.				
10. Their HR implementation provides considerable contribution to the organization.				
11. They are very responsive to meet employees' needs.				
12. They develop HR initiatives that contribute to achieve current and future business goals.				
13. The line managers' tailor HR practices to fit business needs.				
14. Their HR implementation helps to achieve the long term goals of the organization.				
15. Their HR implementation improves organizational flexibility in achieving goals.				
16. The implementation policies coming from the line managers help employees in their jobs.				

<p>a) The following statements are meant to captures <i>employees perceptions <u>about line mangers' HR implementation effectiveness.</u></i></p> <p>b) Please <i>categorize these into the most appropriate dimension,</i> if they fit to. Otherwise put them into does not fit category.</p> <p style="text-align: center;"><i>(Place only one tick against each item)</i></p>	Achievement of Business Objectives	Satisfy Constituencies Expectations	Employee Development	Does Not Fit
17. Their HR implementation increases the capability of core business.				
18. Their HR implementation support the firm' business plan.				
19. Their HR implementation increases workforce productivity and quality of output.				
20. They are very responsive to fulfill constituencies' expectations.				
21. They develop organization skills and capabilities to achieve business objectives.				
22. They provide performance management programs to develop and motivate employees.				
23. Line managers' HR implementation helps in improving my productivity.				
24. Their HR implementation added value to the business.				
25. They met our expectations in their HRM roles and responsibilities.				
26. Line managers' HR implementation improves productivity.				
27. Their HR implementation is helpful in succession and development planning for employees'.				
28. Line managers' HR implementation support work/family programs.				
29. Their HR implementation helps to enhance the firm's competitive position.				
30. Employees are satisfied from line managers' consulting role.				
31. I am satisfied with the line managers' HR implementation?				
32. Stakeholders are satisfied with service quality from their strategic role.				
33. Their HR implementation provides value-added contribution to firm's bottom line.				
34. Their implementation policies, practices and procedures help support the firm's business objectives.				
35. They implement innovative HR products and services to fulfill employee needs.				
36. Employees are satisfied from line managers' support role.				

ANNEXURE-C

List of Fertilizer Producers in Pakistan

Corporation/Group	Name of Company	Location
Fatima Group	Fatima Fertilizer Company Limited	Rahim Yar Khan, Punjab
	Pak Arab Fertilizers Limited	Multan, Punjab
Engro Corporation	Engro Fertilizers Limited	Daharki, District Ghotki, Sindh
Fauji Foundation	Fauji Fertilizer Company Limited	Goth Machhi, Sadiqabad, Punjab
	Fauji Fertilizer Bin Qasim Limited	Bin Qasim, Sindh
Dawood Hercules Corporation	DH Fertilizers Limited	Sheikupura, Punjab
National Fertilizer Corporation	Agritech Limited	Mianwali, Punjab

ANNEXURE-D

SURVEY QUESTIONNAIRE (from Permanent Employees)

The purpose of this study is to analyze employees' perceptions about their jobs and supervisors' support in staff management / HRM. The information provided will be utilized for research purpose only and your anonymity will be strictly retained. Thank you for your time and support.

1. Please rate the following statements that concern how you feel about your <i>job / organization</i> . (Highlight/mark only one number from 1 to 5)	Not at all True	Not very True	Somewhat True	Very True	Absolutely True
a) I would be very happy to spend the rest of my career with this organization.	1	2	3	4	5
b) I really feel as if this organization's problems are my own.	1	2	3	4	5
c) I really feel a strong sense of belonging to my organization.	1	2	3	4	5
d) I really feel emotionally attached to this organization.	1	2	3	4	5
e) I do not feel like "part of the family" at my organization.	1	2	3	4	5
f) This organization has a great deal of personal meaning for me.	1	2	3	4	5
g) All in all, I am satisfied with my job.	1	2	3	4	5
h) In general, I like working here.	1	2	3	4	5
i) In general, I don't like my job.	1	2	3	4	5
j) I often think of quitting this job.	1	2	3	4	5
k) I am always on the look-out for a better job.	1	2	3	4	5
l) It is likely that I will look for another job during the next year.	1	2	3	4	5
m) There isn't much to be gained by staying in this job.	1	2	3	4	5

2. Please rate the following statements concerning <u>how you feel</u> about your supervisor's <u>effectiveness</u> in HR practices implementation. (Select <u>only one number</u> from 1 to 5)	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	1	2	3	4	5
a) My supervisor <i>develops employee skills and capabilities</i> to gain competitive advantage.	1	2	3	4	5
b) He is providing HR <i>services to the employees' career</i> .	1	2	3	4	5
c) He provides performance management programs to <i>develop and motivate employees'</i> .	1	2	3	4	5
d) His HR implementation is helpful in <i>succession planning</i> for employees'.	1	2	3	4	5
e) His HR implementation <i>contributes to</i> build the <i>firm's human capital</i> .	1	2	3	4	5
f) His HR implementation is helpful in <i>development planning</i> for employees'.	1	2	3	4	5
g) His HR implementation <i>added value</i> to the business.	1	2	3	4	5
h) His HR implementation helps to enhance the firm's <i>competitive position</i> .	1	2	3	4	5
i) His HR implementation practices and procedures support the firm's business objectives.	1	2	3	4	5
j) He improves <i>stakeholders' satisfaction</i> with strategic aspects of HRM.	1	2	3	4	5
k) Employees are satisfied from supervisor's <i>consulting role</i> .	1	2	3	4	5
l) Stakeholders are satisfied with <i>service quality</i> from his strategic role.	1	2	3	4	5

3. Personal Information	
a) Gender: <input type="checkbox"/> M <input type="checkbox"/> F	b) Age (years):
c) Marital Status: <input type="checkbox"/> Single <input type="checkbox"/> Married	d) Formal Education (years):
e) Department:	f) Tenure in this Dept. (years):

ANNEXURE-E

SURVEY QUESTIONNAIRE (from Supervisors/Line Managers)

This study aims to analyze your level of involvement in human resources management (HRM) activities. Your valuable feedback is of great importance for understanding this phenomenon. The information provided will be utilized for research purpose only and your anonymity will be strictly retained. Thank you very much for your time and cooperation.

1. Thinking in term of your everyday experiences in this firm, please choose the most appropriate option to let us know who is primarily responsible to implement / perform the following HRM practices / activities in this organization. <i>(Please highlight/select <u>only one number</u> from 1 to 4)</i>	Sole HRM	HRM in consultation with Supervisors	Supervisors in Consultation with HRM	Sole Supervisors
a) Job analysis and redesign	1	2	3	4
b) Formal job description	1	2	3	4
c) Recruitment and selection procedures	1	2	3	4
d) Training and development	1	2	3	4
e) Employee career management	1	2	3	4
f) Performance appraisal	1	2	3	4
g) Incentive and rewards	1	2	3	4
h) Grievance/complaints handling	1	2	3	4
i) Employee/Industrial relations	1	2	3	4
j) Information sharing of HR policies	1	2	3	4
k) Protecting employees health and Safety	1	2	3	4

2. Please rate the following statements about the <u>performance</u> of your <u>department</u> during <u>last three years</u>. <i>(Choose only <u>one number</u> from 1 to 5)</i>	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
a) The quantity of the work of my department has increased.	1	2	3	4	5
b) The quality of the work of my department has improved.	1	2	3	4	5
c) My department completes the tasks on time.	1	2	3	4	5
d) My department quickly responds to the problems.	1	2	3	4	5
e) The productivity of my department has improved significantly.	1	2	3	4	5
f) The extent of goal achievement of my department has improved.	1	2	3	4	5
g) Overall performance of my department has improved.	1	2	3	4	5

3. Personal Information	
a) Gender: <input type="checkbox"/> M <input type="checkbox"/> F	b) Age (years):
c) Marital Status: <input type="checkbox"/> Single <input type="checkbox"/> Married	d) Formal Education (years):
e) Department:	f) No of Employees in the Dept.:
g) Your tenure in this Dept. (years):	h) Your tenure in this Firm (years):