

# HRM and Line Management Effectiveness

**COSTAS HOPPAS**  
Director of Human Resources  
Cyprus University of Technology

Organiser:



Gold Sponsor: **Deloitte.**

Silver Sponsor:  **deltasoft**

Media Sponsor:   
H KAGHMEPINH

Supporters: **HEALTHLINE**  **TRYFON**  
C.A. PAPAELLINAS **OEB** **TSERIOTIS**

# Background



Effective human resource (HR) practices can greatly improve a firm's operational and financial performance. Effective HR practice use (which includes practices such as the use of employment tests, linking compensation to job performance, employee attitude surveys, and formal employee communication programs) drives numerous firm performance improvements, including improved productivity, lower employee turnover, greater sales growth, and higher profits (Huselid, 1995). However, the mediating role of HR implementation in the HR - performance relationship is still missing (Sikora and Ferris, 2014).

Organiser:



Gold Sponsor: **Deloitte.**

Silver Sponsor: deltasoft<sup>o</sup>

Media Sponsor: H KAGHMEPINH

Supporters: HEALTHLINE  
C.A. PAPAELLINAS OEB TRYFON TSERIOTIS

# HRM Practices/ Systems and Performance: The Role of Line Managers

2014

CyHRMA

Annual Conference

It has been argued that studies of human resource management have been too focused on policies that are set in the HRM department, and have underplayed the importance of the way those policies are translated into practice by line managers and perceived by the employees who are the targets of those policies (Nishii, Lepak and Schneider, 2008; Wright and Nishii, 2013).

Organiser:



Gold Sponsor: **Deloitte.**

Silver Sponsor:  **deltasoft**

Media Sponsor:



H KAGHMEPINH

Supporters: **HEALTHLINE**  
C.A. PAPAELLINAS



**TRYFON**  
TSERIOS

# Intended / Actual / Perceived HRM Practices

2014

CyHRMA  
Annual Conference

- **Intended HRM practices** comprise the designed and developed practices. These are the practices that, in theory, are identical regardless of the individual employee (*the design of the practices falls entirely within the responsibility of the HRM function*).
- **Actual HRM practices** entail those practices that are implemented by whoever serves as the particular touch point between the intended practice and the employee as recipient. Typically, this will not be a specialist in HRM; it will be a line manager (*line managers exercise (whether the firm wants them to or not) great discretion in the extent to which they implement many HRM practices, as well as the effectiveness with which they do so*).
- **Perceived HRM practices** consist of how employees process their experience with the practice. Individual differences in capability, performance, or past experiences may serve as the lens through which they perceive the practice. In particular, the relationship between an employee and his/her line manager may influence their perceptions of the practice (*line managers may actually shape employees' perceptions of HRM practices*). (Nishii et al., 2008; Takeuchi et al., 2007).

Organiser:



Gold Sponsor: **Deloitte.**

Silver Sponsor: 

Media Sponsor:   
H KAGHMEPINH

Supporters:   

# The Implementation Challenge

2014

CyHRMA  
Annual Conference

While in most firms, the human resources department is responsible for the development of effective HR practices, the implementation of those practices ultimately falls to the firm's line managers (i.e., the firm's operating managers, including positions such as customer service, sales, quality and/or manufacturing managers). As a result, firms may attempt to use effective HR practices, but find that their line managers vary in the extent to which they consistently implement the practices (Van Iddekinge et al., 2009). Similarly, Wright et al. (2001) noted that many firms fail to meet top performance levels because line managers failed to implement the HR practices developed by the organization's HR function.

Organiser:



Gold Sponsor: **Deloitte.**

Silver Sponsor:  **deltasoft**

Media Sponsor:



H KAGHMEPINH

Supporters: **HEALTHLINE**  
C.A. PAPAELLINAS



**TRYFON**  
TSERIOTIS

# The “black box” debate and the implementation step between HRM and firm performance

2014

CyHRMA

Annual Conference

- The implementation of effective human resource (HR) practices typically rests with line managers.
- Line manager HR implementation is influenced by organizational culture, climate, and political considerations.
- HR implementation is anticipated to drive employee outcomes.
- HR implementation represents the degree to which HR practices are put into effect by an organization's line managers and employees.

Organiser:



Gold Sponsor: **Deloitte.**

Silver Sponsor:  **deltasoft**

Media Sponsor:   
H KAGHMEPINH

Supporters: **HEALTHLINE**  **TRYFON**  
C.A. PAPAELLINAS **TSERIOTIS**

# Why Line Managers Fail in HR Implementation?

2014

CyHRMA  
Annual Conference

- Ability and/or willingness of Line Managers to execute their organization's HR practices.
- May ignore or sabotage HR practices as acts of resistance or to simply further their own agendas.
- Well-designed HR practices may be poorly or inconsistently communicated by the HR department.
- Line managers often fail to take responsibility for employee development.....etc.

Organiser:



Gold Sponsor: **Deloitte.**

Silver Sponsor:  **deltasoft**

Media Sponsor:   
H KAGHMEPINH

Supporters: **HEALTHLINE**  **TRYFON**  
C.A. PAPAELLINAS **OEB** **TSERIOTIS**

# The Ideal Line Manager

- believes that his/her HR responsibilities are important, and works to implement organization's HR practices in a quality manner.
- often plays an important role as strategic change contributor.
- is willing to handle his/her HR responsibilities and take a professional attitude towards employees.

Organiser:



Gold Sponsor: **Deloitte.**

Silver Sponsor:  **deltasoft**

Media Sponsor:   
H KAGHMEPINH

Supporters: **HEALTHLINE**  **TRYFON**  
C.A. PAPAELLINAS **OEB** **TSERIOTIS**



# ACTIONS NEEDED

2014

CyHRMA  
Annual Conference

- Line Managers should develop specific processes to translate policies into practices in their treatment on day-to-day interactions with employees.
- Line managers when implementing HR practices should take into consideration the psychological processes through which employees attach meanings to them.
- Line managers should have the necessary tools and knowledge to effectively implement HRM practices.
- Line managers should serve as interpretive filters of HR practices (interpretations).
- Line managers should implement HR practices in a consistent and coordinated manner.

Organiser:



Gold Sponsor: **Deloitte.**

Silver Sponsor:  **deltasoft**

Media Sponsor:   
H KAGHMEPINH

Supporters: **HEALTHLINE**  **TRYFON**  
C.A. PAPAELLINAS **TSERIOTIS**

# Discussion



*Thank you for your attention*

Organiser:



Gold Sponsor: **Deloitte.**

Silver Sponsor:  **deltasoft**<sup>o</sup>

Media Sponsor:   
H KAGHMEPINH

Supporters: **HEALTHLINE**  **TRYFON**  
C.A. PAPAELLINAS **OEB** **TSERIOTIS**

# References

- Boselie, P., Dietz, G. and Boon, C. (2005). Commonalities and contradictions in HRM and performance research. *Human Resource Management Journal*, 15(3): 67-94.
- Huselid, M. A. (1995). The impact of human resource management practices on turnover, productivity, and corporate financial performance. *Academy of Management Journal*, 38(3): 635-672.
- Nishii, L., Lepak, D. and Schneider B. (2008). Employee Attributions of the “Why” of HR Practices: Their Effects on Employee Attitudes and Behaviors, and Customer Satisfaction. Cornell University. Ithaca: *Center for Advance Hyman Resource Studies* (CAHRS).
- Purcell, J. and Hutchinson, S. (2007). Front-line managers as agents in the HRM-performance causal chain: theory, analysis and evidence. *Human Resource Management Journal*, 17(1): 3-20.
- Sikora, D.M. and Ferris, G.R. (2014). Strategic human resource practice implementation: The critical role of line management. *Human Resource Management Review*, 24: 271–281.
- Takeuchi, R., Lepak, D. P., Wang, H. and Takeuchi, K. (2007). An empirical examination of the mechanisms mediating between high-performance work systems and the performance of Japanese organizations. *Journal of Applied Psychology*, 92: 1069-1083.
- Van Iddekinge, C. H., Ferris, G. R. and Heffner, T. S. (2009). Test of a multistage model of distal and proximal antecedents of leader performance. *Personnel Psychology*, 62: 463–495.
- Wright, P. M., Dunford, B. B. and Snell, S. A. (2001). Human resources and the resource based view of the firm. *Journal of Management*, 27(6): 701-721.
- Wright, P. and Nishii, L. (2013). Strategic HRM and organizational behavior: integrating multiple levels of analysis, in J. Paauwe , D. Guest and P. Wright (eds), *HRM and Performance: Achievements and Challenges*, Chichester: Wiley.

Organiser:



Gold Sponsor: **Deloitte.**

Silver Sponsor:  deltasoftware<sup>o</sup>

Media Sponsor:



Supporters: **HEALTHLINE**  
C.A. PAPAELINAS



2014  
CyHRMA  
Annual Conference

<http://www.youtube.com/watch?v=rnIVS6Kdku4>

Organiser:



Gold Sponsor: **Deloitte.**

Silver Sponsor:  **deltasoft**

Media Sponsor:   
H KAGHMEPINH

Supporters: **HEALTHLINE**  **OEB**  **TRYFON**  
TSERIOTIS  
▲ C.A. PAPAELLINAS