



GROUP ASSIGNMENT

TOPIC

Explaining effective HRM implementation: The role and HR-related functions of line managers and challenges experienced in effective HRM implementation practices

The following aspects must be included in your literature review:

- Discuss the devolution of HR functions to line managers
- Critically discuss the advantages and disadvantages of the devolution of HR-related functions to line managers
- What are the HR-responsibilities and practices of line managers
- Explain and discuss the concept of Human Resource Business Partner and critically discuss the relationship between line managers and Human Resource Management Business Partners.
- What are the factors impacting line managers' effectiveness to perform their HR functions and responsibilities effectively?

Research design

Conduct a quantitative cross-sectional survey amongst line managers to measure:

- 1) Line managers' perceived HRM implementation effectiveness (section B of the questionnaire).
- 2) The five factors (desire, capacity, competencies, support and policy & procedures) that impact the effectiveness of line managers' HR implementation

Population and sample

Distribute the questionnaire in your or an organisation amongst the three different levels of managers (junior, middle and senior management). Your sample should be at least a minimum of 25 managers.

Measuring instrument

Use the attached validated questionnaire to measure these factors.

Cite the questionnaire section C. Op de Beeck, S., Wynen, J. and Hondeghem, A., 2018. Explaining effective HRM implementation: A middle versus first-line management perspective. *Public Personnel Management*, 47(2), pp.144-174.

SECTION A: DEMOGRAPHIC INFORMATION

1. Gender

Male	Female
1	2

2. Age group

20 – 29	1
30 – 39	2
40 – 49	3
50 – 59	4
60 and older	5

3. Indicate your managerial level

Junior management	1
Middle Management	2
Senior Management	3

4. Number of years of service within the organisation

0 – 10 years	1
11- 20 years	2
21 – 30 years	3
31 - 40 years	4

41 and more years	5
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5. Qualification level

National Certificate (Matric)	1
Higher Certificate	2
Advanced Certificate	3
National Diploma	4
Diploma	5
Post-Graduate Diploma	6
Degree	7
Honours Degree	8
Master's Degree	9
PhD	10

SECTION B:

Line managers perceived HRM implementation effectiveness

Items	Strongly disagree	Disagree	Not sure	Agree	Strongly Agree
1. In my opinion, I contribute to the success of the HR policy in my organisation	1	2	3	4	5
2. I think I am performing well in executing my HRM responsibilities	1	2	3	4	5
3. With regard to my HR tasks, I think I am a good line manager	1	2	3	4	5

SECTION C: FACTORS THAT INFLUENCE LINE MANAGERS' EFFECTIVENESS OF EXECUTING HR TASKS

Please answer the following statements about your satisfaction regarding the factors that may influence the effectiveness of executing your HR functions as a line manager

1 = not true

2 = slightly true

3 = partly true

4 = mostly true

5 = completely true

Factors, subscales, scale and items	Not True	Slightly true	Partly true	Mostly true	Completely true
Factor 1: Desire					
Intrinsic motivation					
1. Because I think that this activity is interesting	1	2	3	4	5
2. Because I think that this activity is pleasant	1	2	3	4	5
3. Because this activity is fun	1	2	3	4	5
4. Because I feel good when doing this activity	1	2	3	4	5
Identified regulation					
5. Because I am doing it for my own good	1	2	3	4	5
6. Because I think that this activity is good for me	1	2	3	4	5
7. By personal decision	1	2	3	4	5
8. Because I believe that this activity is important for me	1	2	3	4	5
External regulation					
9. Because I am supposed to do it	1	2	3	4	5
10. Because it is something that I have to do	1	2	3	4	5
13. Because I don't have any choice	1	2	3	4	5
12. Because I feel that I have to do it	1	2	3	4	5
Motivation					
13. There may be good reasons to do this activity, but personally I don't see any	1	2	3	4	5
14. I do this activity, but I am not sure if it is worth it	1	2	3	4	5
15. I do not know; I don't see what this activity brings me	1	2	3	4	5
16. I do this activity, but I am not sure it is a good thing to pursue it	1	2	3	4	5
Value-added					
17. Because it helps the people in my team to grow, improve and develop themselves	1	2	3	4	5
18. Because it helps me to supervise my team	1	2	3	4	5

19. Because it helps me to get the right people with the right skills in the right place	1	2	3	4	5
20. Because it helps me to reach my production goals	1	2	3	4	5
21. Because it creates a good work atmosphere	1	2	3	4	5
22. Because it helps me to treat employees in a fair and consistent way	1	2	3	4	5
23. Because it helps me to motivate people in my team	1	2	3	4	5
Factor 2: Capacity					
Role overload					
1. I have to perform HR responsibilities which I don't really have the time and energy for.	1	2	3	4	5
2. I need more hours in the day to perform all the HR responsibilities which are expected of me.	1	2	3	4	5
3. I can't ever seem to get caught up with performing my HR responsibilities.	1	2	3	4	5
4. Sometimes I feel as if there are not enough hours in the day.	1	2	3	4	5
5. Many times I have to cancel my commitments to my HR responsibilities.	1	2	3	4	5
6. I find myself having to prepare priority lists to get done all the HR responsibilities I have to do. Otherwise, I forget because I have so much to do.	1	2	3	4	5
7. I feel I have to perform HR responsibilities hastily and maybe less carefully in order to get everything done.	1	2	3	4	5
Factor 3: Competences					
Occupational self-efficacy					
1. I can remain calm when facing difficulties in performing my HR responsibilities because I can rely on my abilities.	1	2	3	4	5
2. When I am confronted with a problem in performing my HR responsibilities, I can usually find several solutions.	1	2	3	4	5
3. Whatever comes my way in performing my HR responsibilities, I can usually handle it.	1	2	3	4	5
4. My past experiences in my job have prepared me well for performing my HR responsibilities.	1	2	3	4	5
5. I meet the goals I set for myself in performing my HR responsibilities.	1	2	3	4	5
6. I feel prepared for most of the demands for performing my HR responsibilities.	1	2	3	4	5
Training					
7. The courses I followed were relevant for performing my HR responsibilities.	1	2	3	4	5
8. The course offerings were sufficient for performing my HR responsibilities.	1	2	3	4	5
Factor 4: Support					
HR support services					
1. When the HR department promises to do something by a certain time, they should do so.	1	2	3	4	5
2. When I have problems, the HR department should be sympathetic and reassuring.	1	2	3	4	5
3. The HR department should be dependable.	1	2	3	4	5
4. The HR department should provide their services at the time it promises to do so.	1	2	3	4	5
5. The HR department should keep their records accurately.	1	2	3	4	5

6. The employees working in the HR department should tell me exactly when services will be performed.	1	2	3	4	5
7. The HR managers should be expected to deliver prompt services.	1	2	3	4	5
HR support behaviour					
8. The HR managers should always be willing to help me.	1	2	3	4	5
9. The HR managers should be never too busy to respond to my requests promptly.	1	2	3	4	5
10. I trust the HR managers.	1	2	3	4	5
11. I feel safe in my transactions with the HR department.	1	2	3	4	5
12. The HR managers are polite and interested in me.	1	2	3	4	5
13. The HR managers have the necessary knowledge to answer my questions.	1	2	3	4	5
14. The HR department gives me individual attention.	1	2	3	4	5
15. The availability of the HR department is convenient to their clients.	1	2	3	4	5
16. The employees working in the HR department give me individual attention.	1	2	3	4	5
17. The HR department has my best interest at heart.	1	2	3	4	5
18. The HR department understands the specific needs of the line management.	1	2	3	4	5
Factor 5: Policy & Procedures					
Role conflict					
1. I have to do things that should be done differently in performing my HR responsibilities.	1	2	3	4	5
2. I work under incompatible HR policies and HR guidelines.	1	2	3	4	5
3. I receive an HR assignment without the manpower to complete it.	1	2	3	4	5
4. I have to bent a rule or policy in order to carry out my HR responsibilities.	1	2	3	4	5
5. I work with two or more groups who operate quite differently in performing HR responsibilities.	1	2	3	4	5
6. I receive incompatible requests from two or more people regarding my HR responsibilities.	1	2	3	4	5
7. I perform HR tasks that are accepted by one person but not by others.	1	2	3	4	5
8. I receive an HR assignment without adequate resources and materials to execute it.	1	2	3	4	5
9. I work on unnecessary things in performing my HR responsibilities.	1	2	3	4	5
Role ambiguity					
10. I know how much authority I have.	1	2	3	4	5
11. I have concrete, planned goals for my HR responsibilities.	1	2	3	4	5
12. I lack HR policies and guidelines to help me.	1	2	3	4	5
13. I know that I have divided my time in performing my HR responsibilities properly.	1	2	3	4	5
14. I know what my HR responsibilities are.	1	2	3	4	5
15. I have to feel my way in performing my HR responsibilities.	1	2	3	4	5
16. I know exactly what is expected of me in performing my HR responsibilities.	1	2	3	4	5
17. I am uncertain as to how my HR responsibilities are linked.	1	2	3	4	5
18. Explanation is clear of what has to be done in performing my HR responsibilities.	1	2	3	4	5

19. I have to work under vague directions and orders in performing my HR responsibilities.	1	2	3	4	5
User-friendliness of HR forms					
19. The HR instruments I am provided with are clear and understandable.	1	2	3	4	5
20. The HR instruments I am provided with are concrete enough to use them.	1	2	3	4	5
21. I find HR instruments easy to use.	1	2	3	4	5
22. I know how to use the HR instruments I am provided with.	1	2	3	4	5
23. The guidelines I get help me to perform my HR responsibilities.	1	2	3	4	5

Structure of your assignment

- Title page
- Table of content
- Executive summary
- Introduction
- Background and problem statement
- Research questions
- Research objectives
- Literature review
- Research methodology
- Research design
- Sample
- Measuring instrument
- Data analysis
- Results
- Discussion of results
- Conclusion and recommendations
- References list
- Appendices

TECHNICAL REQUIREMENTS

The bibliography should include at least 10 to 15 accredited academic sources used, e.g. peer-reviewed journal articles and / Organisational Behaviour- and/or Human Resource textbooks. Use recent peer-reviewed articles preferably not older than 2015.

- Format: Arial 12 letter type; 1, 5 line spacing. The body of the report must be between **15-20** typed A4 pages, excluding the title page, table of contents, references list and appendices. Remember it is not about the volume, but the quality of contents.
- Sources must be acknowledged (within the text as well as in the bibliography)

according to the Harvard method, 2012 version – see booklet from the library. Also, note the policy on plagiarism concerning the acknowledgement of sources as explained in the study guide and the NWU website.

- The assignment must be submitted only in an electronic format on E-fundi. No hard copies will be accepted. **Due date: to be announced your facilitator**
- The electronic version should include the body of the assignment and the excel summary of all data captured from the questionnaires. It is not necessary to scan the originally completed questionnaires into the assignment. **Please destroy the hard copies of the completed questionnaires after you have captured them.**

All the best with your assignment

Professor PA Botha