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MODULE NAME	HR MANAGEMENT – GROUP ASSIGNMENT
TOPIC/CASE STUDY	EXPLAINING EFFECTIVE HRM IMPLEMENTATION: THE ROLE AND HR-RELATED FUNCTIONS OF LINE MANAGERS AND CHALLENGES EXPERIENCED IN EFFECTIVE HRM IMPLEMENTATION PRACTICES
MODULE CODE	MBAB 822
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DECLARATION OF OWN WORK

We declare that this assignment is our own original work. Where secondary material has been used (either from a printed source or from the internet), this has been carefully acknowledged and referenced in accordance with North-West University (NWU) requirements. We understand what plagiarism is and are aware of the NWU's policy as well as the Business School's guidelines in this regard.

Signature of group rep	Kgosietsile Bathusi
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Topic: Explaining effective HRM implementation: The role and HR-related functions of line managers and challenges experienced in effective HRM implementation practices

1 Introduction

This is a write-up towards fulfilling the requirements of a group assignment for the Human Resource Management course by MBA students at ~~North~~-North-West University.

1.1 Aim

The aim is to review the literature relating to above-mentioned topic with emphasis on the following aspects:

- Discussion of the devolution of HR functions to line managers
- Critical discussion on the advantages and disadvantages of the devolution of HR-related functions to line managers
- The HR-responsibilities and practices of line managers
- Explanation and discussion of the concept of Human Resource Business Partner and as well as the relationship between line managers and Human Resource Management Business Partners.
- Elaboration of the factors impacting line managers' effectiveness to perform their HR functions and responsibilities effectively?

2 Literature review:

2.1 The devolution of HR functions to line managers

2.1.1 Definitions:

Devolution: (Intindola *et al.*, 2017) defines devolution or devolvment as the “transfer” or transferring of responsibilities from HR (human resources) specialists working in, and identified with, a centralized HR unit to line managers in other units.

Line Managers: those managers to whom individual employees or teams directly report and who have the responsibility to a higher level of management for those employees(Gooderham *et al.*, 2015).

2.1.2 Discussion of the devolution of HR functions to line managers

The effective and efficient application of human resources (HR) to the business needs is critical and important for the success of the organisation. Sound people management enables businesses and organisations to continuously renew themselves in order to gain and maintain a long-lasting advantage over their Competitors (Meijerink, Bondarouk, & Lepak, 2015).

HR management (HRM) is important for the realization of the specific achievable targets of an organization and realization of specific organisational performance goals.. HRM makes policies to correspond and intergrades to the organisational strategies leading to improvements in organizational performance.

There are several reasons why devolution of functions- to line managers is done and one of such reasons is as observed by (Op de Beeck *et al.*, 2018) that through performing their HR role, line managers are crucial in translating the HR policy to the workplace. They further continue to argue in affirming the importance of line managers' HRM implementation in explaining the overall HRM–performance link. This ~~in essence,~~ in essence, signifies that the line managers play a vital HR role in a given organization. Studies have however shown that ~~that~~ a simple, seamless transfer of HR responsibilities from HR to line managers is difficult to achieve. Thus more research needs to be done on this phenomenon.

It is argued that while dealing with devolution, focus should be more on decision-making power because of its centrality in setting the HR agenda and the way in which talent is managed, as opposed to HR tasks and responsibilities which often represent the implementation of policy decisions made at a higher level(Gooderham *et al.*, 2015). The authors already quoted thus far have a common position that to some extent, it is important to deploy some of HR duties to line managers on the basis that they work closely with the rest of the work force.

However, providing line managers with training and support for their human resource responsibilities has greater positive impact on perceived effectiveness in organizations

that had not devolved (non devolvers) compared to those that had (devolvers)(Perry & Kulik, 2008). It could be concluded that devolution has advantages and disadvantages given the studies already mentioned above. While the HR literature is divided about whether employing a devolution strategy will ultimately result in more or less effective people management than not employing such a strategy, the literature consistently points to the line manager's skills and abilities as an important factor(Perry & Kulik, 2008).

2.1.3 DEVOLUTION AS STRATEGY

As an organizational strategy, devolution is giving line managers the power and authority to implement policies with the aim of positively influencing the HRM performance of an organization (Perry & Kulik, 2008).

HRM researchers have discovered devolution as an effective strategy that enables organizations to make HR decisions that are informed and beneficial to the organisation (Gilbert, De Winne, & Sels, 2011).

The literature on HRM has addressed empowering line managers in HR, using terms such as devolution or devolvment of HR responsibilities to the line managers (Rimi & Yusliza, 2014). The logic behind empowering line managers is the understanding that no one understands and possesses a better experience of the job, better than the person who is ~~hands~~-hands-on in doing the specific task; therefore, giving employees allowance to make relevant decisions and taking ownership and control of their work, makes an organization more efficient (Ergeneli, Ari, & Metin, 2007).

Line managers stand a good position to know and understand their subordinates better than any managers within the organisation, therefore devolution empowers them to make sound and informed HR decisions that affect those they supervise. In other words, line managers have direct control over their subordinates and their work lives.

Ergeneli, Ari, & Metin continued to emphasise that devolution of HRM gives HR responsibilities to the line managers who are employees primary authority figures,

charged with achieving organizational objectives. As an empowerment strategy, devolution allows line managers the authority to address ~~human-human~~-related problems and make daily operational decisions regarding their subordinates.

2.1.4 COLLABORATION BETWEEN HR AND LINE MANAGEMENT

It has been a norm that HR department ~~were-was~~ considered to be solely responsible for HRM, and in practice, line managers are the ones in the best position to take primary responsibility for effectively adopting and delivering HR policies and practices more especially to their subordinates (Gilbert, 2011). Line managers ~~plays~~ an important role in influencing and improving employee job satisfaction, commitment, and extra-role behaviours than HRM managers (Harney & Jordan, 2008).

HRM, line managers and HR managers must work together to bring unity towards organization's HRM goals and objectives. Previous researchers suggested that HR and line managers should work jointly on ~~problem-problem~~-solving and other business-related issues (Khan, 2011). While line managers help HR personnel fulfil a quality-assurance role in delivering HR policies and procedures aligned with business needs.

HR managers must focus on providing the education, training, and guidance that line managers need to fulfil their people-management duties. Power, Milner, and Garavan (2008) found that strategic HR builds a partnership in which line managers and HR managers jointly improve team performance and foster the well-being of employees. Bos-Nehles (2010) emphasised that more focus should be given to how HR professionals can help line managers to achieve an effective and efficient partnership between them. Similarly, Chen, Hsu, and Yip (2011) reported that HR and line managers should collaborate with each other to strike a balance between the devolution and centralization of HR tasks.

2.1.5 HR-line collaboration and HRM effectiveness

Generally, HR managers work with senior line managers to formulate strategic human resource management policies and strategies, and with front-line managers to implement

those policies. HR managers are valuable to the organization by working cooperatively with line managers to improve and enhance good people-management to avoid interdepartmental conflicts that could hinder HR's strategic contributions and negatively affect the organizational performance. Walsh (2010) confirmed that, regular meetings and consultations between HR managers and line managers should take place to guarantee the consistency of HR policy implementation.

2.2 The advantages and disadvantages of the devolution of HR-related functions to line managers.

2.2.1 Advantages

The reallocation of HR responsibilities to line managers has helped business organizations to become leaner and improve overall organizational performance (Azmi & Mushtaq, 2015). These managers act as 'interpreters' of HR Practices for employees by showing how they fit within their work units, and in so doing they are also able to influence employees' response to such practices (Trullen *et al.*, 2016). This observation by Trullen *et al* puts emphasis on the importance of delegating duties to the line managers who are close to daily activities of an organization. The main purpose of businesses is to ensure that they operate profitably; therefore organizations strive towards protecting the bottom line (i.e. net profit). It is evidenced by (Rimi *et al.*, 2017) who observes that HR management (HRM) is important to realizing the bottom-line targets of an organization, and integrating HR with business strategy enables service organizations to realize their performance goals. Furthermore, devolution is seen as an effective strategy for enabling an organization to make immediate and localized HR decisions. This further contributes as one of the advantages of devolution as (Ergeneli *et al.*, 2007) said "that the core idea behind empowerment is the understanding that no one knows a job better than the person who does the specific task; therefore, allowing employees to make relevant decisions makes an organization more efficient".

It could be concluded that line managers have a greater influence on improving employee job satisfaction, commitment, and extra-role behaviours than HRM managers solely because they work closely with the general workforce who are hands-on doing the job. line managers play a fundamental role in people's management and their role is vital to

the success of HR policies and practices as HR strategies cannot be successfully implemented without their involvement, commitment, and cooperation (Anwaar *et al.*, 2016). Furthermore, (Gbur, 2016) observes that HRM, effectiveness and organizational performance are increased with congruent frames because different groups then work toward similar goals.

2.2.2 Disadvantages

2.2.2.1 Recognition

The perception that the line managers are remunerated fairly or recognized properly (Monetary and non-monetary) for what they do, will play a role in motivating them to continue working effectively and efficiently. Ntshabele (2007) argue that inadequate reward and recognition, career opportunity and fair and equitable treatment remain the key issues affecting the team leaders' job satisfaction

2.2.2.2 Management and human resources staff support

The Line managers feel a lot of pressures from a lot of activities like restrictive legal environment, sophisticated technologies, restive labour force to name the few. Despite all these, they have to continue delivering a high standard of service to the customers. Other challenges are retention of staff, maintaining morale and also delivering results.

Furthermore, the line managers are not HR experts and as a result, they will continuously turn to staff experts for advice and guidance. Knowing that they are being supported and when they encounter problems or looking for advice in managing employees they know where to go, will make it easy for the line managers to cope with the challenges in dealing with their HR responsibilities.

2.3 The HR-responsibilities and practices of line managers

2.3.1 What are the Human Resources responsibilities and practice of line managers?

Line managers are tasked with the responsibilities of implementing human resource management (HRM) in any organization because one of their functions is to execute the HRM practice ~~on~~in the work-place. Wright and Nishii (2013) reflect this phenomenon ~~in~~

is yet another way in that line managers are responsible for the actual implementation of the intended HRM practices in order that they influence the attitudes and behaviours of employees, which in turn results in individual and organizational performance outcomes.

Human resources (HR) professionals are responsible for the design and development of HRM practices in an organization, while line managers are responsible for the implementation of these practices on the operational workplace. Through performing their HRM role, line managers are responsible in translating the HRM policy to the workplace (Op de Beeck, Wynen & Hondeghem, 2015). In other words, line managers are seen as the key actors in HRM, holding a vital position between HRM ~~decision~~-decision-makers and the employees.

According to Fu et al (2019), to ensure distinctiveness of the HRM system, line managers play an important role in informing employees about HR practices (visibility), explaining how these HR practices work (understandability), following the instructions from the top management and HR department (legitimacy of authority), and demonstrating care for everyone as well as providing performance feedback (relevance).

Similarly, studies have shown that line managers need to show the causal link between top performance and rewards (instrumentality). For example, line managers would seek the opportunity to provide employees with recognition or reward when they perform their work well or when they have improved their work efficiency. Line managers need to provide support for employees' career development (McDermott & Flood, 2013).

Furthermore, Conway and Monks (2011) explains that to achieve the validity of HR practices line managers need to communicate with the HR department about the feasibility of the HR practices. In sending consistent HRM messages over time, line managers need to understand these messages and send them clearly to employees. As line managers communicate with employees very frequently, they know their subordinates' needs and would be able to find the best way to communicate the message to them more effectively. Moreover, line managers take charge of distributing work, content and resources. Their decisions on these aspects are critical in the formation of

employees' psychological contract, which is an unwritten contract between employees and employers trust and commitment (Brower & Schoorman, 2000).

To ensure distributive justice, Fu et al (2019) points out that line managers should make sure that employees' work gets recognized within and across teams. For procedural justice, line managers should ensure that the resources are distributed openly and fairly. For example, only those better performers receive rewards. For interactional justice, line managers should listen to employees and consider their opinions when making decisions.

~~High~~-The high agreement requires line managers to understand, accept and promote the specific HR practices among employees.

2.4 The concept of Human Resource Business Partner

2.4.1 Concept:

The human resources business partner (HRBP) role is advocated as a way for human resource (HR) professionals and the HR profession to become more strategic and less transactional, necessitating the development of different competencies (McCracken *et al.*, 2017). In their study, McCracken further states that relationship between the parties involved in the partnership is dynamic, complex and dependent upon the organisational culture as well as the skills and competencies of the main stakeholders in the partnership. McCracken quotes another author (Ulrich, 1998; Chartered Institute of Personnel and Development, 2014) who stated that the essence of the HRBP approach is that an HR professional can become a strategic partner with line managers to facilitate the attainment of business goals.

According to (Marchington, 2015) there is a substantial gap between the position of top talent and those employed by suppliers and sub-contractors, not only by firms in developing countries but also by suppliers within developed economies as well. Put together, this presents quite a challenge for HRM and the HR function, and thus the need for HRBP.

2.5 Factors impacting line managers' effectiveness to perform their HR functions and responsibilities effectively

2.5.1 Work-load pressure, Conflicting Priorities and Competency

Studies have shown that line managers resistance due to work overload, conflicting priorities and the absence of explicit rewards linked to their role are some of the major factors impacting line managers effectiveness to perform their human resources functions and responsibilities effectively (Ntshabele, 2007)

2.5.2 Workload pressure

The key agents for implementing HRM are the line managers who interact with front line employees in a frequent and timely manner (Fu, Keating & Crowley-Henry, 2019:1). In implementing HRM strategies, line managers have the dual responsibility of managing individual employees' work-related activities and playing a vital role in transforming strategic human resource management initiatives into practice in the organization (Kilroy & Dundon, 2015).

Line managers are regarded as both employee advocate and HRM business partner (Fu et al., 2019:1). Martins (2007) posited that line managers tend to have "many other pressing priorities than managing and developing the people working for them", and are therefore likely to take HRM issues less seriously than production or service goals.

2.5.3 Competency

It can be argued that if line managers do not develop a proper HRM practices, they will consequently fail to implement them successfully in the organisation. Research has suggested that line managers are required to be competent and motivated in order to effectively carry out their HRM responsibilities (Bos-Nehles, 2010; Gilbert De Winne & Sels, 2011). In addition, Op de Beeck et al (2015) affirms that line managers need sufficient support from HR professionals, in order to provide them with the necessary HR skills and the proper encouragement to perform their HR role. An earlier study conducted by Ntshabele (2007) found that line managers whilst having the HRM responsibilities devolved to them, were found to lack both sufficient skills and competencies to carry out the HRM role successfully without the necessary support from HRM practitioners.

3 Questionnaire

3.1 Data analysis and Results

Recodification

$$IM = (IM1+IM2+IM3+IM4)/4$$

$$IR = (IR1+IR2 +IR3+IR4)/4$$

$$ER = (ER1+ER2+ER3+ER4)/4$$

$$M = (M1+M2+M3+M4)/4$$

$$VA = (VA1+VA2+VA3+VA4+VA5+VA6+VA7)/7$$

Factor 1= F1

$$RO = (RO1+RO2+RO3+RO4 +RO5+RO6+RO7)/7$$

Factor 2= F2

$$OSE = (OSE1+OSE2+OSE3+OSE4+OSE5+OSE6)/6$$

$$T = (T1+T2)/2$$

Factor 3= F3

$$HRSS = (HRSS1+HRSS2+HRSS3+HRSS4+HRSS5+HRSS6+HRSS7)/7$$

$$HRSB = (HRSB1+HRSB2+HRSB3+HRSB4+HRSB5+HRSB6+HRSB7+HRSB8$$

$$+HRSB9+HRSB10+HRSB11)/11$$

Factor 4= F4

$$RC = (RC1+RC2+RC3+RC4+RC5+RC6+RC7+RC8+RC9)/9$$

$$RA = (RA1+RA2+RA3+RA4 +RA5+RA6+RA7+RA8+RA9+RA10)/10$$

$$UFHRF = (UFHRF1+UFHRF2+UFHRF3+UFHRF4+UFHRF5)/5$$

Factor 5= F5

Line managers perceived HRM implementation effectiveness= MagEFF

MagEFF= (CSHRP+PWEHRM+GLM)/3

F1= Desire F2= Capacity F3= Competences F4= Support F5= Policy and procedures

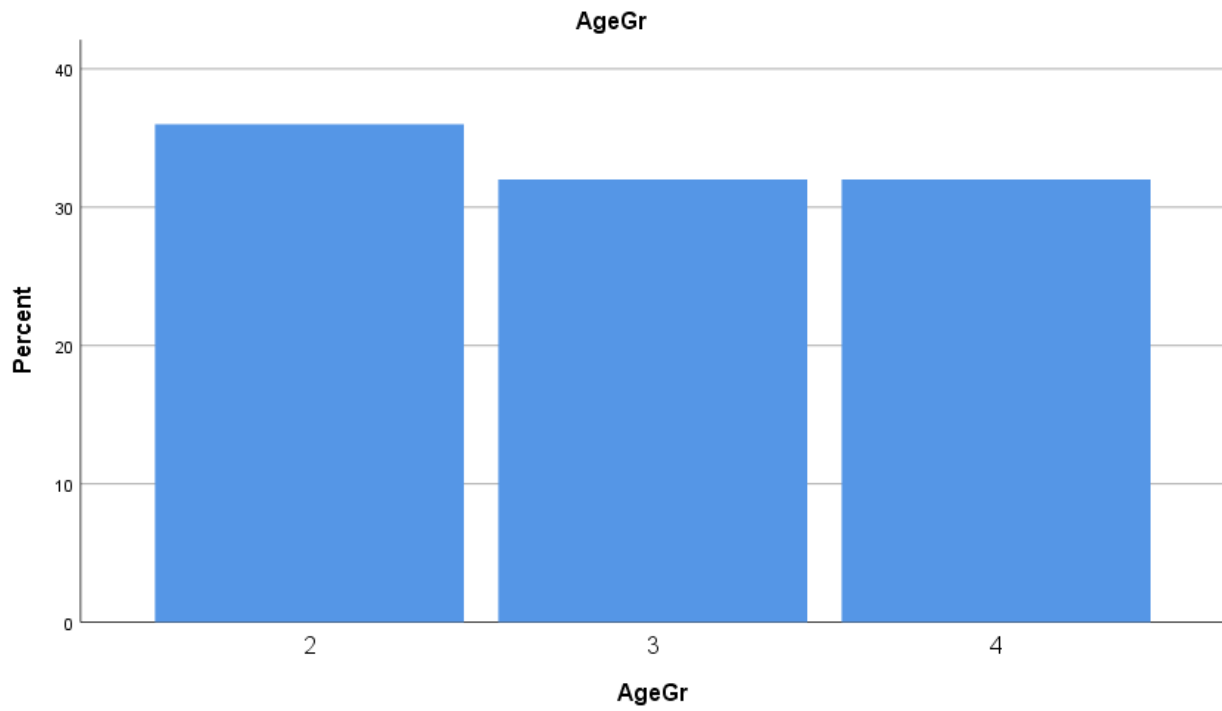
3.1.1 Descriptive analysis

According to Mendenhall, Beaver and Beaver (2013), descriptive statistics encompasses of procedures that are used to clarify the imperative topographies of a group of measurements.

Statistics						
		Gender	AgeGr	ML	NYSWO	QL
N	Valid	25	25	25	25	25
	Missing	0	0	0	0	0
Mean		1.56	2.96	2.12	1.76	6.88
Minimum		1	2	1	1	3
Maximum		2	4	4	4	10

Gender				
		Frequency	Percent	Cumulative Percent
Valid	1	11	44.0	44.0
	2	14	56.0	100.0
	Total	25	100.0	100.0

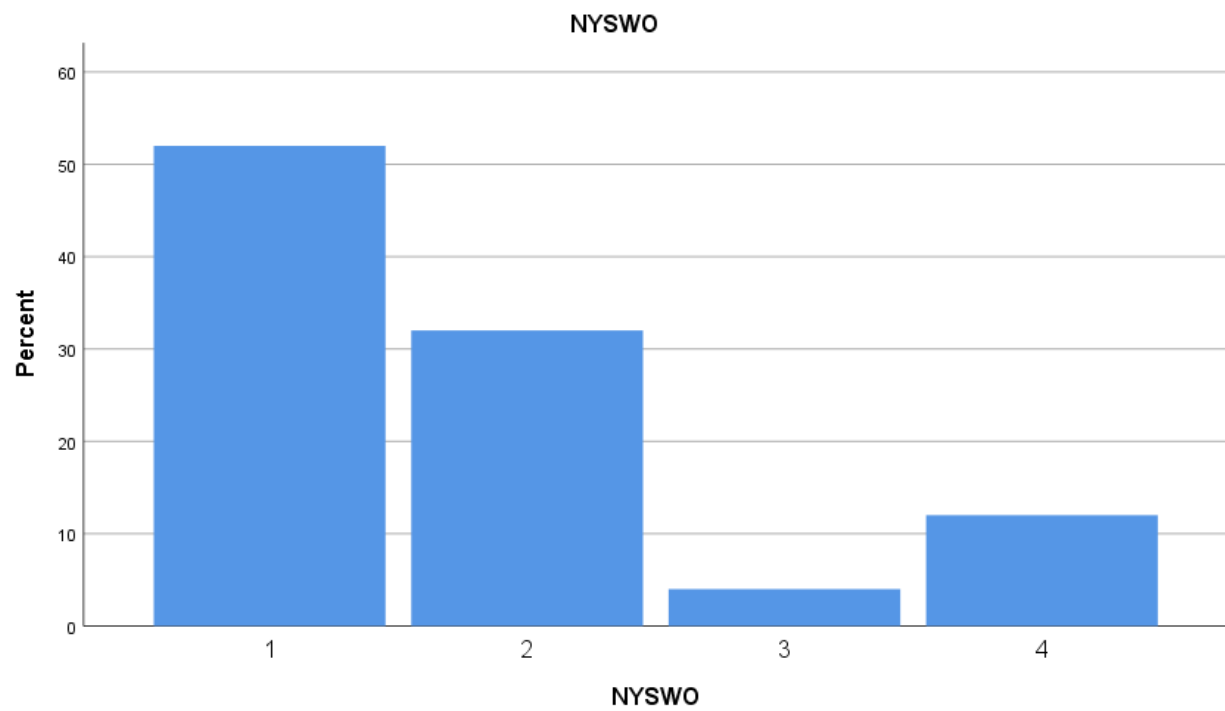
AgeGr				
		Frequency	Percent	Cumulative Percent
Valid	2	9	36.0	36.0
	3	8	32.0	68.0
	4	8	32.0	100.0
	Total	25	100.0	100.0



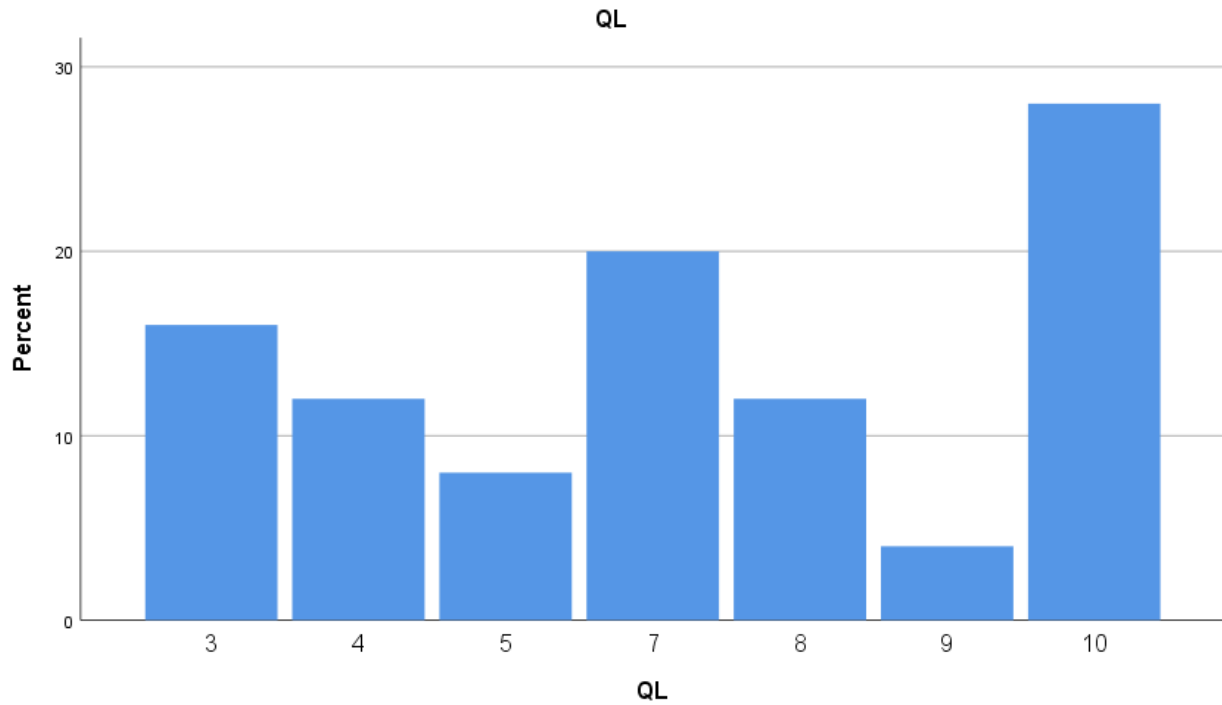
ML					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	6	24.0	24.0	24.0
	2	11	44.0	44.0	68.0
	3	7	28.0	28.0	96.0
	4	1	4.0	4.0	100.0
	Total	25	100.0	100.0	

NYSWO					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	13	52.0	52.0	52.0

	2	8	32.0	32.0	84.0
	3	1	4.0	4.0	88.0
	4	3	12.0	12.0	100.0
	Total	25	100.0	100.0	



		QL			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	4	16.0	16.0	16.0
	4	3	12.0	12.0	28.0
	5	2	8.0	8.0	36.0
	7	5	20.0	20.0	56.0
	8	3	12.0	12.0	68.0
	9	1	4.0	4.0	72.0
	10	7	28.0	28.0	100.0
Total		25	100.0	100.0	



3.1.2 Reliability analysis

Reliability assessment was utilized to indicate the internal consistency of the measurement in order to determine whether all the items in each variable in the questionnaire are highly related or reliable.

Case Processing Summary

		N	%
Cases	Valid	25	100.0
	Excluded ^a	0	.0
	Total	25	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.290	.489	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
F1(DESIRE)	13.5298	1.696	.231	.276	.222
F2(Capacity)	14.3058	1.226	-.041	.306	.579
F3(Competences)	13.1068	1.331	.211	.607	.171
F4(SUPPORT)	13.1505	1.404	.260	.402	.142
F5(Policy & Procedures)	13.8275	1.659	.417	.338	.173

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.579	.566	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
F1(DESIRE)	10.8555	.980	.304	.255	.557
F3(Competences)	10.4325	.390	.703	.501	.103
F4(SUPPORT)	10.4762	.702	.351	.340	.525
F5(Policy & Procedures)	11.1532	1.074	.231	.137	.597

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
F1(DESIRE)	7.7029	.854	.275	.254	.668
F3(Competences)	7.2799	.317	.657	.447	.010
F4(SUPPORT)	7.3236	.550	.397	.317	.511

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.668	.675	2

3.1.3 Pearson correlation analysis

Measuring scales such as the Correlation examination was utilized in this study to determine the relationship amongst specific constructs in this research.

		Correlations					
		Mage	F1(DESIRE)	F2(Capacity)	F3(Compe tences)	F4(SUPPOR T)	F5(Policy & Procedures)
Mage	Pearson Correlation	1	.159	-.578**	.141	-.177	-.396
	Sig. (2-tailed)		.449	.002	.500	.398	.050
	N	25	25	25	25	25	25
F1(DESIRE)	Pearson Correlation	.159	1	.000	.437*	.006	.211
	Sig. (2-tailed)	.449		1.000	.029	.977	.311
	N	25	25	25	25	25	25

F2(Capacity)	Pearson Correlation	-.578**	.000	1	-.220	.016	.334
	Sig. (2-tailed)	.002	1.000		.291	.939	.103
	N	25	25	25	25	25	25
F3(Competences)	Pearson Correlation	.141	.437*	-.220	1	.509**	.316
	Sig. (2-tailed)	.500	.029	.291		.009	.124
	N	25	25	25	25	25	25
F4(SUPPORT)	Pearson Correlation	-.177	.006	.016	.509**	1	-.003
	Sig. (2-tailed)	.398	.977	.939	.009		.989
	N	25	25	25	25	25	25
F5(Policy & Procedures)	Pearson Correlation	-.396	.211	.334	.316	-.003	1
	Sig. (2-tailed)	.050	.311	.103	.124	.989	
	N	25	25	25	25	25	25

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

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

3.1.4 Multiple regression analysis

Multiple regression investigation is an examination of connotation in which the effects of two or more independent variables on a single dependent variable are investigated simultaneously.

Line manager effectiveness = a + b₁ (Desire) + b₂ (Capacity) + b₃ (Competences) + b₄ (support) + b₅ (Policy & procedures)

Whereby, a = Constant

b = Partial Regression Coefficient

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.699 ^a	.489	.355	.51000

a. Predictors: (Constant), F5(Policy & Procedures), F4(SUPPORT), F1(DESIRE), F2(Capacity), F3(Competences)

Enova						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.729	5	.946	3.636	.018 ^b
	Residual	4.942	19	.260		
	Total	9.671	24			

a. Dependent Variable: Mage

b. Predictors: (Constant), F5(Policy & Procedures), F4(SUPPORT), F1(DESIRE), F2(Capacity), F3(Competences)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.828	2.210		3.541	.002
	F1(DESIRE)	.258	.438	.113	.589	.563
	F2(Capacity)	-.269	.140	-.378	-1.921	.070
	F3(Competences)	.326	.289	.296	1.129	.273
	F4(SUPPORT)	-.420	.276	-.323	-1.522	.144
	F5(Policy & Procedures)	-1.129	.586	-.388	-1.924	.069

a. Dependent Variable: Mage

3.1.5 Coding

The service quality dimensions are the main variables used in this study and coded these dimensions in order to ease analysis of data collected. Also, demographic information was collected from respondents and these variables were coded as well for analysis (Questionnaire provided).

4 Discussion of results

In terms of gender description, males were 44% while females were 56%. Females were slightly higher than males. The dominating age group was 30-39 year old. They showed a high qualification (PhD) with 28% followed by degree level with 20%. The predominant management was middle management with 44% followed by senior management with 28%. Factors 1, 3, 5 are significant factors in effective human management systems according to the data analyzed.

5 Conclusion and recommendations

This data summarizes respondents' general information and a demographic profile that have been analyzed by using descriptive analysis. Furthermore, an internal reliability test was also carried out to test the reliability of the entire three dimensions. In addition Pearson Correlation Analysis is used to examine the association among those dimensions. Lastly, inferential analysis has been measured by using Multiple Regression Analysis to test whether the independent variables and mediator has significant impact ~~to~~ on dependent variable or not. Our data reveals that factors 1, 3, 5 contribute significantly to ~~the~~ effective HRM implementation practices.

We recommend the following:

- ❖ Simple and clear documentations
- ❖ Feasible implementations of HR procedures and policies
- ❖ HR department must have a helpful culture and good values
- ❖ More competent personnel must be hired
- ❖ Meaningful training for HR people to improve competences
- ❖ HR must have a say in the running of the company

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RUBRIC FOR MARKING GROUP ASSIGNMENT

1	Meeting the objectives of the assignment The extent to which:	60	<u>39</u>
1.1	the assignment was understood and answered comprehensively	10	<u>7</u>
1.2	independent (own) thought is reflected	10	<u>6</u>
1.3	Insight into the topic was demonstrated	10	<u>7</u>
1.4	logical, systematic thought and reasoning is demonstrated	10	<u>6</u>
1.5	quality research (literature study and/or empirical work) was done	10	<u>7</u>
1.6	conclusions are logic, meaningful and substantiated	10	<u>6</u>
2	Presentation and technical aspects The extent to which:	30	<u>21</u>
2.1	the content shows a logical and integrated development and forms a balanced, holistic whole	15	<u>10</u>
2.2	the executive summary/introduction reflects the content comprehensively and meaningfully	5	<u>3</u>
2.3	the table of contents, references and list of sources are noted correctly	5	<u>4</u>
2.4	the style and language (grammar) meet the requirements	5	<u>4</u>
3	General quality rating	10	<u>6</u>
	Evaluator's general evaluation mark of the assignment's quality - taking into consideration the above and other factors		
	TOTAL	100	<u>66</u>
4. General Remarks / Comments: Assignment			
5. Plagiarism Report. Marks deducted for plagiarism infringements -10 (5 % - 20 % out of single source) -20 (21 % - 40 % out of single source) 0 (41 % - 60 % out of single source) - Disciplinary steps (anything higher than 60 %)			<u>-1000</u>
6. Remarks / Comments: Plagiarism (If applicable)			
<u>The similarity index of 49% is too high. One source was directly copied with 13%</u> Total mark:			<u>56/100</u>

Disciplinary Action to be taken (If applicable)	YES	NO
 Prof PA Botha		