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**The Constraints of Line Managers in Effectively
Implementing HR Practices**
A Case Study in the Economic Commission for Africa

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The Constraints of Line Managers in Effectively Implementing HR Practices: A Case Study in Economic Commission for Africa

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I, **Fetsoum Eshet Mekuria**, declare the thesis entitled: the constraints of Line Managers in effectively Implementing HR Practices: A Case Study in Economic Commission for Africa is my original work, prepared under the guidance of Asst. Professor **Teklegiorgis Assefa**. All sources of materials used for the thesis have been duly acknowledged. I, further confirm that the thesis has not been submitted either in part or in full to any higher learning institution for the purpose of earning any degree.

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LIST OF ACRONYMS

AMO:	Ability, Motivation, Opportunity
ECA:	Economic Commission for Africa
HR:	Human Resources
SHRM:	Strategic Human Resources Management

ABSTRACT

The purpose of this paper was to analyze the constraints of line supervisors in the implementation of HR practices by taking the case of Economic Commission for Africa. In order to determine which factors constraints effective HRM implementation, it was beneficial to collect data from multiple stakeholders for a more reliable result based on the AMO theory.

The effectiveness of line supervisors had been measured using data collected from line supervisors and their subordinates with a sample of 110 subordinates and 42 line managers in Economic Commission for Africa. A model that describes how devolving HR practices to the line influences the effective implementation was developed by Bos-Nehles (2006) and the study make a use of it to collect the relevant data.

The perception of line supervisors on their own effectiveness was investigated in terms of the three factors of the AMO theory, which are ability, motivation and opportunity. The study incorporated the AMO theory into the model, which is operationalized in terms of five constraints: competence, desire, time capacity, support and policy & procedures.

The perception of employees on the effectiveness of their line managers was investigated based on their responses of the HR practices implemented by line supervisors in the organization, namely: personnel administration, staffing, recruitment and selection, training, career development and performance management.

We found competence, support, policy and procedures to be the best predictors of a line manager's HR practices effective implementation. The absence of one of the three factors can be the constraint to the effective implementation of HR practices by line managers. Motivation did not have significant direct effect on effective HR practices implementation but the relationship needs further attention. Opportunity did moderately affect the HRM implementation effectiveness.

However, the results are not entirely reliable due to the small sample. Further research on additional stakeholders should determine whether different stakeholders disagree in constraints concerning the effective implementation of HR practices.

Keywords: Human resource management, Devolution, Line managers, Economic Commission for Africa (ECA), Effective implementation of HR practices, Subordinates, AMO Theory

CHAPTER ONE

INTRODUCTION

This chapter discusses the background of the study, statement of the Problem, research questions, research objectives, significance of the study, scope of the study, definition of terms, and the overall organization of the Study

1.1. Background of the Study

Human resource management (HRM) is defined as a strategic and coherent approach to the management of an organization's most valued assets – the people working there who individually and collectively contribute to the achievement of its objectives (Armstrong, 2006).

HRM places greater emphasis on the role of line managers as the implementers of personnel management and of HR policies. Line managers have responsibility for directly managing individual employees or teams. In turn, they report to a higher level of management on the performance and well-being of the employees or teams they manage (CIPD).

Line managers are the non-HR managers who are responsible for overseeing the work of other employees (Snell et Al, 2012) and must be closely involved as both deliverers and drivers of the HR policies and much greater attention is paid to the management of managers themselves. The transfer of some HR responsibilities to the lower level of management or devolution of HR practices to line managers has grown significantly. Line managers have emerged in almost all cases as the crucial players in HR issues (Abraraw and Alemayehu, 2016). More and more HRM responsibilities have been devolved to line managers, and they have become increasingly responsible for implementing HRM practices in their daily work with employees (Guest 1997; Storey1992).

Devolvement encourages line managers to be responsible for the administration of the HR of their unit though it comes with some added tasks and accountabilities. Within HRM, the line manager needs to be mindful of the synergy between human, financial and physical resources. HR can initiate new policies and practices but it is the line that has the main

responsibility for implementing them (Armstrong, 2006). Unfortunately, research has pointed out that line management involvement in HRM is not without its difficulties (Renwick, 2002; McGovern et al., 1997; Whittaker & Marchington, 2003; Hall & Torrington, 1998, Gennard & Kelly, 1997).

By conducting this research, the researcher attempted to show the constraints of line managers in effectively implementing different HR practices in their Unit. The researcher tried to see what are the factors affecting the line managers' performance in assuming their new roles in Economic Commission for Africa and put the recommendations based on the findings.

Established by the Economic and Social Council (ECOSOC) of the United Nations (UN) in 1958 as one of the UN's five regional commissions, Economic Commission for Africa's mandate is to promote the economic and social development of its member States, foster intra-regional integration, and promote international cooperation for Africa's development (ECA website).

1.2. Statement of the Problem

Many researchers are concerned about line managers' capacity due to a number of reasons. As the implementers of HR practices on the work floor, line managers can face many difficulties. Low performances are a significant constraint on the effective devolution of HRM responsibilities to line managers. In the growing role of line managers, some of them lack the attitude, knowledge, training and capacities to assume their role. Organizations can develop accurate and excellent HR practices, but if line managers are not equipped with the know-how to implement it properly, the whole effort will never be effective.

Therefore, line managers play a critical role in influencing employee attitudes and behaviors by the way in which they translate the designed HRM practices into practice, and can be vital in making the difference between low performing and high performing organizations (Hutchinson & Purcell, 2003).

From practice in the Commission and the secondary data got from HR section and UN HR websites, the researcher realized that the line managers appear to face many challenges to

implement the intended HR practices to their respective Units. The finalization of performance management takes more time than other duty stations. Recruitment and staffing processes take much more time than the anticipated. Communication between management and other staff is very slow and there is a big gap of transparency. This can lead to significant differences between the developed HRM strategy and the actual implementation (Nehles & Boon, 2006). If line managers are not disposed favorable towards what HR wants them to do they won't do it, or if compelled to, they will be half-hearted about it (Armstrong, 2006).

In the Commission, line managers seem reluctant, and maybe even incapable, what makes them so?

Based on the AMO theory, the researcher predicted that the line managers' effectiveness in implementing HR practices would depend on the additive effect of three factors. First line managers should have the *Ability* to perform the activities, secondly, they should be *Motivated* to perform these activities, thirdly, line managers should have enough *Opportunity* to fulfill these activities on top of their normal operational activities.

Ability-Motivation-Opportunity (AMO) theory (Boxall & Purcell, 2003) is often used in HRM performance research (Paauwe, 2009). In these studies, the AMO theory guides the choice of HRM practices to be used (Bos-Nehles, 2013). Here, the researcher applied the AMO theory differently by predicting that line managers 'ability, motivation, and opportunity' affected their HR practices implementation performance. Considering this, the researcher used the AMO theory in order to explain the constraints in effective implementation of HRM practices by line managers in the organization. The researcher investigated this by asking line managers and their subordinates about what they see as constraints and how these affect the overall implementation of HR practices by line managers.

1.3. Research Question

Based on the problem discussed above, the researcher answered the following questions

- 1) *What is the effect of ability in effectively implementing HRM practices, when measured in terms of competence?*
- 2) *What is the effect of motivation in effectively implementing HRM practices, when measured in terms of desire?*
- 3) *What is the effect of opportunity in effectively implementing HRM practices, when measured in terms of time capacity, support and policy and procedures?*

1.4. Research Objectives

1.4.1. General objective

The objective of this paper is to analyze the constraints of line managers in implementing HR practices such as Personnel administration, performance management, training, career development, staffing and recruitment, harmoniously and in confidence. As stated above, based on the performance AMO theory, it aims to gain a better understanding of the line managers' ability, motivation and the existing opportunities in effectively implementing HRM practices. This thesis aim was to identify the factors that constrain line managers in performing an effective HR role in Economic Commission for Africa, and determining which of these constraints actually affect their effectiveness when implementing HR practices.

1.4.2. Specific objectives

Based on the AMO theory, the specific objectives of the research will be:

- *To analyze ability in terms of competence of line managers in implementing HR practices in their respective units*
- *To analyze motivation in terms of desire of line managers in executing HR practices next to their normal duties in their respective units,*
- *To analyze existing opportunities in terms of time capacity, support they receive from HR professionals and policies and procedures in place in implementing HR practices in their respective units*

1.5. Significance of the Study

In this research, the researcher would review the constraints of line managers in the aim to gain a better understanding of the line managers' ability, motivation and opportunities by analyzing the extent of line managers' efficiency in implementing HRM practices. Though there will be a long way to go in providing a perfect answer, this study may help in contributing to the continuing studies on the subject.

The devolution of the HR functions is in a systematic and fast transformation in many organizations around the world. As any major change in the industry, it needs in-depth study so that the implementation can be effective. Consequently, carrying out this study should help to suggest what simplifies devolution and the recommendations will be made available for managers.

In this respect, this study will be important to the organization as it studies the line managers' ability, motivation and present opportunities in the implementation process of HRM practices on the work floor. Hence, it will provide valuable information on the role of line managers on the process of the implementation of HRM practices, which will positively influence the overall performance of the staff in the Commission. It therefore can be used as added benefit to the work towards the perfect implementation of HRM practices in the UN system.

1.6. Scope of the Study

Depending on the Situation or background, companies practices Human resource in different ways. The study focused on the HR practices such as people management, recruitment and selection, training, performance management and career development in the Economic Commission for Africa. The constraints of line managers (as measured in terms of Ability, motivation and opportunities) in implementing HR practices and how it matters to the Commission was discussed and analyzed.

As mentioned earlier, the Economic Commission for Africa was established in 1958 as one of the UN's five regional commissions. Based in Addis Ababa, Ethiopia, the Economic Commission for Africa's mandate is to promote the economic and social development of

its member States, foster intra-regional integration, and promote international cooperation for Africa's development. It has five sub-regional offices based in Morocco, Niger, Chad, Rwanda and Zambia (ECA website).

1.7. Definition of Terms

Human Resource Management: The process of acquiring, training, appraising, and compensating employees and of attending to their labor relations, health and safety, and fairness concerns (Dessler, 2014)

Line managers: line managers at the operational level who manage a team of operational employees on a day-to-day basis and are responsible for performing HRM activities (Nehles et al., 2006).

First Reporting Officers: name given to Line managers in the UN system

HR practices: communication, work design, selection, development, performance measurement and rewards (Armstrong, 2006)

Devolution: Delegation or passing of authority, duty, power, and/or right by succession or transfer. (www.businessdictionary.com/definition/devolution.html)

HR partners: HR specialists who act as business partners share responsibility with their line management colleagues for the success of the enterprise and get involved with them in implementing business strategy and running the business.

Constraints: factors that can restrain a line manager in implementing HRM successfully, for example a lack of capacity, motivation, competences, support or policies and procedures (Renwick, 2002; McGovern et al., 1999; Cunningham & Hyman, 1995; Brewster & Larson, 2000).

Effectiveness of HRM implementation: degree of satisfaction to which HRM practices are enacted or put into practice (adapted from *Gratton & Truss, 2003*).

1.8. Organization of the Study

The research is presented into five chapters in order to provide clarity and lucidity on the discussion.

The first chapter is presented as the introduction to the research and discussed the background, problem statement, research questions, objectives, scope of the study and the overall organizational plan of the research.

The second chapter of this thesis reviews the literature related to the research area, which discusses the devolution of HR Functions, the importance of the role of line managers in SHRM, the advantages of the Devolvement of HR practices by Line Managers. It reviewed the constraints that can arise in the implementation of HR practices such as ability, motivation and opportunities in term of support from HR partners and the lack of clear guidelines on the policies and procedures. In this chapter, the effectiveness of HR practices implementations, Empirical Literature and at the end, the Conceptual Frame Work of the study are presented.

The third chapter described the methodology applied for this research. The description of the Study Area, the Research Approach, the research design, the research population, the sample size and sampling techniques, the data sources and types, the data collection instruments, the data collection and analysis procedures and ethical consideration was presented.

In the fourth chapter, the analysis, interpretation and discussion of the date and the research results are presented.

In the fifth chapter, the conclusion and research limits were discussed. In this last chapter, suggestions and recommendations for further studies are also provided. The final study is presented in a hard and soft copy format.

CHAPTER TWO

REVIEW OF THE LITERATURE

2.1 Introduction

The locus of responsibility for HR management no longer resides with specialist managers but is now assumed by senior line management (Abraraw and Alemayehu, 2016).

Many researchers advocate that for HRM to be successful, it should be rooted in the strategic requirements of the firm. Successful organizations combine the experience of **line managers** with the expertise of HR managers to develop and utilize the talents of employees to their greatest potential (Snell et al, 2012). The devolution of HR responsibility for line managers seems limited.

The issue of devolvement has got great recognition due to the increasingly competitive business environment, which led to large-scale restructuring in organizations. As a result, line managers have been given primary responsibility for HRM (Abraraw and Alemayehu, 2016).

As stated by Abraraw and Alemayehu (2006), in practicing SHRM, we have to distinguish between ‘intended’ HR policies, which are developed by the decision makers of the organization, ‘actual’ HR practices that are implemented with respect to the intended HR policies, and ‘perceived’ HR practices which indicate how employees experience actual HR practices. Intended HRM practices are practices formulated by HR professionals and senior management, whereas implemented HRM practices refer to practices implemented in organizations and experienced by employees (Khijji & Wang, 2006).

Actual HR practices are those which are applied, usually through and by line managers, who undertake on a daily basis a whole series of actions that have an impact on how employees experience HR practices that are applied to them. Some findings have a strong correlation between job autonomy, sense of achievement and job challenge amongst employees. The more consistency there is between intended HRM practices and implemented HRM practices, the more effective HRM outcomes the organization will achieve (Boxall & Purcell, 2008). The process of successfully implementing HR practices depends on the skills of the line managers in communicating and dealing with problems, there is the risk that line

managers simply fail to implement practices or may implement them badly, affecting in turn employees' responses (Abraraw and Alemayehu, 2016).

Line managers are accountable for action and implementation of HRM practices but organizations have to ensure that change is “owned” by senior and line managers (Snell et al, 2012). HR can initiate new policies and practices but it is the line that has the main responsibility for implementing them (Armstrong, 2006). The responsibility to implement the proposed HRM practices relies on line managers in organizations. Therefore, for HRM to be productive in organizations, the HRM practices implementation by line managers is crucial.

Both HR professionals and line managers are responsible for HRM and have to work together. Line managers or HR professionals acting in isolation cannot be HR champions; they must form a partnership. Line managers bring authority, power and sponsorship and have overall responsibility for the HR community. HR professionals bring technical expertise and a domain of final necessary competency credibility (Ulrich, 1997).

As quoted by Bos-Nehles, 2013, Work performance theory considers *ability* (A), *motivation* (M), and *opportunity* (O) to influence behavior (Cummings & Schwab, 1973); but the question is how.

The following section will review the existing literature concerned with the constraints of line managers in effectively implementing HR practices. It will look at the emergence of devolution. It also discusses the possible conflicts and factors in relation to the implementation of HR practices. Line managers may lack *ability* for implementing HR practices. In addition, they may not be *motivated* in implementing HRM. Moreover, they may not get the *opportunities* to execute their HRM responsibilities.

2.2 Devolution of HR Functions

The notion of HR as distinctive working area has first emerged in the USA in the mid 20th century. Since the 90's, there has been a realization that the HR function can integrate with and improve operations of other parts of the business (Renwick 2003, Gibb 2003). HRM places greater emphasis on the role of line managers as the implementers of personnel management and of HR policies. The transfer of some HR responsibilities to the

lower level of management or devolution of HR practices to line managers has grown significantly. The role of Line Management is changing with the addition of new HR responsibilities through devolution (McConville, 2006),

This devolution of administrative tasks has been accompanied by a move to reinvent HR as a strategic department (Papalexandris and Panayotopoulou 2005). Devolvement encourages line managers to be responsible for the administration of the HR of their unit though it comes with some added tasks and accountabilities. HR can initiate new policies and practices but it is the line that has the main responsibility for implementing them (Armstrong, 2006).

The strategic approach to the HR role has many supporters. For example, Ulrich (1997) has proposed a model for HR and HR Management (HRM), which has a four-face structure.



Figure 1: Four HR roles of Ulrich (1997)

- First, HR should work as a partner with senior executives. The role of HR is that of an ‘architect’, making the overall vision into a plan that can be carried out in practice concerning the HR approach of the organization as a whole;
- Second, HR should watch over administrative organization and execution to ensure the efficiency and cost effectiveness;

- Third, HR should be a ‘champion for employees’, presenting the employees opinions to Senior Management;
- Lastly, HR should become an ‘agent of continuous transformation’, enhancing the organizations change capacity.

In respect to strategic approach to HR, other theorists have given their opinions. For example Whittaker and Marchington (2003), have put it as ‘hard’ or ‘soft’. A ‘hard’ approach to strategic HR stresses on the market and is more concerned with profits. This approach favors staff flexibility and underplays the value of staff benefits. A ‘soft’ approach stresses more on issues of commitment and loyalty, viewing staff as the company’s most valued asset.

Line managers must be closely involved as both deliverers and drivers of the HR policies and much greater attention is paid to the management of managers themselves. Line managers have emerged in almost all cases as the crucial players in HR issues (Abraraw and Alemayehu, 2016). In general, line managers are increasingly responsible for HR tasks like allocating individualized pay awards, appraisal, training and development, motivating teams and on-the-job coaching (Cunningham & Hyman, 1995).

2.3 The Role of Line Managers in SHRM

Devolution is an ongoing process (Hall and Torrington, 1998). The fit of HRM with the business strategy, followed by consistency in HR choices is debated to be the initial purpose of HRM (Boxall & Purcell, 2008). Gibb (2003) saw it, first as incorporating Learning and Development (L&D) issues: helping others learn and progress. This is a wide area and includes training (induction, on-going training), performance management (making sure targets are met, offering rewards as appropriate, intervention when employee performance falls as well as the development and application of appraisal systems), leadership (team building and transition to team working, mentoring) as well as assessment and knowledge management. The must for more involvement with staff is clear. Job satisfaction and motivation need to be maintained and this function is now being passed on to the Line Managers.

2.4 Advantages of the Devolvement of HR Practices by Line Managers in today's world

HRM implicates great change in the role of line managers. A survey in 15 companies done by Cunningham & Hyman (1995), found line managers were becoming more important in the management of human resources. Line managers' management responsibilities would include people management, operational costs management, providing technical expertise, organization work allocation, monitoring work processes, checking quality, dealing with customers/clients, measuring operational performance (CIPD staff-Factsheet, Dec 2005).

Line managers are now involved in activities which were usually within the responsibility of HR such as coaching, performance appraisal, involvement and communication, and discipline and grievances. In addition, they also carry out recruitment and selection in conjunction with HR (Hutchinson & Purcell, 2003).

2.5 Constraints in the Implementation of HR practices

In order to be able to discuss how the constraints in devolution of HR functions to LM affect the working environment, it is important to understand what the arising conflicts from carrying out devolution are. HR and LM work from different viewpoints with different priorities, which can lead to conflict and hiccups.

Line Managers are more involved in the day-to-day running of the department, reacting to issues as they arise. They can hate the need for staff to take time off for training and dislike the need to take such a personal viewpoint. The characteristic LM approach can mean less opportunity for staff development, while HR department is attentive for staff learning and development. For LM, there would be a pressure to deal with short-term problem rather than address the long-term solution (Gibb 2003).

As a strategic department, HR must be in the front line in backing LM in their delivery of day-to-day practices. As mentioned earlier, Line managers can lack the *ability* for

managing people, may not receive on time recognition *hence they will be less motivated* in implementing HRM, they may not get the *opportunities*.

According to the devolution literature, line managers experience numerous constraints in implementing HRM practices. Researchers believes that line managers are unwilling to take on HRM responsibilities, have little capacity to implement HRM next to their operational responsibilities, are incompetent to implement HRM practices, get insufficient support from the HRM department and are hindered by a lack of policies and procedures on (how to execute) their HR role. (Renwick, 2002; McGovern et al., 1997; Whittaker & Marchington, 2003; Hall & Torrington, 1998).

2.5.1 Ability

Ability is defined as **the HRM-related competences** necessary to successfully implement HRM practices on the work floor (Bos-Nehles *et al.*, 2013). When executing HRM responsibilities, line managers require knowledge and skills in HR practices.

As argued by Whittaker and Marchington (2003), line managers' skills and competences are inadequate and the lack of training will affect line managers' effectiveness. Line managers' may have a limited ability in implementing HR practices due to a lack of training or lack of willingness to take more responsibilities. If the Line management practice may itself distort, and possibly even undermine, the contribution which HR policies are supposed to make towards organizational success (McGovern, et al, 1997). It is often observed that there is a gap between what is formally required in HR policy and what is actually delivered by line managers (Purcell and Hutchinson, 2007).

It is argued that line managers cannot execute their HR responsibilities effectively without the right competences or skills and therefore researchers advocate a need for their continual training (McGovern et al., 1997). It is generally accepted that competence in performing HR practices can be developed through training (Bos-Nehles *et al.*, 2013).

When line managers feel more able and competent to execute HR responsibilities, the researcher assumes their HRM implementation effectiveness will benefit.

2.5.2 Motivation

Motivation is defined as **the line manager's desire and willingness** to perform HRM tasks (Bos-Nehles *et al.* 2013). Motivation can be stimulated by personal or institutionalized incentives (McGovern *et al.* 1997). Good incentives will enhance the line manager's motivation

Whittaker and Marchington (2003, p. 250) explain that “because line managers have many other pressing priorities than managing and developing the people working for them, it is likely that people management issues will be taken less seriously than production or service goals.” This could explain the poor HRM implementation results since managers would neither see nor “feel” the benefits of implementing HRM practices, even if they exist (Bos-Nehles, 2013).

As stated by Bos-Nehles (2013), “The feeling of being recognized properly for the added responsibilities will definitely motivate the line managers to continue working competently. This is in line with motivational theory that suggests that performance is affected by both motivation and ability as they interact with each other” (Maier, 1955; Vroom, 1964).

Not feeling recognized is another constraint that can obstruct line managers to develop the right competence in implementing HR practices successfully. HR responsibilities are often devolved to line managers without reducing their original responsibilities (Brewster & Larsen, 2000). This in turn will influence their motivation to take more HR related responsibilities.

Line managers who recognize that executing HR tasks will benefit them are more willing to perform these tasks. Personal motivation is very important for a Line Manager to work well. He or she should believe in the need for HR in order to integrate it fully into his or her practice (Brandl *et al.* 2009). The research findings in Deborah S. Ntshabele (2007) paper indicate that lack of reward and recognition, career opportunity and fair and equitable treatment remain the key issues affecting the team leaders' job satisfaction.

The downside of the devolved HRM was that many managers reported feeling that they were expected to get on with HR and were doing their best but often with little recognition from the top management (Renwick, 2003).

To implement HRM practices effectively, it is important that line managers have adequate capacity so need to be recognized for the efforts they are putting into the implementation of HRM practices besides their functional responsibilities. As referred by Bos-Nehles et al, Maier, 1995 stated “Motivational theory posits that performance is affected by both motivation and ability as they interact with each other”.

2.5.3 Opportunities

Opportunities are represented as the work environment where the necessary support and avenues for expression are provided (Boxall & Purcell, 2003).

Blumberg and Pringle (1982) see opportunity as reflecting assistance, organizational policies and procedures, time availability, task preparation, and the necessary services and help from others.

Bos-Nehles et al., 2003, translated opportunity into the HRM domain of line managers, as below:

- Line managers need good support from HR professionals and senior management to perform their HR tasks.
- There should be adequate capacity in terms of time to get involved in HR practice implementation.
- Roles should be clearly defined and allocated, such that role ambiguity is minimized and policies and procedures should be clear and supportive.

2.5.3.1 Support

HR professionals should join with managers in championing HR issues (Ulrich, 1997). The importance of the relationship between the line managers and senior managers in the success of HRM was stressed also by Hutchinson & Purcell (2003).

As the line managers are not experts in the HRM area, they will continuously seek advice from the experts. Knowing that they are being supported will make it easy for them to deal with the challenges of their HR responsibilities.

The support from top management and HR team is therefore fundamental but in contrary senior managers and HRM managers have been accused of not providing enough support to line managers in the duty of implementing the HRM practices. One of the main reasons for this is the fear of having their own HRM role to completely devolve to line managers (Cooper, 2001 and Lowe 1995).

Support is needed from the personnel department in terms of providing a procedural framework, advice and guidance on all personnel management matters, and in terms of training line managers so they have the appropriate skills and knowledge to carry out their new duties (Armstrong, 2006). As indicated by Deborah S. Ntshabele (2007), Gennard and Kelly (1997) have suggested that extensive participation between HR and line managers can create mutual benefit for both as they jointly contribute to solve business problems.

Research suggests that the amount of support HR professionals provide to the line will be very important in determining whether a devolution strategy will result in effective people management. Line managers must be closely involved both as deliverers and drivers of the HR policies and much greater attention is paid to the management of managers themselves. Line managers have emerged in almost all cases as the crucial players in HR issues (Abraraw and Alemayehu, 2016).

However, there is some evidence that Line Managers feel less supported by HR than they would ideally like (Papalexandris and Panayotopoulou 2005). Some LM perceive HR specialists to be out of touch and base their decisions on principles that have little to do with either the nature of the industry or the problems on the ground. They are seen to live in something of an 'ivory tower', their remoteness underlined by their preference for intranet communication and email over person-to-person contact (Whittaker and Marchington 2003).

2.5.3.2 Time capacity

Line managers might perceive conflicting demands and competing priorities between operational and HRM tasks, leading to a capacity problem (Whittaker & Marchington, 2003). The “constant demand to deal with a range of problems” (McConville, 2006, p. 645), both operational and personnel can result in a perception of overload in a line manager’s HRM role (Whittaker & Marchington, 2003).

Often, time pressures and pressure related to achieving business targets lead to problems for line managers in devoting sufficient time to communicating and consulting with subordinates (McConville, 2006). If line managers sense a lack of capacity to spend what they see as sufficient time on HRM responsibilities, and complain about being overloaded with their operational and HRM roles, then clearly the opportunity to perform their HRM tasks is limited (Bos-Nehles, 2013).

2.5.3.3 Policies and Procedures

The two characteristic features suggested by the Harvard Model of SHRM are: 1) line managers accept more responsibility for ensuring the alignment of competitive strategy and personnel policies; 2) personnel has the mission of setting policies that govern how personnel activities are developed and implemented in ways that make them more mutually reinforcing (Abraraw and Alemayehu, 2016).

Many line managers believe that managing people is HR’s responsibility (McGovern et al., 1997). Line managers need to know *what the implication of their HR role is* and *how they should execute their HRM responsibilities*. Therefore, HR professionals should introduce frameworks, handbooks, toolkits and other means of support so that line managers apply HR practices as planned.

Researchers report that line managers themselves express concern that a lack of support, time constraints and absence of clear rules and regulations from HR professionals during the executing of an HRM practice can detract from their overall effectiveness. Therefore, opportunity can influence the performance of the line manager in effective implementation of the HRM practices.

2.6 Effectiveness of HR Practices Implementations

Line managers are the ones who normally deal with the implementation of HR practices on the work floor. They have no role in taking decisions that will influence the business operations of the firm and the overall business planning.

Purcell et al (2003) pointed out that the high levels of organizational performance are not achieved by simply having a range of well-conceived HR policies and practices in place. What makes the difference is how these policies and practices are implemented.

In many instances, devolvement is the result of necessity rather than choice (McGuire et al, 2008). Purcell et al, pointed out also that dealing with people is perhaps the aspect of their work in which line managers can exercise the greatest amount of discretion and they can misuse that discretion by not putting HR's ideas into practice.

The more consistency there is between intended and implemented HRM practices, the more effective HRM outcomes the organization will achieve (Boxall and Purcell, 2008). The general background to line managers' involvement in HRM is outlined, as is their involvement in specific aspects of HRM (Renwick, 2002). Hence, to the effective implementation of HR practices, line managers are crucial. The effectiveness of HRM is partly defined by the choice for specific HR practices but moreover by the effectiveness of the implementation of these practices (Huselid et al, 1997).

Performance appraisal that is often done poorly by line managers, but the line managers see themselves as good at it, is the most disliked managerial activity (Redman, 2001). Guest and King (2001) underlined the need to "kick" and "flog" managers into doing performance management properly.

When it comes to training and development, there are crucial findings. Line managers perceived that they will acquire these through experiential learning and thought that they don't need it as "most of this is common sense anyway" (Cunningham and Hyman, 1995).

Reluctance to engage in staff career development activities may stem from managers' perceptions that they lack the required competences or capabilities, which has been identified as a significant barrier to the devolution of HRM practices in general (Renwick, 2003).

Line managers' involvement in managing grievance and discipline is less frequent than their HR counterparts (IRS, 2001).

HRM should ensure that HR practices are accepted and used by line managers and employees as part of their everyday work (Schuler, 1992). The general purpose of human resource management is to ensure that the organization is able to achieve success through people. Therefore, for the implementation of HR practices to be successful, the line manager's role is very fundamental.

2.7 Review of Empirical Literature

In the Economic Commission for Africa, the HRM practices that fall within the authority of the line managers known as first reporting officers are mostly related to people management, recruitment, training, communication, career development and performance management. These practices are significantly associated with the effectiveness of HR practices' implementation in the case organization.

Results are different in findings in the devolution literature. Some authors from the devolution literature, like Nehles et al. (2006) suggest that the only exception to effective LMs' HRM implementation was desire.

In another paper Bos-Nehles et al., 2013 suggested that ability in line management skills results in higher HRM performance and an adequate opportunity enhances the performance of competent line managers.

For A.M. Terhalle (2009), line managers are not constraint in their HR work. They neither are unwilling to execute HR tasks, nor experience many capacity problems between HR tasks and operational tasks, not consider themselves incompetent to execute HR tasks, nor are dissatisfied about the HR support they receive, nor miss policies and procedures on (how to execute) their HR roles.

When considered Dereje Tekle (2013) findings for Sheraton Addis line managers, showed that some supervisors perceived that they are very effective in terms of competence and satisfied by the support offered from HR department. However, their subordinates didn't similarly agree on the effectiveness of their performance as implementer of human resource management policies and practice. As the data of this study indicated a long span of control and time provided to HRM have an impact on performance of supervisors.

In addition, Deborah S. Ntshabele (2007) found that the unhappiness due to recognition of employees is identified as a key issue affecting the team leaders' job satisfaction. The line managers' role in HR need to be measured so that recognition due can be given. Since recognition affects the line managers' job satisfaction, this may detract or enhance the HRM effectiveness in the organization.

2.8 Conceptual Framework

Based on our literature review and the questions we asked earlier, the research model is stated as below:

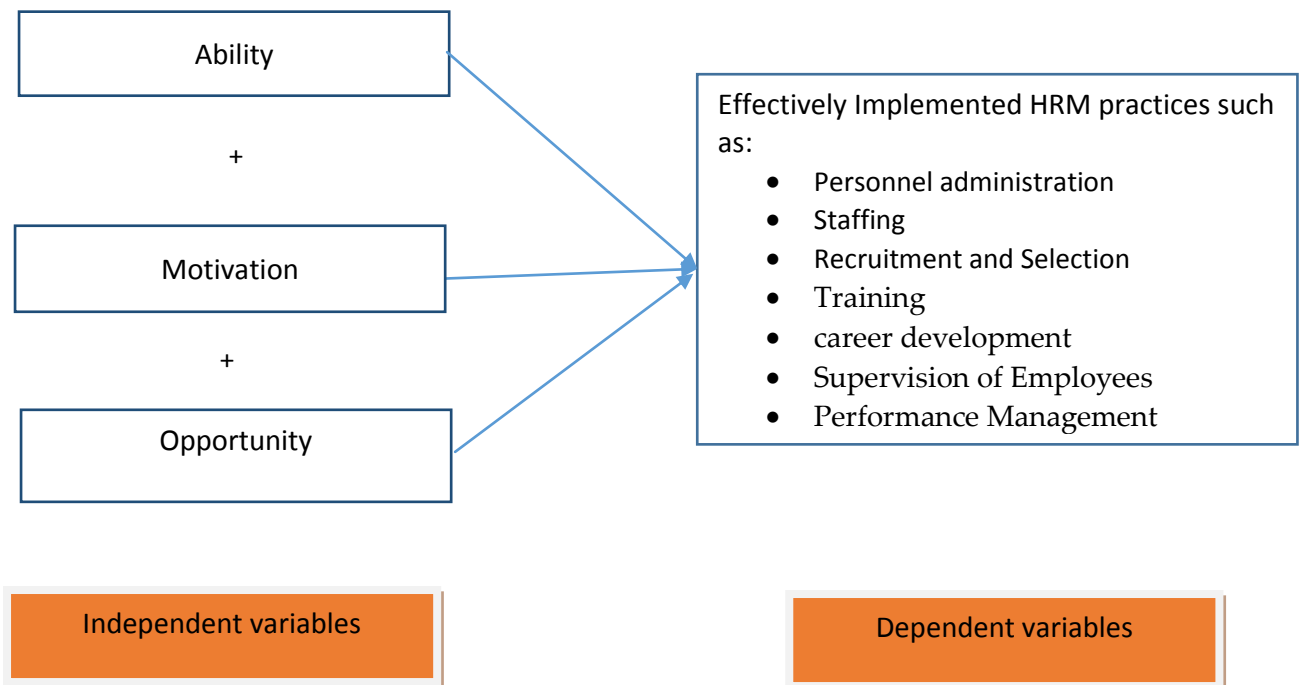


Figure 2: Research Conceptual Framework

2.9 Summary

From the literature review, the following conclusion can be made and they will be then compared to the findings of the data analysis. The constraints that might be influencing the level of effectiveness of line managers in implementing HR practices are the additive effects of the three factors, which are ability, motivation and opportunity. The effective implementation of HR practices by line managers (dependent variable) is influenced by *ability, motivation and opportunity* (independent variables).

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

This chapter presents the research design, the method employed for data gathering, the relevant statistical analytical tools that had been employed for analyzing the data collected from different sources and the approach followed to report the findings and conclusions of the study.

3.1. Description of the Study Area

The study is conducted in Economic Commission for Africa. The line managers in ECA have a very diverse educational and functional background.

3.2. Research Design

In order to answer the research problem and address the research objective carefully, the research is based on the conceptual framework developed in Chapter two. The research used explanatory research method, since it aims to explain the relationship between *line managers' HRM implementation effectiveness* (dependent variable) and their ability, motivation and opportunity (independent variables) to perform HRM practices effectively. The researcher studied the constraints that line managers' experience in implementing HR practices.

3.3. Research Approach

The study used a case study research technique. Case study techniques look at data in the form of numbers. Quantitative method would look at variables in comparison with different situations. Five points level scale questionnaires was prepared and distributed to line managers and subordinates. The collected data helped to identify the relationship between constraints of line managers and the HR practices implementation.

3.4. Population

For measuring line managers' constraints in implementing HRM, the research population is line managers at various Divisions in the Economic Commission for Africa responsible for supervising a team of employees.

3.5. Sample size and Sampling techniques

There are four stages to sampling: identifying a sampling frame, deciding on an appropriate sampling size, selecting a sampling technique and finally making sure that the sample is representative (Saunders *et al* 2007).

Due to the time and capacity constraints, it was very difficult to collect data from the whole staff which is 766. Some of the line managers have the second reporting officer role and are ranked as the middle or high level in the hierarchy. Hence, the researcher focused on the 174 line managers, which are at the lower level of the management hierarchy. The line managers are the unit of analysis. The sample size for the line managers and the subordinates was taken, based on the following table.

Table 1: Sample Determination

POPULATION SIZE	SAMPLE DETERMINATION		
	LOW	MIDUIM	HIGH
51-91	5	13	20
91-150	8	20	32
151-280 (line managers)	13	32	50
281-500	20	50	80
501-1200 (subordinates)	32	80	125
1201-3200	50	125	200
3201-10,000	80	200	315
10001-35000	125	315	500
35001-150000	200	500	800

Source: Marsh Amphora (2007) *Marketing research an applied approach*, Butter Worth Heinemann: Oxford, England *Sample Size Determination for each Stratum*

- **Line managers/first reporting officers**

The total number of the line managers in ECA is 174, hence the sample size was 50 and a non-response rate of 10% was added. To make the sample more representative first reporting officers who meet the following requirements was included in the sample:

- At least one year of experience as first reporting officer; as they need to have some level of experience to answer the questions
- With at least one employee under their supervision;
- Must be at the lower level of the hierarchy
- The researcher tried to at least include one LM from each Unit in the Commission

- **Subordinates**

Subordinates are the most important stakeholders of line managers to judge the effectiveness of line managers' implementation of HR practices (Dweller, 2013). As the total number of the staff in the Commission is, 766 out of which 174 are Line managers, the population for the subordinates will be 592. The sample size was 120 and a non-response rate of 10% were added. Employees under the selected line manager were asked to indicate their level of satisfaction in their LM's HR practices implementation in the Unit.

3.6. Data Sources and Types

Primary data is the main source of data in this research. The primary data resource is the answers collected from questionnaires distributed to line managers, and employees. However supporting arguments, discussions and information found in various website and reports were also included when necessary.

3.7. Data Collection Instruments and Procedures

The research instrument to investigate the ability, motivation and opportunities in terms of capacity, desire, competences, support and policies & procedures as perceived by line managers was developed by *Bos-Nehles et al (2006)*.

Of the three main methods of data collection, questionnaire, interview and observation (Powell 1997), this study used questionnaires. Questionnaires were distributed or sent by e-mail to line Managers and subordinates. The data was collected in quantitative method. Quantitative data will follow numerical data or data will be quantified (Saunders et al., 2009).

The respondents were differentiated based on their unit, age, experience, education and gender. This diversity will help the researcher in justifying the findings.

English is the language used to prepare the questionnaire.

Questionnaires were distributed on 11 and 12 April 2018 and were collected on the next weeks from 16 to 30 April 2018. For the questionnaire on hard copy, the researcher distributed and collected the questionnaires personally. For the ones who preferred to have it on soft copy, the researcher emailed it to their personal or office e-mail addresses.

At the end, out of 190 questionnaires distributed/sent (55 for line managers and 137 for subordinates), 152 questionnaires (42 line managers and 110 subordinates) were returned and served as a data for the analysis.

3.8. Data Analysis

The data collected through questionnaires was processed and analyzed by using the statistical Package for Social Sciences (SPSS) version 21. The researcher assigned codes to the factors and used it to generate the description of the analysis. As the instruments are adopted from previous similar studies, the reliability of the scale had been rechecked by using Cronbach's alpha.

- *Part one of the two Questionnaires (of line managers and their subordinates):* The demographic information such as gender, age, educational level, years of experience on current positions and span of control for respective respondents had been analyzed using frequencies and percentiles.

- *Part two of the two Questionnaires*
 - *For line managers:* the constraints concerning the HR practices implementation is analyzed in terms of mean, standard deviation and correlation.
 - *The subordinates:* How employees judge the effectiveness of implementing HR practices by line managers had been analyzed in terms of mean, standard deviation and correlation.

Both questionnaires did make use of a 5-Point Likert Scale and the results are presented in form of tables.

3.9. Ethical Consideration

Ethics is very important when conducting a research study. Before the distribution of the questionnaires, participants was briefed the purposes of the research. All respondents were guaranteed anonymity, ensuring the strictest confidentiality for the respondents. Every care was taken to ensure that the information collected remains strictly confidential at all costs. They were not forced to answer questions if they were not willing to.

CHAPTER FOUR

ANALYSIS, INTERPRETATION AND DISCUSSION OF RESULTS

In this chapter, the data obtained from the line managers and subordinates are analyzed, interpreted and discussed. As mentioned earlier, in order to measure the constraints of line managers in implementing HRM practices, the researcher used the questionnaire developed by Bos-Nehles et al. (2006), a research instrument to investigate *ability, motivation* and *opportunity* in implementing HR practices.

Responses were made on 5-point Likert scales ranging from 'totally disagree' (=1) to 'totally agree' (=5) for line managers and from "satisfied"(=1) to "not applicable"(=5) for subordinates. We surveyed line managers about their abilities, motivation and the opportunities given in the process of implementing HR practices. Employees were surveyed about their satisfaction of line managers' effectiveness in implementing HR practices. Both questionnaires included demographic measures for controlling purposes.

Out of 190 questionnaires distributed/sent (55 for line managers and 137 for subordinates), 152 questionnaires (42 line managers and 110 subordinates) were returned and served as a data for the analysis.

4.1. Reliability Test

Reliability test is assessment to which extent the used instrument is reliable to the surveyed case. Rechecking and fine-tuning was needed to adapt to the organization. The questionnaires were tested on a group of employees by distributing it to Twenty-five staff.

Cronbach's alpha, which is a coefficient of reliability, was computed to ensure the internal consistency and reliability of scales and some words were adapted to the organizational context.

As illustrated in Table 2, according to the test conducted using SPSS, the coefficient were found to be **0.883 and 0.926** for line managers and employees respectively. According to Zikmund et al., (2010), scales with coefficient alpha between 0.6 and 0.7 indicate fair reliability.

As these values exceed the minimum accepted level, thus the scales used in this study have internal reliability.

Table 2: Reliability Test Questionnaires

	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No. of items
Line managers	.883	.884	34
Subordinates	.926	.930	21

Source: Questionnaire and SPSS output April 2018

4.2. Demographic information of the respondents

The Demographic information of all respondents in this study is reported in Table 3 and Table 4. The data such as gender, age, level of education, and years of experience on current positions of the respondents are provided using frequencies and percentiles. The sample consists of 42 managers and 110 subordinates.

From the category of the respondents of line managers, 52.4% are male and 47.6% are female. Age wise 42.9% are older than 50, 35.7% between 40 and 49. Educational level distribution shows that most of the respondents in the sample had their bachelor's degree (45.2%); 19% had only high school diploma, 14.3% college diploma and 21.1% had their Masters or above. The distribution of the number of years spent with organization shows that 78.6% of the respondents have been with the commission for more than 10 years, while 9.5% have been with their organization between 5-10 years and the rest (11.9%) less than 5 years. 40.5% of the line managers have been on the position less than five years, while 33.3% between 5 and 10 years and the rest (26.2%) for more than 10 years. Most of the respondents have one or two subordinates (50%).

From the category of the respondents of subordinates, 52.7% are female and 47.3% are male. Age wise 64.5% are between 30 and 39, 20.7% between 40 and 49, 11.8% are younger than 30 and 2.7% are older than 50. Educational level distribution shows that most of the respondents in the sample had their bachelor's degree (61.8%); 8.2% had only high school diploma, 1.8% college diploma and 28.2% had their Masters or above. The

distribution of the number of years spent with organization shows that 11.8% of the respondents have been with the commission for more than 10 years, while 61.8% have been with their organization between 5-10 years and the rest (26.4%) less than 5 years. 36.4% of the subordinates have been on the position less than five years, while 59.1% between 5 and 10 years and the rest (4.5%) for more than 10 years.

Based on the data findings, the conclusion on the sample can be characterized as relatively young, especially for the subordinates, which is the same as within the organization. As the response rate was 80 percent, chances are small that not-responding individuals have different characteristics or perceptions than the individuals within the sample. The aim to select subordinates per team as random as possible is met, as can be seen in the representative sample that is just described and represented by graphs.

Table 3: Demographic and Personal Information of Line managers

Line Managers					
		Frequency	Percent	Valid Percent	Cumulative Percent
Gender	FEMALE	22	52.4	52.4	52.4
	MALE	20	47.6	47.6	100.0
Age	30-39	9	21.4	21.4	21.4
	40-49	15	35.7	35.7	57.1
	>50	18	42.9	42.9	100.0
Level of Education	High school diploma	8	19.0	19.0	19.0
	College diploma	6	14.3	14.3	33.3
	First degree	19	45.2	45.2	78.6
	Masters and above	9	21.4	21.4	100.0
Years in the organization	<5	5	11.9	11.9	11.9
	5-10	4	9.5	9.5	21.4
	>10	33	78.6	78.6	100.0
Years in the current position	<5	17	40.5	40.5	40.5
	5-10	14	33.3	33.3	73.8
	>10	11	26.2	26.2	100.0
Span of control	<2	21	50.0	50.0	50.0
	3-5	11	26.2	26.2	76.2
	>5	10	23.8	23.8	100.0
Total		42	100.0	100.0	

Source: Questionnaire and SPSS output April 2018

Table 4: Demographic and Personal Information of Subordinates

Subordinates					
		Frequency	Percent	Valid Percent	Cumulative Percent
Gender	Female	58	52.7	52.7	52.7
	Male	52	47.3	47.3	100.0
Age	<30	13	11.8	11.8	11.8
	30-39	71	64.5	64.5	76.4
	40-50	23	20.9	20.9	97.3
	>50	3	2.7	2.7	100.0
Level of Education	High School Diploma	9	8.2	8.2	8.2
	college Diploma	2	1.8	1.8	10.0
	1st degree	68	61.8	61.8	71.8
	Masters and above	31	28.2	28.2	100.0
Years in the organization	<5	29	26.4	26.4	26.4
	5-10	68	61.8	61.8	88.2
	>10	13	11.8	11.8	100.0
Years in the current position	<5	40	36.4	36.4	36.4
	5-10	65	59.1	59.1	95.5
	>10	5	4.5	4.5	100.0
	Total	110	100	100	

Source: Questionnaire and SPSS output April 2018

4.3 Descriptive statistics

4.3.1 Dependent Variable

The effectiveness of line managers' implementation of HR practices

The researcher measured the constraints of line managers' HR practices implementation on the basis of employees' perceptions. Research by Purcell and Hutchinson (2007) support the view that employees should evaluate HRM effectiveness.

The Discussion in this part relates to the dependent variable which is the effectiveness of line managers' in implementing HR practices in Economic Commission for Africa perceived in terms of implementations of seven HR practices. As the major stakeholders, Subordinates were asked to rate their level of satisfaction in the indication of line managers' perceived effectiveness in implementing the following seven HR practices which are mostly implemented by line managers in ECA. The HR practices are: *personnel administration, Staffing, recruitment & selection, Training, career development, Supervision of employees and Performance management*, using a five-point Likert scale ranging from "satisfied" to "dissatisfied" and the last one as "not applicable".

A total of 21 items were used to evaluate the seven factors.

4.3.1.1. Personnel administration

Table 5: Responses on Personnel Administration

		N	Minimum	Maximum	Mean	Std. Deviation
1	Translation of organizational policy to your team	110	1	5	2.45	1.216
2	Safety of the Unit staff	110	1	5	2.34	1.287
3	Quality of work (job content, working condition, labor relations, workplace ergonomics, environmental climate)	110	1	4	2.24	.877
Grand mean					2.37	1.217

Source: Questionnaire and SPSS output April 2018

The data in the above table shows that the mean for two questions is more leaning towards 2 which represents somehow satisfied in the questionnaire. The majority of the subordinates are satisfied with the personnel administrations skill of their line managers,

especially for their quality of work. The standard deviation is big (greater than 1 on a scale of 1-5). This shows that there is a variation of the perception of employees regarding the effectiveness of their line managers in personnel administration. The variation in standard deviation shows that not all subordinates perceive that their line managers have the ability of handling personnel administration. The fact that line managers have different educational and experience level may have affected their performance hence, their subordinates perception.

4.3.1.2. Staffing

Table 6: Responses on Staffing

		N	Minimum	Maximum	Mean	Std. Deviation
4	Introduction of new employees	110	1	5	2.43	1.053
5	Function classification	110	1	5	2.47	1.171
6	Personnel changes (placement, transfer, dismissal, promotion)	110	1	5	2.86	1.324
Grand mean					2.57	1.183

Source: Questionnaire and SPSS output April 2018

As illustrated in the Table 6, the mean on staffing is between 2 and 3. The lowest being 2.43 on introductions of new employees and the highest 2.86 on handling personnel changes. The majority of the subordinates are satisfied with the staffing skill of their line managers. Subordinates seem to have some reservation on the question 6. The variation in standard deviation is also great and shows that not all subordinates perceive that their line managers have the skill of handling staffing. Because of some bureaucratic of the whole organizational processes there is a major time gap to fill a vacant post (secondary data) and this may have influenced their responses.

4.3.1.3. Recruitment and selection

Table 7: Responses on Recruitment and selection

		N	Minimum	Maximum	Mean	Std. Deviation
7	Attracting potential employees	110	1	5	2.54	1.261
8	Selection (selection of letters, attending job interviews, tests or assessment centers, selection of new employees)	110	1	5	2.47	1.261
Grand mean					2.505	1.261

Source: Questionnaire and SPSS output April 2018

As illustrated in the Table 7, the mean on recruitment and selection performance of line managers perceived by the respondents is 2.5 with a standard deviation of 1.261. As mentioned above these results also may have been influenced by the fact that there is a major time gap to fill a vacant post (secondary data). The recruitment and selection process in UN system is more bureaucratic and sometimes centralized. This has definitely affected the perception of the subordinates on the line manager's skill of attracting and selecting potential employees for his Unit.

4.3.1.4. Training

Table 8: Responses on Training

		N	Minimum	Maximum	Mean	Std. Deviation
9	Evaluating existing training and education and provision of training needs.	110	1	4	2.38	.938
10	Educate and instruct employees (including course, function and task-oriented training).	110	1	5	2.56	1.097
Grand mean					2.47	1.018

Source: Questionnaire and SPSS output April 2018

As illustrated in the Table 8, subordinates are satisfied with the level of trainings they are receiving. The means indicate that the subordinates perceive that their line managers are providing them the appropriate training and are instructing them properly. As imposed in the whole UN system, everybody has to at least participate in a minimum of 5 hours training per year, line managers are obliged to send their subordinates for trainings. Also with the continuous developments in the work floor, whether they like it or not, everybody including line managers themselves need to participate for frequent trainings. Because of this and some other factors not covered by this study, most of the employees seem happy of the trainings they receive.

4.3.1.5. Career development

Table 9: Responses on Career Development

		N	Minimum	Maximum	Mean	Std. Deviation
11	Career counseling	110	1	5	3.15	1.116
12	Work meetings with employees	110	1	4	2.15	1.099
13	Assessment/progress meetings	110	1	5	2.65	1.252
14	First reporting officers take seriously employee development plans	110	1	5	2.75	1.143
Grand mean					2.67	1.152

Source: Questionnaire and SPSS output April 2018

Table 9 illustrates how line managers handle employees' career development. The means results are inclined to 3 (which is dissatisfied in the questionnaire) except for work meetings. This shows that subordinates in ECA perceived that supervisors are not much concerned with their subordinates' career development and give more emphasis for the work meetings. Subordinates feel that line managers focus only to have the work done on time. They also think that the line managers don't seem to take seriously the employee's career development. The fact that all results of SD is above 1 shows that there is a variation of the perception of employees regarding the effectiveness of their line managers in handling career development. Line managers do not bother to council their subordinates on their career development related matters. In fact, the SHRM encourages the staff himself to take care issues related to his career development.

4.3.1.6. Supervision of employees

Table 10: Responses on Supervision of Employees

		N	Minimum	Maximum	Mean	Std. Deviation
15	Resolving conflicts between members of team.	110	1	5	2.55	1.324
16	Advise employees	110	1	5	2.55	1.290
17	Maintaining harmonious group relationships within team.	110	1	5	2.00	1.313
18	Kind support (personal conversations, individual oriented employee accompaniment)	110	1	5	2.45	1.216
Grand mean					2.38	1.288

Source: Questionnaire and SPSS output April 2018

As illustrated in the Table 10, the means on supervision of employees are below 3 being the lowest 2 on maintaining harmonious group relationships within team and the highest for resolving conflicts and advising employees. Though all results of SD are above 1 and shows that there is a variation of the perception of employees regarding the effectiveness of their line managers in handling employees' supervision, employees are satisfied with their line managers' supervision effectiveness. This may be explained by the fact that line managers are accountable for the whole Unit performance and employees' performance. Accordingly, they need to make efforts on all areas of their supervisory skills.

4.3.1.7. Performance management

Table 11: Responses on Performance management

		N	Minimum	Maximum	Mean	Std. Deviation
19	first reporting officers enjoy performing HR responsibilities, e.g. e-PAS	110	1	5	2.66	1.280
20	first reporting officers are comfortable to deal with employees grievances and disciplinary issues	110	1	5	2.97	1.449
21	first reporting officers choose not to do HR activities when they have lot of work	110	1	5	3.17	1.380
Grand mean					2.93	1.370

Source: Questionnaire and SPSS output April 2018

Table 11 illustrates how performance management is handled by line managers as perceived by subordinates. As all means are above 2.5, and more leaning toward 3, it shows that Subordinates are somehow not satisfied with the way their performance management is handled. The SD being above 1 shows that there is a variation of the perception of employees regarding the effectiveness of their line managers in handling performance management. Some employees are satisfied with their line managers ability in this area. But HR department annual reports show that ECA has a very bad record in handling performance management. Most of the line managers will start the new cycle appraisal system while the last cycle appraisal is still on the pending status.

4.3.2 Independent Variables

The AMO factors concerning the constraints in implementing HR Practices

In order to measure the constraints of line managers in implementing HR practices, we used the research instrument developed by Bos-Nehles (2006). The method is based on the AMO performance theory. The AMO factors are operationalized based on the constraints line managers perceive in implementing HRM practices. The *ability* factor is operationalized as line managers' competences, the *motivation* factor as desire and the *Opportunity* factor as time capacity, support and Policy and procedures to perform HR practices. There were 34 items for the three factors, where 7 items are for ability, 11 for Motivation and 16 for Opportunity.

The data referring to line managers' constraints were measured on a five-point Likert scale ranging from 1 ("strongly disagree") to 5 ("strongly agree").

The Discussion in this part relates to the three independent variables in relation to the constraints in implementing HR practices in Economic Commission for Africa.

4.3.2.1 Competence (Ability)

The first variable Ability operationalized by competence is considered critical to the successful implementation of HR practices in the work place. To evaluate how competence, as a factor of Ability, is critical in the HR practices implementation different numbers of questions were asked to the respondent groups of line managers.

Table 12 : Responses on Competence (Ability)

		N	Minimum	Maximum	Mean	Std. Deviation
1.	Our organization is committed to the development and growth of its line managers/first reporting officers in terms of people skills	42	2	5	3.40	.939
2.	I can remain calm when facing difficulties in performing my HR responsibilities and I can usually find several solutions.	42	2	5	3.76	1.078
3.	Whatever comes my way in performing my HR responsibilities I can usually handle it.	42	3	4	3.81	.397
4.	I'm able to effectively deal with changes in the performance of the HR responsibilities and tasks	42	3	5	4.02	.811
5.	I have sufficient knowledge to perform the HR responsibilities and tasks	42	3	5	3.86	.683
6.	I'm able to come up with innovative ideas about the execution of HR responsibilities and tasks	42	3	4	3.48	.505
7.	I'm able to bring up the feedback of the employee on the performance of the HR responsibilities and tasks	42	3	4	3.69	.468
Grand mean					3.72	.697

Source: Questionnaire and SPSS output April 2018

As illustrated in the Table12, the mean on Competence for the respondents group of line managers is above 3 being the lowest 3.4 on the organization commitment for line managers' growth and the highest 4.01 on being able to effectively deal with changes in the performance of HR responsibilities. There is no a big variation in their response as the standard deviation remains close below 1 in 6 questions out of 7. This indicates that the line managers in ECA feels confident and think they are able to perform their HR duties. Though it needs some further and deep study, in few Units employees' do not seem to agree with their supervisor's competence.

4.3.2.2 Desire (Motivation)

Table 13: Responses on Desire (Motivation)

		N	Minimum	Maximum	Mean	Std. Deviation
8.	Line managers/first reporting officers are being recognized for the HR work they do	42	2	4	3.33	.721
9.	Line managers/first reporting officers are evaluated on their HR responsibilities.	42	0	4	3.52	1.065
10	Line managers/first reporting officers are motivated in working of their HR duties	42	1	4	3.31	1.093
11	I think that this activity is interesting and is fun	42	2	4	3.02	.811
12	I am doing it for my own good	42	2	4	3.19	.707
13	I believe that this activity is important for me.	42	3	5	3.81	.707
14	I do this activity but I am not sure if it is worth it.	42	1	4	2.24	1.078
15	It helps the people in my team to grow improve and develop themselves. .	42	3	5	4.29	.554
16	It helps me to supervise my team.	42	3	4	3.95	.216
17	It helps me to reach my production goals. .	42	2	4	3.67	.721
18	It helps me to treat employees in a fair and consistent way	42	3	5	4.31	.780
Grand mean					3.513	.768

Source: Questionnaire and SPSS output April 2018

In order to evaluate the other critical variable, "motivation", questions were asked based on the evaluation factor, which is desire. The Desire factor is used to evaluate motivation in the HR practices implementation by line managers. As illustrated in the Table13, the mean on Desire is mostly above 3. The highest mean is 4.31 for the question 18

on a fair treatment of employees and the lowest mean is 2.24 on the worthiness on doing HR activities. This shows that the line managers in ECA have the desire to work in HR practices but they are not sure about the worthiness. The fact they are not evaluated on their HR ability skills and are recognized/compensated for implementing HR practices may have implication on their motivation. They mostly implement the HR practices because they are asked to do so.

4.3.2.3 Opportunity

Question related to the Opportunity variable was composed in three different parts.

- *Time Capacity (Opportunity)*

Table 14: Responses on Time Capacity (Opportunity)

		N	Minimum	Maximum	Mean	Std. Deviation
19.	I can't seem to get caught up with performing my HR responsibilities.	42	1	4	3.12	1.131
20.	Sometimes I feel as if there are not enough hours in the day.	42	3	5	3.86	.683
21.	Many times I have to cancel my commitments to my HR responsibilities.	42	2	4	2.98	.811
22.	I find myself having to prepare priority lists to get done all the HR responsibilities I have to do. Otherwise, I forget so much to do.	42	3	4	3.86	.354
Grand mean					3.455	.745

Source: Questionnaire and SPSS output April 2018

As shown in the Table14, the mean on time capacity is mostly above 3. The highest mean is 3.86 for two questions related on the time constrain and the other on having priority list. The lowest mean is 2.98 on the frequency of cancelling HR responsibilities. All results tend toward 4 (agree) and this indicates that the line managers in ECA feels that they have no enough time to complete the HR works and they often cancel or postponed their HR duties. There is no big difference on the responses to this part of the questionnaire

- *Support (Opportunity)*

Table 15: Responses on Support (Opportunity)

		N	Minimum	Maximum	Mean	Std. Deviation
23.	The HR managers are always willing to help.	42	1	4	3.19	1.194
24.	The HR managers have the necessary knowledge to answer my questions.	42	1	4	3.10	1.358
25.	The HR department gives me individual attention.	42	2	4	3.31	.780
26.	The HR department tries to reach the best for me.	42	2	4	2.98	.604
27.	The HR department is responsible to give the right information that I need for executing the HR responsibilities and tasks.	42	1	4	3.43	.914
Grand mean					3.202	.970

Source: Questionnaire and SPSS output April 2018

As shown in the Table15, the mean on support for the respondents group of line managers is above or almost 3 except for question 26. The highest mean is 3.43 for the question that asks if HR department is responsible to give the right information to implement HR practices and the lowest mean is 2.98 on HR Department reach out to the line managers. This indicates that even if HR department gives some individual attention, HR partners need to work more closely with line managers in order to help give them the right information at the right time.

- *Policies and Procedures (Opportunity)*

Table 16: Responses on Policies and procedures (Opportunity)

		N	Minimum	Maximum	Mean	Std. Deviation
28.	Policies, procedures and systems are clear, fair and consistently applied in the commission	42	2	4	3.31	.780
29.	I, as line manager/first reporting officer have a clear understanding of the policies, procedures and systems of the HR practices	42	2	5	3.40	.989
30.	The Commission has a clear guidelines and handbooks that help	42	3	5	4.43	.590

	perform the HR tasks					
31.	I work under incompatible HR policies and HR guidelines. -.	42	1	4	2.33	1.097
32.	I receive an HR assignment without the manpower to complete it.	42	1	3	2.40	.734
33.	I have concrete, planned goals for my HR responsibilities.	42	2	5	3.64	.906
34.	I have to feel my way in perform HR responsibilities	42	0	4	2.38	1.378
Grand mean					3.13	.925

Source: Questionnaire and SPSS output April 2018

The last factor in evaluating the opportunity is existing policies and procedures. As shown in Table16 the means for question 31, 32 and 34 is under 3. The line managers feel that they work under incompatible HR policies and guidelines though they declared that there are clear guidelines and handbook that help them perform their HR duties. They believe also that they lack the manpower and the guidance in their way of implementing HR practices in their units.

4.3.3 Control Variables

HRM implementation is affected by several contingencies such as experience and span of control (Bos-Nehles & Van Riemsdijk, 2014). Therefore, to decrease the risk of false results due to correlations among the variables of interest, we control for the experience of the line managers, their education level, gender, span of control and years in the organization.

As they have done it more often, it is believed that more experienced line managers implement HR practices more successfully than their less experienced colleagues. Furthermore, line managers with a high education level might be able to apply a wider general knowledge or common sense in using HR practices than less educated line managers. The span of control over smaller or larger groups of subordinates is also important since more time may be necessary to spend on HR issues with a larger group of subordinates (McGovern et al., 1997).

4.4 Correlation Test

In this section, we will discuss the correlation analysis. This analysis is used to quantify the association between our independent variables (ability, motivation and opportunity) and the dependent variable (the constraint of HR practices implementation of line managers). We will also test correlation between the independent variables. A correlation matrix is used to confirm the correlation between the variables. We have controlled for age, level of education, years on the current position and span of control.

The results in the below correlation matrix (Table 17), indicate that the highest correlation of .927 is between effective HR practices implementation effectiveness and Support, one of the opportunity measurement factor. The other correlation results are .825 between HR practices implementation effectiveness and Competence, the Ability factor, .874 between HR practices implementation effectiveness and the policy and procedures which is one of the opportunity factor, .137 between HR practices implementation effectiveness and desire (the motivation factor) and .055 between HR practices implementation effectiveness and time capacity (another opportunity factor).

For the relation between independent and dependent variables, all the results are between 0 and 1, hence the relation with all the variables is positive though for the time and desire is almost 0.

However, when it comes to the correlation test between the independent variables, we can see that some of the variables have negative relations. Again, the time and desire correlation with other factors is very weak.

Table 17: Correlation Matrix

			Correlations					
Control Variables			Competence	Desire	Time Capacity	Support	Policies and Procedures	HR practices implementation
Age & Level of Education & Years on the Current position & Span of Control	Competence	Correlation	1.000	-.136	.224	.894	.797	.825
		Significance (2-tailed)	.	.415	.176	.000	.000	.000
	Desire	Correlation	-.136	1.000	.101	.102	.036	.137
		Significance (2-tailed)	.415	.	.546	.544	.830	.412
	Time Capacity	Correlation	.224	.101	1.000	.394	.290	.055
		Significance (2-tailed)	.176	.546	.	.014	.078	.744
	Support	Correlation	.894	.102	.394	1.000	.876	.917
		Significance (2-tailed)	.000	.544	.014	.	.000	.000
	Policies and Procedures	Correlation	.797	.036	.290	.876	1.000	.874
		Significance (2-tailed)	.000	.830	.078	.000	.	.000
	HR practices implementation	Correlation	.825	.137	.055	.917	.874	1.000
		Significance (2-tailed)	.000	.412	.744	.000	.000	.

Source: Questionnaire and SPSS output April 2018

4.5. Discussion and findings

Based on the AMO factors, we intended to examine the line managers' constraints in effective implementation of HR practices.

We argued that the line managers' effectiveness in implementing HR practices would depend on three factors, which are Ability, Motivation and Opportunity. Based on our literature review, we concluded the added effect of the three variables can positively or negatively affect the implementation of the HR practices by Line managers and we developed the conceptual frame work which was represented as:

LME=A+M+O, where

LME is the line manager effectiveness in implementing HR practices

A represents Ability

M represents Motivation

O represents Opportunity

As can be observed from the results:

- There is a variation of the perception of employees regarding the effectiveness of their line managers in personnel administration but most of them are satisfied with their line managers ability in personnel administration
- The majority of the subordinates are satisfied with the staffing skill of their line managers though there is a variation in standard deviation
- The majority of subordinates are somehow satisfied with their line managers competence on handling recruitment and selection
- The subordinates perceive that their line managers are providing them the appropriate training and are instructing them properly.
- Subordinates in ECA perceived that supervisors are not much concerned with their subordinates' career development and give more emphasis for the work

meetings. They also think that the line managers don't seem to take seriously the employee's career development.

- Though there is a variation of the perception of employees regarding the effectiveness of their line managers in handling employees' supervision, employees are satisfied with their line managers' supervision effectiveness.
- Subordinates are somehow not satisfied with the way their performance management is handled.
- Line managers in ECA feel confident and think they are able to perform their HR duties.
- Line managers in ECA have the desire to work in HR practices but they are not sure about the worthiness.
- Line managers in ECA feel that they have no enough time to complete the HR works and they often cancel or postponed their HR duties.
- Line managers seem to be satisfied with the support they get from HR department. Even if HR department gives some individual attention, HR partners need to work more closely with line managers in order to help give them the right information at the right time.
- Line managers in ECA believe also that they lack the manpower and the guidance in their way of implementing HR practices in their units.

In the correlation results, even though all variables have a positive significance, the time and the desire effect is very low. Hence, the results do not seem to reflect our proposition that the absence of at least one AMO factor may be a constraint to the overall effectiveness of HR practices implementations. The research results do not show that the AMO effect on HRM implementation by line managers does have an additive effect.

When summarizing the findings:

- Competence, support and Policy and procedures have independent, strong and direct positive effect on the effectiveness of HR practices implementation by line managers,
- Time capacity and desire have a very weak, near to zero effect on the effective implementation of HR practices

- The relation between competence and policy & procedures is significantly high in HRM implementation
- The relation between competence and support is also significantly high in HRM implementation effectiveness.
- The relation between desire and the other factors is very weak.
- The relation between time capacity and the other factors is weak

We found competence, support, policy and procedures to be the best predictors of a line manager's HR practices effective implementation. The absence of one of the three factors can be the constraint to the effective implementation of HR practices by line managers.

Motivation did not have significant direct effect on effective HR practices implementation but the relationship needs further attention.

Though we have strong relation for support and policy and procedure, because of the weak significance of time capacity, opportunity did partially affect the HRM implementation effectiveness.

These results have several implications for theory and practice, as well as limitations that will be further discussed in the next chapter.

CHAPTER FIVE

CONCLUSION, LIMITATIONS, RECOMMENDATIONS AND FUTURE DIRECTION

5.1. CONCLUSION

Line managers are given the very exciting but challenging task of implementing practices on the work floor.

This study analyzed the constraints of line supervisors in the implementation of HR practices by taking the case of Economic Commission for Africa. The effectiveness of line supervisors had been measured using data collected from line supervisors and their subordinates. The perception of line supervisors on their own effectiveness was investigated in terms of the three factors of the AMO theory, which are ability, motivation and opportunity. The perception of employees on the effectiveness of their line managers was investigated based on their responses of the HR practices implemented by line supervisors in the organization, namely: personnel administration, staffing, recruitment and selection, training, career development and performance management.

What we have found after the data analysis and the answer to our questions are stated as follows. The implementation of HR practices is more effective when line managers have the (1) competence, (2) support and (3) policies and procedures to perform the activities that are involved in implementing HR practices. If the line managers lack competence then he/she cannot take on his duties. Not having the necessary skills and knowledge will negatively affect the effective implementation of HRM practices.

The study showed that motivation and time constraints are overestimated. They have a very low significance as constraints for the HR practices implantations by line managers. This may explained by the fact that there is no any material compensation in the UN system. Though opportunities and motivation do not make line managers better implementers of HRM, but they can enhance the effect of line managers' ability if HR departments provide line management with adequate policies and procedures.

They also perceived that the support they had offered from HR department is adequate but they do not seem to have enough time in implementing their HRM responsibilities. However, as long as they have the ability to implement the HR practice, the line managers will find the time to perform.

In general,

- Ability has an independent, strong and positive effect on the HR practices implementation by line managers, the absence of it is a big constraint for effective HR practices implementation;
- Motivation does not have that much influence on the HR practices implementation by line managers. This may be explained by the fact that there is no any compensation for doing HR practices in the UN system. Line managers don't see the worthiness of doing it if not forced;
- When it comes to opportunity, the absence of adequate policies and procedures and lack of support can be a very big constraint for the HR practices implementation by line managers.

5.2. LIMITATIONS

The data for this study were gathered from a sample in ECA. This could limit the generalization of our results. It may be speculated that the result can be globalized to other situations. It would be interesting to replicate these findings in different settings outside an international organization.

Similarly, a staff member of the organization conducted the case study and the responses of respondents might be influenced by bias, fear and change resistance factors.

Based on the AMO theory, we focused on line managers' constraints to effectively implementing practices. The question how HRM implementation effectiveness should be operationalized has no single answer (Bos-Nehles et al., 2016).

The line manager was evaluated on his/her way of applying company HRM practices as perceived by subordinates. The line manager can be excellent in implementing these practices as requested by the organization; however, if subordinates see the commission policies and procedures as ineffective, this could negatively influence their perception of implementation effectiveness.

In addition, the relationship between the line manager and his/her subordinate can influence the effectiveness of HRM implementation (Ruitenet al, 2011) and should therefore be controlled for future studies.

Another limitation is the fact that we did not use other stakeholders except subordinates to evaluate HRM implementation effectiveness. It would be beneficial to collect data from multiple stakeholders surrounding the line manager, including subordinates, senior managers, and HRM managers (Paauwe, 2009), in order to include insights from various viewpoints.

5.3. RECOMMENDATIONS AND FUTURE DIRECTIONS

The role of line managers in implementing HR practices and their overall involvement in HR decision-making has undoubtedly arisen (McGuire et al, 2002).

Line managers are confident about their own ability as measured in terms of competence. However, it does not mean that their subordinates are happy in their HR practices implementation ability. As ability has a positive and significant effect on line management performance, HR Department should focus on improving the competences that line managers need to perform HRM practices. Line managers should be selected based on their HRM or leadership competences. Line managers should also be trained to become competent implementers of HRM practices. Greater attention should be given to the recruitment and training of line managers.

In line with the support, clear and adequate policies and procedures should help HRM department should also make sure that line managers understand their HRM role and know what is expected from them. Therefore, HRM departments should aim to enhance line

managers' abilities and provide adequate opportunities for them to carry out the expected HRM duties.

The human resource department also should facilitate conditions to establish sustainable communications and provide support to line managers in a regular base. It is most important for the organization to ensure that line supervisors have enough time capacity and the right information at the right time to perform HR tasks. Through awareness and support in dealing with priorities, the organization should make sure that the HR practices are implemented effectively.

Though SHRM emphasizes that it is the individual responsibility to take care of his own career development, line managers should be communicated and educated on how to guide their subordinates and themselves in career advancement.

Future research could take into account other operationalization besides line managers' AMO. The effectiveness of HRM implementation could be affected by other characteristics. For example, line managers can simply choose to adjust an HRM policy to fit better with their work context or because they do not believe in its value (Boxall & Purcell, 2003). From a practical viewpoint, such activities would provide top management and HR officials with a roadmap on how to develop line managers to ensure their effectiveness regarding HR implementations.

As an important role in SHRM, effective HR practices implementation by line managers could advance future individual and organizational performance. The researcher suggested that implementing the above recommendations will improve line managers' effectiveness and their performance as implementers of HR practices and in return, this will contribute to boost the employee self-esteem and engagement to the organization.

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Appendix

Questionnaires

Dear Respondent,

I am an MA student at the **Addis Ababa University, School of Commerce**. As a **partial Fulfillment of the Requirements for the Award of a Master of Arts Degree in Human Resources Management**, I am conducting a research on **the constraints of line managers (first reporting officers) in the implementation of HR practices: a case study in Economic Commission for Africa (UNECA)**.

The purpose of this letter is to request permission to get relevant information and the kind of experience you have on the competence of the first reporting officer in implementing HR practices such as (recruitment, training and development, communication, performance management) in your Unit or Section.

I would like to assure you that any information received will be purely for academic purposes and will be treated in strict confidentiality. You will not be asked to give your name or any other data that could identify you. The contribution will be anonymous, the results will be aggregated and no individual results will be published. The data collected will only be used for research purposes.

This survey will take approximately 10 -15 minutes to complete and your participation in this study is completely voluntary.

If you have any questions, please contact me on +251 911243607 or send me an e-mail: fetse12@gmail.com.

Thank you in advance for your time and assistance in this research.

Yours faithfully,
Fetsoum Eshet

Please tick the relevant box.

Gender: Female

Male

Age:

<30

30-39

40-50

50

Highest level of education

High School Diploma

College Diploma

1st degree

Masters and above

Section: _____

Staff Category:

Professional

General Service

National Officer

Number of years with this organization

<5yrs

5-10yrs

>10yrs

Number of years/months in your current role

<5yrs

5-10yrs

>10yrs

Please indicate how satisfied you are of your first reporting officer when applying the below cited HR practices

	Satisfied	Somehow satisfied	Somehow dissatisfied	dissatisfied	Not applicable
Personnel administration					
1. Translation of organizational policy to your team					
2. Safety of the Unit staff					
3. Quality of work (job content, working condition, labor relations, workplace ergonomics, environmental climate)					
Staffing					
4. Introduction of new employees					
5. Function classification					
6. Personnel changes (placement, transfer, dismissal, promotion)					
Recruitment and selection					
7. Attracting potential employees					
8. Selection (selection of letters, attending job interviews, tests or assessment centers, selection of new employees)					
Training					
9. Evaluating existing training and education and provision of training needs.					

10. Educate and instruct your employees (including course, function and task-oriented training).					
Career development					
11. Career counseling					
12. Work meetings with employees					
13. Assessment/progress meetings					
14. first reporting officers take seriously employee development plans					
Supervision of employees					
15. Resolving conflicts between members of team.					
16. Advise employees					
17. Maintaining harmonious group relationships within team.					
18. Kind support (personal conversations, individual oriented employee accompaniment)					
Performance management					
19. first reporting officers enjoy performing HR responsibilities, e.g. e-PAS					
20. first reporting officers are comfortable to deal with employees grievances and disciplinary issues					
21. first reporting officers choose not to do HR activities when they have lot of work					

Dear Respondent,

I am an MA student at the **Addis Ababa University, School of Commerce**. As a **partial Fulfillment of the Requirements for the Award of a Master of Arts Degree in Human Resources Management**, I am conducting a research on **the constraints of line managers (first reporting officers) in the implementation of HR practices: a case study in Economic Commission for Africa (UNECA)**.

The purpose of this letter is to request permission to get relevant information and the kind of experience you have on the competence of the first reporting officer in implementing HR practices such as (recruitment, training and development, communication, performance management) in your Unit or Section.

I would like to assure you that any information received will be purely for academic purposes and will be treated in strict confidentiality. You will not be asked to give your name or any other data that could identify you. The contribution will be anonymous, the results will be aggregated and no individual results will be published. The data collected will only be used for research purposes.

This survey will take approximately 10-15 minutes to complete and your participation in this study is completely voluntary.

If you have any questions, please contact me on +251 911243607 or send me an e-mail: fetse12@gmail.com.

Thank you in advance for your time and assistance in this research.

Yours faithfully,
Fetsoum Eshet

Please tick the relevant box.

Gender: Female

Male

Age:

<30

30-39

40-50

50

Highest level of education

High School Diploma

College Diploma

1st degree

Masters and above

Section: _____

Staff Category:

Professional

General Service

National Officer

Number of years with this organization

<5yrs

5-10yrs

>10yrs

Number of years/months in your current role

<5yrs

5-10yrs

>10yrs

How many people are you supervising?

≤2

3-5

>5

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
COMPETENCE (Ability)					
1. Our organization is committed to the development and growth of its line managers/first reporting officers in terms of people skills					
2. I can remain calm when facing difficulties in performing my HR responsibilities and I can usually find several solutions.					
3. Whatever comes my way in performing my HR responsibilities I can usually handle it.					
4. I'm able to effectively deal with changes in the performance of the HR responsibilities and tasks					
5. I have sufficient knowledge to perform the HR responsibilities and tasks					
6. I'm able to come up with innovative ideas about the execution of HR responsibilities and tasks					
7. I'm able to bring up the feedback of the employee on the performance of the HR responsibilities and tasks					
DESIRE (Motivation)					
8. Line managers/first reporting officers are being recognized for					

the HR work they do					
9. Line managers/first reporting officers are evaluated on their HR responsibilities.					
10. Line managers/first reporting officers are motivated in working of their HR duties					
11. I think that this activity is interesting and is fun					
12. I am doing it for my own good					
13. I believe that this activity is important for me.					
14. I do this activity but I am not sure if it is worth it.					
15. It helps the people in my team to grow improve and develop themselves. .					
16. It helps me to supervise my team.					
17. It helps me to reach my production goals. .					
18. It helps me to treat employees in a fair and consistent way					
TIME CAPACITY(Opportunity)					
19. I can't seem to get caught up with performing my HR responsibilities. -.					
20. Sometimes I feel as if there are not enough hours in the day. -.					
21. Many times I have to cancel my commitments to my HR responsibilities.					

22. I find myself having to prepare priority lists to get done all the HR responsibilities I have to do. Otherwise, I forget so much to do. -.					
SUPPORT(Opportunity)					
23. The HR managers are always willing to help. -.					
24. The HR managers have the necessary knowledge to answer my questions.					
25. The HR department gives me individual attention.					
26. The HR department tries to reach the best for me.					
27. The HR department is responsible for the time to obtain the right information that I need for executing the HR responsibilities and tasks.					
POLICIES AND PROCEDURES(Opportunity)					
28. Policies, procedures and systems are clear, fair and consistently applied in the commission					
29. I, as line manager/first reporting officer have a clear understanding of the policies, procedures and systems of the HR practices					
30. The Commission has a clear guidelines and handbooks that help perform the HR tasks					

31. I work under incompatible HR policies and HR guidelines. -.					
32. I receive an HR assignment without the manpower to complete it.					
33. I have concrete, planned goals for my HR responsibilities .					
34. I have to feel my way in perform HR responsibilities					

Thank you for your support