

**THE ROLE OF LINE SUPERVISORS IN THE
IMPLEMENTATION OF HUMAN RESOURCE MANAGEMENT
POLICIES AND PRACTICES
(A Case Study of Sheraton Addis Luxury Collection Hotel)**

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LIST OF ACRONYMS & ABBRIVATIONS:

LS: Line Supervisor

LM: Line Managers

FLM: Front Line Manger

SHRM: Strategic Human Resource Management

HRM: Human Resource Management

HR: Human Resource

EEI: Employees Engagement Index

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ABSTRACT

Implementation of HRM by line supervisors could positively impact employees' satisfaction, attitudes and job behaviours which are directly related to the achievement of continuous improvement in the performance of an organization. The primary objective of this research has been to analyze the role of line supervisors in the implementation of human resource management policies and practices in the case of Sheraton Addis Luxury Collection Hotel. Data was collected from 57 line supervisors and 281 employees of the hotel, whilst the study covered 33 outlets or sections and it employed self-administrated questionnaires. The data collection involved all line superiors and those employees who were selected from all outlets using a quota sampling method. Two types of online questionnaires were administrated for supervisors and employees, respectively. The first part of both questionnaires focused on demographic information of the respondents. The second part focused on those variables that measure the effectiveness of line supervisors as implementers of HRM policies and practices. Outlets were the major unit of analysis of the study. The result of the study indicated that the HRM-related competence of line supervisors, the time provided to handle HRM-related responsibilities and the support they obtain from HR department varies across outlets. However, on average, line supervisors do not provided time to handle HRM responsibilities. However; they are satisfied with the support they obtain from the HR department as well as about their own HRM-related competences. The study also gave insight on the negative impact a long span of control has on the HR related effectiveness of line supervisors. Although employees are satisfied with the HRM-related performance of their respective line supervisors, only 24% of outlets employees are engaged to their direct supervisors. To fill the gap in employee engagement to their direct supervisors the study recommended specific training regarding the core HR activities, measures towards enhancing the HRM related capacity of line supervisors, optimizing the span of control and institutionalizing integrated HRM systems in order to achieve and maintain best organizational performance.

Kay words: *line supervisors, HRM implementation, employee engagement*

CHAPTER-ONE

1. INTRODUCTION

This chapter discusses the background of the study and the industry, problem statement and research questions, objectives, operational definition, hypothesis development, the significance, limitations, scope of the study, and the overall organizational plan of the study.

1.1 Background of the Study

The rationale for devolution of HRM or why line managers should be involved in HRM which has come to the fore in recent years is linked to the followings five main elements Brewster, C. & Larsen, H.H,(2000): to reduce costs; to provide a more comprehensive approach to HRM; to place responsibility for HRM with managers most responsible for it; to speed up decision making; and as an alternative to outsourcing the HR function Brewster and Larsen, (2000, pp. 196-8).

To reap the fruits of devolution 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); Storey (1992).

The available evidence from earlier studies in the hotel industry is contradictory. For instance, Kelliher and Johnson (1987) found that in small hotels the main functions of personnel management were to recruit and select staff, while in larger hotels more sophisticated practices were found. Hornsby and Kuratko (1990) compared personnel practices in different sized firms and found little difference in what respondents considered

the most important personnel issues but in general there was a greater sophistication of personnel practices in larger firms.

Price (1994) found a strong correlation between size and the presence of HRM style practices in the UK hotel and catering industry. Hoque (1999) presents a more positive view of HRM, favourably comparing the adoption of HRM practices in larger UK hotels with manufacturing organizations of a comparable size.

Line managers' view on adopting human resource roles: The case of Hilton (UK) hotel highlighting that first-line managers are less involved in HR activities than the strategic level managers. This could be related to the nature of hotel management with there is a strong focus on people management skills for strategic managers as well as first-line managers Watson (2015). In the case of Ethiopia, to the knowledge of the author didn't come across studies related to the role of line managers on the implementation HRM policies and practice.

SHRM adoption is found to be more common in multinational hotels which are generally bigger than in locally owned hotels Altarawneh (2011).

Sheraton Addis Hotel is part of multinational hotel company known as Starwood Hotels and Resort. It is a major player within the Ethiopian hotel industry. Since opening in February 1998, the Sheraton Addis has hosted countless high-profile events, including Pan-African and African Union summits,

The Hotel's mission is providing luxury standard hotel services to its customers. Currently (January 1 2016), the Sheraton Addis Luxury Collection Hotel has 733 employees who work in three shifts for 24 hours. It has seven major departments and 35 outlets. In each outlet there are at least one line supervisor, each are responsible to manage subordinates under their direct report. The departments that are directly reported to the General manager

are: 1) Food and Beverages 2) Engineering 3) Human Resources 4) Finance 5) Sales and Marketing, 6) Rooms 7) Reservation 8) Security and 9) Information technology.

This research is about the role of line supervisors in the implementation of HRM policies and practice. It intends to analyse line supervisors in terms of capacity, competence and HR support and their role on the implementation of HRM policies and practices which is to be achieved by taking the Sheraton Addis Luxury Collection Hotel as a case.

The researcher's long time experience as line manager in the Sheraton Addis Hotel, among others, is found to be a good asset in initiating the proposed research that aims to measure line supervisor's capacity, competencies and HR support as well as their role on the implementation of HRM policies and practices

1.2 Statement of Problem

Purcell, J. & Kinnie, (2007) have investigated line managers' HRM role in the HRM-performance link. They argued that employees' satisfaction with the implementation of HR practices by line managers could positively impact employee attitudes and job behaviours. Consequently, employees' perceptions of the effectiveness of HRM implementation will depend on their line manager's effort and effectiveness, and these perceptions will have an influence on their affective commitment to the organization.

Sheraton Addis believe that the engagement of employees to their supervisors is part of organization performance, therefore the Hotel annually measure this employee engagement index using the process known as Star Voice. The objective is to identify and take appropriate innervations that would increase employee satisfaction that has impact on employees' behaviors which is directly related to the achievement of continuous improvement on the performance of the organization.

However; as per the information obtained from HRM department the employee engagement index on their supervisors was showing some decline from 2009 to 2013, although it is observed to have shown some improvement in the last survey conducted in 2015

The desired result on employee engagement to their supervisors can be achieved only when each department and outlets understand the key drivers of engagement and disengagement, and be able to plan activities or initiatives that will have the greatest impact on increasing engagement. A closer look at the Star Voice Report indicates that the human resources related performance is one of the key components of the employee engagement index. Therefore it is imperative to make a study on the roles of line supervisors as implementers of HRM policies and practice

In Sheraton Addis there are 61 first line supervisors who have direct contact with bottom line employees as well as customers, and are responsible for implementation of the Hotel's HRM policies and practices in their respective outlets. The study therefore focuses on the role line supervisors' play in the implementation of HRM policies and practices. Having this problem statement, the proposed research intends to answer the followings research questions:

1. What is line supervisors' perception about the HR support they obtained to play their roles as implementers of HRM policies and practices?
2. What are line supervisors' perceptions about their own competence and capacity to play their role as implementers of HRM policies and practices?
3. How do employees perceive the effectiveness of line supervisors in implementing personnel administration policies, , training practices, performance management practices and occupational health and safety policy?
4. How are the line supervisors' competence, capacity and HR support relationship with the effectiveness of HRM policies and practice implementation?

1.3 Objectives of the Study

1.3.1 General Objective

The general objective of this research is to analysis the role of line supervisors as implementers of HRM policies and practices.

1.3.2 Specific Objectives

- 1) To measure the performance of line supervisors as implementer of HRM policy and practice with each of the core activities referring to training, performance management, occupational health and safety and personnel administration
- 2) To measure the perception of line supervisors about their own competence and capacity as implementers of HRM policies and practices
- 3) To measure the perception of line supervisors about the HR support they obtain to play their role as implementers of HRM policies and practices.
- 4) To explain the line supervisors': competence, capacity and HR support relationship with effectiveness of HRM policies and practices implementation.

1.4 Significance of the Study

Practical Significance

An organization may develop HRM policies and intended practices properly, but if line supervisors fail to implement them successfully on the work floor it will have an effect on the overall performance of the organization.

In this regard, this study is very significant to the organization as it measured the two critical aspects of HRM to be successful: (a) The line supervisors' competence, time capacity and HR support and (b) The role of line supervisors on the implementation of core activities of HRM on the work floor.

Therefore; it provided useful insight on the role of line supervisors on the implementation of HRM which are related to continue improvement of organization performance through increasing employee's satisfaction that impact employee's behaviors in enhancing individual and organization performance. It therefore serves can as a starting point to take capacity-building measures that would address proper implementation of HRM.

Academic Significance

In SHRM the role of line supervisors on the implementation of HRM are discussed extensively. Since this study tested existing empirical insights in practice. It has given the researcher the opportunity to gain deep knowledge in contemporary practice of the key part of Strategic human resource management i.e. devolvment of HRM.

In devolution literature, if line managers have limitations in any one of the three facilitating factors: competence, capacity or HR support, they are expected to reduce the HRM implementation effectiveness of line managers Renwick(2002); McGovern et al., (1997); Cunningham & Hyman,(1995); Brewster & Larson (2000). This research have analyzed whether this is in fact the case, as it studied the role of line supervisor's on the HRM implementation effectiveness.

It is also expected to serve as a potential source of reference material and a stepping stone for those researchers who want to make further research on the area.

1.5 Definition of Terms (Operational Definition)

Line Supervisors / Front-line managers/:

; -are managers at the operational level (i.e., at the lowest 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, p. 256).

Effectiveness of HRM Implementation:

Degree of satisfaction to which HRM policies and practices are enacted or put into practice as judged by employee experience (adapted from Gratton & Truss, 2003).

Employee engagement (Engagement with the Organization & direct supervisor): - is the extent to which employees feel passionate about their jobs, are committed to the organization, and put discretionary effort into their work.

1.6 Scope of the Study

Depending on the context, various kinds of HRM activities are implemented across different level of organizations (top management, middle management and bottom management). However this study focuses at the bottom level of the management (line supervisors). To this end, HRM practices are viewed in terms of performance management, training, personnel administration and occupational health and safety. These are the core HRM activities that are being implemented by line supervisors usually known as supervisors or team leaders in the case organization.

Therefore; the scope of this study is the effectiveness of line supervisors (as measured in terms of capacity, competency and HR support) on the implementation of HRM core activities (Performance management, training, personnel administration and occupational health and safety) in the case of Sheraton Addis hotel.

1.7 Limitation of the Study

All questionnaires were administrated in English language. Although the working language in the case organization is English, it found to be a potential limitation for this study as all employees are not equally understand the questionnaires', particularly the technical terms. Another limitation is sampling method. Samples from all sections of the hotel selected using a quota sampling techniques. It was difficult to select employees from each sections using random selection technique. Employees who are available during the survey time have given the chance to participate in the survey.

1.8 Organization of the Study

The research proposal divided into five chapters: in order to provide clarity and coherence on the discussion particularly when it comes to sharing information.

The first chapter has discussed the background, problem statement and research questions, objectives, operational definition, the significance, limitations, scope of the study, and the overall organizational plan of the research proposal under development. The second chapter (Literature Review) is focused on both theoretical and empirical literatures that are relevant for the research topic under consideration and the conceptual frame work

The third chapter (Research design and methodology) outlined the research design. It was the guidelines and encompasses for procedures that has been used in conducting the research. The chapter comprised the research methodology, techniques to be utilized for data collection, and analysis. In the fourth chapter the demographic data and results of the study variable had been analyzed and presented in the form of table and graphs.

The fifth chapter summarized the study finding, draw conclusions and recommendation based on the findings.

CHAPTER –TWO

2. LITREATURE REVIEW

The second chapter (Literature Review) shall focus on both theoretical and empirical literatures that are relevant for the research topic under consideration and the conceptual frame work

2.1 Devolvement of Human Resource Management

A crucial development in giving an important HRM role to line managers is *strategic HRM (SHRM)*. The strategic integration of HRM is perhaps the most significant feature of HRM which flows from top management's vision and leadership, and which requires the full commitment of people to it. David Guest (1987, 1989a, 1989b, 1991) believes that a key policy goal for HRM is strategic integration, by which he means the ability of the organization to integrate HRM issues into its strategic plans, to ensure that the various aspects of HRM cohere, and to provide for line managers to incorporate an HRM perspective into their decision making. Keith (1990) Suggested that: Broad and often bland statements of strategic intent can be readily produced. What is much more difficult is to turn them into realistic plans, which are then implemented effectively.

Strategic HRM is more about getting things done than thinking about them. It leads to the formulation of HR strategies, which first define what an organization intends to do in order to attain defined goals in overall human resource management policy and in particular areas of HR process and practice, and second set out how they will be implemented. It is also necessary to stress that coherent and integrated HR strategies are only likely to be developed if the top team understands and acts upon the strategic imperatives associated with the employment, development and motivation of people. This will be achieved more effectively if there is an HR director who is playing an active and respected role as a business partner.

Fombrun et al (1984) argued, more than 20 years ago, that:“ Any attempt to redesign the role of the human resource management function requires the line’s participation since most of the activities of selection, appraisal, reward and development are prerogatives of the line organization. And throughout the history of HRM, the involvement of the line has always been a key feature of the concept”.

The process of reallocation of personnel tasks or activities formerly undertaken by the personnel specialists to line managers is called devolution: Hoogendoorn and Brewster, (1992);Brewster and Holt Larsen(1992); Hall and Torrington (1998). According to Casco’n-Pereira, Valverde and Ryan (2005), few definitions in the HRM literature have reached as much consensus as this term. The involvement of line managers in human resource management (HRM) has always been noted in the literature Guest (1987); Legge, (1995); Storey (1992). In recent years the line have been seen to play a more prominent role in HRM due to more HR work being “devolved” to them Brewster and Larsen(2000);Currie and Procter(2001);Guest and King (2001); Storey (2001); Ulrich(1997, 1998, 2001).

Guest and King (2004) argue that recent developments in HRM have seen HR managers become more closely aligned with management and increased devolution of the employee champion role to line managers. Therefore, HR professionals act in an advisory capacity, ensuring that those with direct supervisory responsibility are empowered to make appropriate decisions through ‘ownership’ of HRM initiatives. In other words, line managers and HR specialists work in partnership to manage the workforce Ulrich, (1998).

This reflects a growing body of research which shows that line managers are increasingly perceived as key to the successful implementation of HR practices and the relationship between line managers and subordinates has a significant influence on individual performance Purcell and Hutchinson (2007); Hope Hailey et al.(2005); Purcell and Ahlstrand (1994).

Ulrich (1997) suggests that line managers must have ultimate responsibility for HR processes and outcomes and whilst they have always also been people managers to some degree, the growing emphasis on the strategic dimension of HRM in contributing to corporate performance has elevated this role to the extent that some argue that HRM responsibilities should be of equal importance to their day-to-day functional responsibilities.

Despite the apparent strength of this trend, however, the research evidence concerning devolution of HR responsibility to line managers does not always suggest business benefits. On the one hand, line managers are more likely to be able to determine appropriate HR solutions by virtue of their better understanding operational complexities and being 'closer' to workers. Whittaker and Marchington (2003) suggest that line managers were both prepared and willing to take on additional HR responsibilities, particularly where they related explicitly to the development of their team. However, devolution of HRM activities has also been shown to have created frustration and role conflict for managers, especially where they have inadequate resources or time to fulfil these obligations McConville (2006). Considered from a political perspective of HRM Harris et al., (2002) but, equally, line managers might be reluctant to take on new responsibilities.

There are also concerns that line managers often do not possess the skills IRS (2000) or are not provided with adequate training and HR support to fulfil this additional responsibility. This might result in HR issues not receiving adequate attention or being handled poorly or inconsistently Renwick (2003).

Indeed, there are concerns that despite the importance of integrated HR systems in many models of HRM, the decentralisation of HR activities to line managers might lead to differently applied policies and practices. Significant devolution can lead to limited integration of HR policies and strategy through their differential application in different parts of the organisation, particularly where support from HR specialists is lacking. In

contradiction, however, Caldwell and Storey (2007) suggest that the greater empowerment of line managers in HR process might actually have an integrative effect, bringing together a variety of elements of people management under the individual manager.

2.2 Roles of Human Resources Management

The HR profession has begun to articulate new ways of creating value through the function. A new model has emerged in recent years that aim to provide HR with the platform on which to deliver its promise. The new model requires HR to position itself to engage with the business at the right levels, in the right ways (See Fig 1: Ulrich (1997))

This model seeks to focus HR delivery on a framework that promotes specialist knowledge and positions it to deliver on the challenges presented to HR.

Ulrich's HR Role Model (1997)



Figure-1: - Ulrich's model 1997 (Source: <https://techknowtools.wordpress.com/category/hrd/> February 24; 2016)

Through this model HR can tackle its challenges in a holistic way. HR is able to tackle the strategic issues by having a *Strategic Partner* who clearly focuses on them.

Through an *Administrative Expert*, the function is able to demonstrate it is supporting the financial goals of the company by focusing on having an efficient and high quality service. The function is also able to focus on the employee relationship and improving employee capability, by the establishment of the *Employee Champion role*. Finally, the *Change Agent role* allows the function to meet the challenges of the changing business environment and positioning the business to execute strategy. Through demonstrating its control of internal efficiency and quality, the HR function can build the credibility to support its right to engage with the business in the other areas.

A further consideration is that the effective implementation of HR strategies depends on the involvement, commitment and cooperation of line managers and staff generally. The delivery of the new HR model has to look outside the HR function for support. In addition, the intervention of HR in staff relationships with line managers and HR process transactions is often a source of significant inefficiency in an HR function. It would often be quicker and more efficient for HR to step out of the process and allow the line manager to deal directly with such issues.

2.3 HRM Roles of Line Managers

The line managers at each management level have a key role to play on delivering the new HR model. The depth and scale of their role varies across each of the quadrants of HR activity.

2.3.1 Line Managers HRM Role at Different Management Level

Strategic partner:

This work encompasses the development of HR strategy and aligning it to the business strategy. The senior line management team (The top management level) do have a

fundamental role in this space by signing off, at an executive and business unit leadership level, the HR strategy the business will be taking. Indeed, the HR leadership team can only define this by developing a partnership with the senior management and executive team. The Junior/front line manager is clearly not well placed to act as a Strategic Partner in HR terms.

Administrative Expert

The line manager will take only a limited role in ensuring HR is an administrative expert and is able to operate and run an efficient function. It can however, supply requirements and approval to the models and approaches HR uses to deliver an efficient service.

Change Agent

The role of Change Agent presents a greater opportunity for the line manager. HR can be the instigator, facilitator and owner of the co-ordination of people issues in change programmes, but the line manager is often the delivery arm and owner of the overall outcome

Employee Champion

The role of Employee Champion is potentially the area that the line manager can make the greatest contribution. Line managers have the closest relationship with their employees and have day-to-day contact that provides the potential for deep understanding of employee attitudes. A clear sign that line management is listening to and engaging with, employees will improve employee satisfaction significantly Holman (2002). The line has access to the information that can inform, guide and confirm HR strategy, policy development and business change.

Generally, LMs were reported to be involved in many HRM activities Cunningham & Hyman, (1995); Renwick (2003). LMs involvement has been found in several areas including performance appraisal, recruitment and selection, training and development, managing grievance and discipline, pay and benefit and career development. In UK,

Budhwar (2000) identified six areas of HRM activities that increasingly involved LMs: pay, recruitment, training, industrial relations, health and safety, and workforce expansion/reduction Budhwar (2000, p. 148).

2.3.2 Role Theory

A “role” is defined as „the specific forms of behaviour associated with given positions in which the behaviour develops originally from task requirements“ Katz & Kahn (1978, p. 43).as cited on Apker,(2012)

Some key elements of role theory are used in understanding the development of a role and particularly for this paper, the challenges to perform the line managers’ HRM role is related to the role compliance and role conflict.

In regards to the situation at the workplace, one author stated that three conditions contributed to the role conflict at the workplace Noor (2004). *First*, insufficient times to perform all roles where one role took time needed to perform motherless. *Second*, the pressure of performing one role caused difficulties for employees to meet the required behaviours of other roles. *Third*, different requirements of each role make it difficult for employees to fulfil all requirements.

In an organisational system, a role represents positions in the organisation. Each role has its own purpose being designed to contribute to achieving organisational goals.

In exploring the LMs’ HRM role, role theory is relevant. Role theory is well known in social sciences and contributes to understanding people’s behaviour in various social systems Biddle (1986). Early developments of role theory suggested that expectations were the crucial aspect affecting the performance of a particular role. The development of the role is influenced by the expectations of members in a role set.

A *role set* „consists of the different people with whom the role holder has contact and who have a stake in, and hold expectations about, the role performance“ Rodham(2000). This suggests the importance of interpreting the expectations of the role and delivering the right message to the role holder so that the expected role behaviour can be achieved. As Katz and Kahn (1978) noted, the allocation of work roles reflects the required behaviour expected by the organisation, which should be complied with by employees to ensure that the work is performed effectively towards achieving organisational goals.

In understanding employee behaviour, role theory provides a review framework known as *role episode*. A role episode describes „any interaction between employees whereby role-expectations and role-behaviours are manifest in measurable consequences“(Wickham & Parker,2007, p. 443). This framework is underpinned by four assumptions:

1. Role taking suggests that employees will accept roles that are conferred on them by other members in the organisation.
2. Role consensus refers to the understanding of the expectations of all roles that are interdependent.
3. Role compliance happens when employees comply with the expected behaviour of their role.
4. Role conflict will arise when the expectations of other members of the organisation are not consensual.

The above-mentioned concepts are obviously pertinent in the diverse demands of the role of line managers when they undertake HRM responsibility. For instance, besides being responsible for the quality and quantity of production of their immediate work force, they will also be responsible for training new workers and conducting performance evaluations of their staff. Having multiple roles significantly affects the way the HRM role is enacted by line managers Lynch (2007). Therefore, an understanding of the basic concepts underlying role theory can assist in investigating the development of the HRM role of line managers.

2.4 Line Supervisors as Implementers of HRM

Undertaking the HRM role requires line supervisors to perform multiple roles at once Renwick (2003). This includes their role in the general functional task as well as the HRM task. In addition, line supervisors also need to act as both supervisor and subordinate.

The experience Line supervisors have as an employee is likely to influence their behaviour as a supervisor. Importantly, this experience shapes their understanding when they undertake their HRM role McConville (2006). Since roles have inflexible structures and are difficult to combine, the diverse expectations of each role may cause conflict for line supervisors Lynch (2007). Studies have found Line supervisors experienced difficulty managing their HRM work when there were other duties that needed to be completed Renwick (2003).

Authors also see problems from line supervisors having an HRM role, which are seen in Table 2-1:

Table-2-1 Problems associated with involving LMs in HRM

Problem	Original work(s)	Cited in
LMs' resistance to accepting HR responsibilities	(Larsen & Brewster 2003)	(Leisink & Knies,(2011 & 1904)
LM ignorance of recent HRM developments	(Larsen & Brewster 2003)	(Leisink & Knies(2011& 1904)
LMs lack consistency when implementing HRM	(Renwick, 2009)	(Townsend et al., 2011: 4).
Views of senior managers and LMs sometimes differ about which HR responsibilities have been devolved	(Wright et al., 2001)	(Teague & Roche, 2011: 1)
LMs are not always provided with	(Renwick, 2003)	(Teague & Roche, 2011: 1)

adequate organizational support or training to complete assigned HR tasks		
time constraints lead LMs into making tradeoffs, which may mean some HR tasks are not completed properly	(Nehles <i>et al.</i> , 2006)	(Teague & Roche, 2011: 1)
Increased LM role ambiguity and conflict from HR being devolved to LMs	(Sanders & Frenkel, 2011: 1613)	(Sanders & Frenkel, 2011: 1613)
LMs lack commitment, competence and credibility in HRM	(Sanders & Frenkel, 2011: 1613)	(Sanders & Frenkel, 2011: 1613)
LMs ‘bending’ HR practices to meet their personal needs	(Sanders & Frenkel, 2011: 1613)	(Sanders & Frenkel, 2011: 1613)

Sources: https://www.researchgate.net/.../Douglas_Renwick/...HRM (February, 2016)

Because of such problems, unsurprisingly there was a gap between the intended HRM role perceived by the members in the organization and the actual HRM role performed by the Line managers Nehles, et al (2006).

Some authors suggest that devolution may only be successful when it is accompanied by HR-supplied support and training to the line Hall and Torrington (1998); MacNeil (2003); Renwick (2003); Whittaker and Marchington (2003).

The three distinct factors that might contribute to the role Front line managers play in implementing HRM are characteristics of the front line manager and his job (perceived time capacity, competences) and his relationship with the HR department (HR support).

Capacity

The devolvement of HR tasks to line management often adds up to other tasks and responsibilities FLMs were already expected to perform. This might cause line managers to experience difficulties with devoting enough time to HR duties as well, especially when short-term pressures dominate Renwick, (2000); Nehles et al.(2006).

Hence line managers may perceive conflicting demands and competing priorities between their operational business targets and HR responsibilities Hope Hailey et al., (1997); Whittaker & Marchington, (2003).

Thus they need to balance their time. Whittaker and Marchington (2003) found that HR responsibility takes second place in relation to other business needs. Renwick (2003) found inconsistencies between HR specialists' expectations and the actual enactment of HR activities by line managers, possibly because not enough time is devoted to it. When there is a discrepancy between the time that should necessarily be spent, and the time that is actually spent on HR activities, this might create a feeling of overload and might decrease the effectiveness of line management implementation of HR practices Perry & Kulik, (2008); Nehles et al.(2010).

Reilly as cited in Nehles, van Riemsdijk, & Looise, (2008, p. 7) defines role overload as "a type of role conflict that results from excessive demands on the time and energy supply of an individual". In the employee well-being literature, chronic job demands (e.g. work overload, emotional demands) or poorly designed jobs are found to destroy employees' mental and physical resources, which may diminish the energy level Bakker & Demerouti, (2007). Having feelings of overload due to high job demands is found to be negatively related to job performance Bakker, Demerouti, & Verbeke,(2004).

Line managers perceive HR activities as a "poor second" to their more short term goals and this can result in devoting less attention to HR activities. "This short-range focus may result in people management that is fragmented, inconsistent and generally less effective"

Perry, E.L. & Kulik, C.T, (2008). To implement HRM practices effectively, it is important that line managers have sufficient capacity to implement HRM practices besides their (dominating) operational responsibilities.

Competencies

Line managers often have little specialist knowledge and people management skills Hall & Torrington(1998); McGovern, Gratton, Hope Hailey, Stiles, & Truss (1997). Without training and/or experience, this lack of skills and knowledge in HR practices will affect line managers' effectiveness Hope Hailey et al., (2005); Whittaker & Marchington (2003). This resembles findings of Schmidt and Hunter (1998) that job experience leads to job knowledge, which is the most important predictor of job performance.

Self-efficacy can be defined as "the conviction that one can successfully execute a given behavior required to produce certain outcomes" Bandura (1977, p. 193). This is about the own perception if someone is capable of performing a certain task, given its level of capabilities. This personal efficacy determines the effort an individual will put into a task, and how long this effort will be sustained through obstacles Bandura (1977). Employee occupational self-efficacy is found to be related to job performance, commitment, and satisfaction Schyns & van Collani, (2002), similar to the effect of "actual" competences. This makes it a useful instrument and thus is expected that the own perception of one's competences has an influence on how effectively one is in executing HR tasks

Whittaker, S. & Marchington, M, (2003) Advocate that many line managers feel uncomfortable and ill-prepared when it comes to legal implications of certain issues. "In the light of the increasing legal complexity line managers challenged the wisdom of increasing their responsibilities in an area where they lacked specialist knowledge". Harris et al., (2002, p. 226). Therefore, line managers themselves also report concerns about the level of specialist expertise they feel are needed to manage HR issues and that this might decrease their performance. When line managers consider themselves more competent to

execute HR responsibilities, for example because of training courses they followed, it can enhance HRM implementation effectiveness.

HR support

Literature shows that line managers are in need of support from HR professionals, like content-based advice, sharing best practices, encouragement to meet HR responsibilities, and consultation about non-routine matters Bond & Wise (2003); Hall & Torrington (1998); Harris et al. (2002).

McGovern et al. (1997) found that the most dominantly used structure in organizations they studied was a model where line managers were responsible for HR activities, with the support of a specialist HR function. However, Bond and Wise (2003) found that HR professionals do not always provide line managers with the services they need, because they do not have time, are not able to provide effective support, or are reluctant to play a new organizational role Nehles et al. (2010); Renwick (2000).

The superior of the FLMs as well as organizational incentives as a whole are also mentioned in literature in relation to supporting FLMs to execute HR tasks. This is a different form of support, mainly aimed at motivating FLMs to deliver high quality HR practices. But as earlier mentioned it is not the motivation of FLMs that is problematic, but line management requires help on how to implement those practices. Line managers are often not satisfied with the services that HR professionals deliver, because the services are not in time or incorrect, or HR professionals are not available or willing to advice line managers Nehles et al. (2008).

Nonetheless, it is unclear if HR managers show adequate commitment, preparation, and support to LMs in HRM Brewster and Larsen, (2008), and if a 'simple, seamless transfer of responsibility' between HR and LMs is achievable, due to HR wanting to keep an operational role in HRM Currie and Procter (2001: 54).

The research of Whittaker and Marchington (2003) reports that line managers themselves express concern that a lack of support from HR professionals during the executing of an HRM practice can detract from their overall effectiveness.

2.5 Effectiveness of HRM Implementation

In large organization the top level of company are the president and CEO, which is the top manager to decide the company's goals and some decision of operating the business, and manage the whole company.

The middle level is middle managers. They are the managers of the individual departments in the internal firm. These managers can make the decisions in their own departments.

The bottom level is line managers/ supervisors who are the supervisors to monitor the general employees. They have no force to make some decisions that will influence the business operating of the firm, such as choosing the company's business partners, and making the business objectives and planning.

Although the line managers seem no powerful in the company, actually, strategic human resource focuses more on the bottom level of the organization. As pointed out by Purcell *et al* (2003), high levels of organizational performance are not achieved simply by having a range of well-conceived HR policies and practices in place. What makes the difference is how these policies and practices are implemented. That is where the role of line managers in people management is crucial: 'The way line managers implement and enact policies, show leadership in dealing with employees and in exercising control come through as a major issue.' Purcell *et al* noted 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.

In many studies, the quality of HRM is measured by assessing the HRM practices a company has in place Huselid, Jackson & Schuler, (1997); Kane, Crawford & Grant (1999); Wright, McMahan, Snell & Gerhart, (2001); Chang (2005) rather than the effectiveness of their actual implementation Huselid et al.(1997); Gratton & Truss,(2003). However, the effectiveness of HRM depends not only on the presence of good HRM practices. The manner and context in which these practices are applied also plays a vital role (Han, Chou, Chao, & Wright (2006); Wright & Nishii, (2006). Even if intended HRM practices are well designed, they will be ineffective when they are not properly implemented Khilji & Wang, (2006).

Several researchers underline the difference between “intended” HRM practices and “implemented” HRM practices Khilji & Wang (2006); Wright & Nishii, (2006). 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 Khilji & Wang (2006). Although the presence of well-designed intended HRM practices is important, implemented HRM practices impacts employees’ behavior, motivation and satisfaction much more concrete than intended HRM practices. In other words, employees will be influenced not simply by management’ values and formal procedures but by the reality of what they perceive and experience on a daily basis Boxall & Purcell (2008).

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); Khilji & Wang, (2006); Wright & Nishii, (2006). The responsibility to convert the intended HRM practices into implemented HRM practices lies with line managers in organizations. Therefore, for HRM to be successful in organizations, implementation of HRM practices by line managers is essential. The effectiveness of HRM is partly defined by the choice for specific HR practices but moreover by the effectiveness of the implementation of these HR practices Huselid et al (1997)

The overall purpose of human resource management is to ensure that the organization is able to achieve success through people. As Ulrich and Lake (1990) remark: 'HRM systems can be the source of organizational capabilities that allow firms to learn and capitalize on new opportunities.'

Schuler (1992) advocates that, HRM should ensure that HRM practices are accepted and used by line managers and employees as part of their everyday work. He suggested that HRM is comprised of five underlying levels: philosophy, policies, programs, practices, and processes.

The last level of HRM; HR processes, refers to implementation of HRM. According to Gratton and Truss (2003) HR process is a significant part of HRM although it has received little attention in literature. "The question of what actually happens once the strategy statement has been written or the policy document signed off has received scant attention" Gratton & Truss (2003, p.76). While HR managers are in general responsible for horizontal and vertical alignment, line managers have to make it happen in the day-to-day life of the organization.

The responsibility to convert the intended HRM practices into implemented HRM practices lies with line managers in organizations. Therefore, for HRM to be successful in organizations, implementation of HRM practices by line managers is essential.

2.6 Review of Empirical Literature

In the case organization the core group of activities that fall within the province of bottom level managers or line managers (known as line supervisors or team leaders) are *performance management, training, occupational health and safety and personnel administration*. These core activities are greatly associated with HRM implementation effectiveness of the case organization.

Devolvement of HRM roles exposed LMs to role conflict as they were required to perform additional HRM tasks while maintaining their operational duties. A study of 760 LMs from Hilton hotels throughout the UK found that heavy workloads and short time pressures were two key challenges for LMs in undertaking their HRM role (Maxwell & Watson, 2006).

Another study undertaken by Nehles et al (2006) identified four factors that contributed to role conflict among LMs: capacity, competencies, support and policies and procedures. Results of the four case companies that participated in the Nehles et. al. (2006) study, recorded almost the same result in terms of LMs perceptions about factors that contributed to the role conflict. However, they suggested company characteristics, task complexities and educational level to be considered in explaining differences of LMs' perceptions about challenges that influenced their HRM role implementation success.

In their study, Nehles et al. (2006) the only exception to effective LMs' HRM implementation was desire, as LMs in the study reported accepting responsibility to perform their HRM role. This finding contradicts those of Harris, Doughty & Kirk (2002) and Hope-Hailey, McGovern, Stiles & Truss (1997), who reported a reluctance of LMs to accept their HRM responsibility as one of the challenges to devolve HRM role to LMs. Nehles et al. (2006) reported that a key factor that contributed to the exception of desire as a challenge was the LMs' assumption that they were closer to employees rather than others in the organization which permitted them to better perform the HRM role.

A.M. Terhalle (2009) The multi-source questionnaire data of 58 teams within one organization show that employee and management perceptions on what makes a manager an effective HRM implementer do differ. Results show that in the perception of subordinates, time capacity is the only factor significantly contributing to a FLM's HRM implementation effectiveness, while in the perception of FLMs their competences are the only factor facilitating them in effective implementation. HR support is not shown to have any effect. These results are reflected upon with FLMs during interviews. This study

confirms the central role of line managers in the HRM-organizational performance link, and emphasizes the added value of including employee perceptions.

Nehles et al. (2008) developed a questionnaire to assess the facilitating factors perceived by FLMs in their implementation of HR practices. The researchers included different existing scales from the psychology and marketing literature, and for some constructs items were newly developed. This questionnaire is adapted to the HR field, and pre-tested in an earlier study Nehles et al. (2008). In a second study on HRM implementation effectiveness, Nehles found that the validity and reliability of the three scales can be considered good Nehles et al. (2010b).

The first scale is the scale to measure perceived time capacity. A scale of Reilly (1982) measuring role overload for housewives is used.

The second scale on FLMs self-perceived level of competences, was measured by a scale based on occupational self-efficacy and training. The five-item self-efficacy scale of Schyns and van Collani (2002) needed only marginal changes in wording to test FLMs perceived competences with regard to performing HR tasks in particular Nehles et al., (2008). The two items asking FLMs about specific training they have received from their employer were developed by Nehles et al. (2008).

The third facilitating factor, HR support, is measured by assessing the perceived quality of services delivered and the satisfaction with support behavior by HR advisors or the department in general. The SERVQUAL scale on service quality developed by Parasuraman, Zeithaml and Berry (1998), in Nehles et al., (2008) is useful. Biemans (1999) already reformulated and translated this scale to a Dutch version on the service quality of HR professionals, and this scale is used Nehles et al. (2008). The wording of the scale regarding the HR department was slightly adapted to the specific context of this study.

Lansbergen,(2010) in this study the *satisfaction* of both FLMs and subordinates with implemented HR practices is measured. These are found to be related, and thus when subordinates were less satisfied about their manager, this was reflected in the self-perception of the manager as well. But when controlled for other factors in the regression, no causal relationship from the experience of the line manager to the experience of the employees could be confirmed.

To wrap up, the value of knowing „what“ or even „how“ practices are implemented in the perception of the line supervisors (actual HR practices) is questionable, as this does not affect employee perceptions, and employee perceptions are the only thing being relevant to continue the link between HRM and organizational performance. Next, the link will be made to the central role of line supervisors and the investigated factors that facilitate them to implement HRM effectively

2.7 Conceptual Frame Work

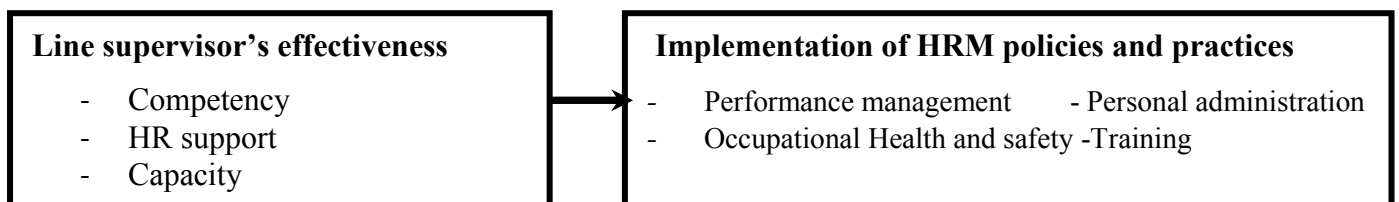


Figure 2:- Research Model Based on the Research Questions

Competence , HR support and capacity are three distinct factors that might contribute to the role of line supervisors play in implementing HRM .They are characteristics of the line supervisors and his job (perceived time capacity, competences) and his relationship with the HR department (HR support). Performance management, Training, Personnel administration and Occupational health and safety are the most common practices and policies that ae being implemented by the line supervisors of the case organization.

CHAPTER THREE

3. RESEARCH DESIGN AND METHODOLOGY

This chapter presents the research design, the methodology 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 Research Design

The research method employed to collect data for this study was quantitative design. The line supervisor's capacity, competence and HR support and variables for HRM implementations effectiveness: Personnel administration, training, OHS and performance management were measured using the five point level scale questionnaires. The variables are about perception of line supervisors on their own effectiveness in implementing HRM policies and practices and HRM implementation effectiveness based on perceptions of employees about their satisfaction of the way line supervisors implement HRM practices and policies

This study is aimed at identifying and describing the role of line supervisors on the implementation of HRM in the case of Sheraton Addis Hotel. It is found to be an ideal Hotel for this research due to it is one of the largest hotels in our country which is working at international standards level with regard to Human resources management. The Hotel has the resources to be available to conduct and implement the outcome of the study

The participants of the study are line supervisors and their subordinates working in the Hotel department's outlets which are the unit of analysis of this research. The rationale for choosing outlet supervisors is related to the assumption that they are at the bottom line

management level that are highly responsible for the implementation of the Hotel HRM policies and practices.

Consequently, employees' perceptions regarding the role of line supervisors in the implementation of HRM policies and practices will depend on their line manager's effort and effectiveness, and these perceptions will have an influence on their affective commitment to the organization. And, the second reason is due to the manageability of the research. For the purpose of narrowing down the scope to manageable level, only outlet supervisors and their direct reports had been taken as the sample of this research.

Sources of Data for this study were obtained from primary and secondary sources. The primary sources of information are the sampled line supervisors and those employees that are directly report to them, sources for primary data are questioners. Questionnaires were distributed to the sampled line supervisors and employees who directly report to them.

To get secondary data all relevant documents related to HRM of the Hotel have been used. In addition to the aforementioned sources, the researcher refereed different books, published and unpublished documents, journals, articles and research papers to get information on theoretical frame work of the study.

3.2 Population and Sampling Techniques

3.2.1 Population

The populations of interest are employees of Sheraton Addis luxury collection Hotel that totaled to 733 in which 61 are Line supervisors, as of January 1, 2016. .

The ideal target populations were the Sheraton Addis Hotel first line supervisors and their subordinates (employees). The target population is because:

- Line supervisors are the one who implement the HRM policies
- Employees who work under line supervisors are being affected by HRM policy and practice

3.2.2 Sample Size and Sampling Techniques

According to Field (2005), whenever it is possible to access the entire population, it is possible to collect data from sample and use the behaviour within the sample to infer things about the behaviour of the population. Field also states that the bigger the sample size, the likely it reflect the whole population

Sample size

It was impossible to collect data on the whole population, considering the size, as well as the time, available to the researcher. Thus, to avert such constraint the researcher forced to draw sample from the whole population..

Supervisors

As the unit of analysis of this study is the outlet. To make the sample more representatives the whole outlet supervisors who meet the following requirements had been included in the sample: Outlets:

- That have supervisors with at least one years of experience on their current position
- That have supervisors with a minimum of four span of control under their supervision

In this particular study outlets who have supervisors/ senior managers in which their subordinates are in the middle management level positions (are Members of junior staffs) are excluded. Because practically the staff in this position are considered to be equal to supervisory positions

Employees

Sample size for employees determined using the formula developed by Jeff Watson Watson(2001) with some adjustments. The aim of the adjustment is to reach at least a minimum of four subordinates per outlet Gerhart, B.; Wright, P. M., McMahan G. C.; & Snell, S. A.(1998) argue that to get a reliable HR measure, four raters are desirable. (Please see table3-1). A non-response rate of 10% was added by taking the size and accessibility of departments' outlets in to consideration.

Outlets Sample Size

Table - 3-1 Sample Size (outlets)

Outlet No.	Name	Head count		Sample Size	
		Supervisors	Employees	Calculated	Adjusted
1	Audio Visual	2	5	2	5
2	Banquet Kitchen	1	6	2	5
3	Bars/Gaslight/Temptation	1	30	12	12
4	Breeze Kitchen	1	8	3	5
5	Butchery Kitchen	1	5	2	5
6	Cold Kitchen	1	13	5	5
7	Concierge/ Bellman/Doorman	1	19	7	7
8	ECA Kitchen	1	9	4	5
9	Electrical	2	13	5	5
10	Eng. Admin./ Maintenance Planer	1	7	3	5
11	F & B Service- Stagioni	2	10	4	5
12	F & B Service- Summer field	2	16	6	6
13	F & B Service- Shaeen	1	5	2	5
14	F & B Service- Banquet	4	30	12	12
15	F & B Service- Breeze	2	10	4	5
16	Finance/Account/Control	2	17	7	7
17	Guest service/Front office /Airport	2	14	14	5
18	Hibret Kitchen	1	7	3	5
19	Housekeeping	5	73	29	28
20	Human resource/Hibret	1	6	3	5
21	Indian Kitchen	1	4	3	5
22	Landscape	2	14	5	5
23	Laundry	2	33	13	13
24	Main Kitchen	1	15	6	6
25	Mechanical	2	22	9	9
26	Pastry & Bakery Kitchen	4	22	9	9
27	Pool & Health club	1	19	7	7
28	Room service / Executive lounge	2	18	7	7
29	Security/Doorman	5	65	22	22
30	Stagioni/Italian Kitchen	1	7	3	5
31	Stewarding	2	47	18	18
32	Switchboard	1	7	3	5
33	Transport	3	22	8	8
		61	598	242	261
		10% for non-response			26
		Total Sample Number			287

Table 3-1:- Outlets Sample Size

Total Sample size

Table -3-2 Total Sample Size (Total)

No. of Outlets (Unit of Analysis)	Total number		Sample Size		Sample proportion Percentage	
	Supervisors	Employees	Supervisors	Employees	Supervisor	Employees
33	61	598	61	287	100%	48%

Table-3-2 Total Sample size

Sampling technique

All line supervisors who meet the above specified minimum criteria had been included in the sample. The line supervisors in the hotel are divided into strata based on their departments outlets therefore; from each outlets/section employees were selected using quota sampling technique based on the ample size formula. Non - random probability sampling technique had been used for selecting employees. Employees that are available during data collection time were requested to complete the online / hard copy of the questionnaire depending on their preference. The data collection time was facilitated in all working shifts so that all employees could get a chance to be included in the survey.

3.3 Instruments of Data Collection

The main instrument used in the collection of data is questionnaire. (Kumekpor, 2002) Defines a questionnaire is a form or a document containing a number of questions on a particular theme, problem, issue or opinion to be investigated. These questions are intended to be answered by a line supervisors and their direct report deemed to have, or to be knowledgeable about the problem under investigation.

This study is quantitative and primary data was collected using questionnaires. The questionnaires are described below as implemented by Nehles. Nehles, A., Riemsdijk, M. van, Kok, I. & Looise, J.C.(2006), cited by Terhalle (2009).

The data referring to line supervisors' effectiveness was measured on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The concepts are described below as implemented by Nehles. Nehles, A., Riemsdijk, M. van, Kok, I. & Looise, J.C, (2006), cited by Terhalle(2009)

Capacity

To measure whether line managers experience problems in spending sufficient time on HRM implementation, the construct "role overload" was used. Nehles (2006) argues that line managers face a similar kind of role overload as housewives, but with different conflicting demands; operational tasks versus HRM responsibilities. The items on the housewife' scale was translated into time demands for line supervisors.

Competences

To measure line managers perceived competences, the constructs "occupational self-efficacy" and "training" are used. The perception of someone's own work is called occupational self-efficacy: (Schyns, B. & Collani, G. v, 2002) developed the occupational self-efficacy scale in order to produce a scale that relates to self-efficacy in the work-related domain. Nehles (2006) chose this scale, because this scale enabled measuring the competences of line supervisors to perform HR tasks based on their own perceptions about their competences in HRM.

Furthermore, the training courses were added because the importance and sufficiency of training is discussed to have an effect on line supervisors' competences and therefore researchers advocate a need for their continual training McGovern (1997)

HR Support

To measure how line managers perceive the support they receive from HRM, the constructs “HR support service” and “HR support behavior” were used.

The support that line managers receive from HR professionals can be regarded as HRM services. The quality of services can be defined as the customers overall perception of the service Parasuraman (1988). Nehles (2006) used four of these items: reliability, responsiveness, empathy and assurance. Tangibles were not used because it is not applicable to the services delivered by HR professionals but more to the services provided for products.

The data referring to HRM implementation effectiveness had been measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

The core HR activities undertaken by line supervisors are identified in view of a long term practical experience of the researcher as a middle manager in the case organization and HR professionals in the case organization. The selected core activities are: performance management, training, personnel management and occupational health and safety.

For each HRM practice and policies the respondents were asked to rate the effectiveness of their supervisors on several activities.

The data had been collected in a face-to-face interaction with the respondents and through e-mail of individual respondents depending on the availability and choice of the respondents.

All supervisors in the case organization have official e-mail addresses and PC with 24 /7 hours internet access. Therefore; questionnaires for line supervisors have been directly sent to them through their office e-mail address. In addition to the online survey completed in the Hotel cafeteria internet access, some shifts workers could be accessed easily through their e-mail address.

3.4 Procedure of Data Collection

Data was collected through e-mail, online and using hard copies. Majority of the sampled employees used the computer available in the staff cafeteria to complete the survey. A temporarily e-mail account: tekledereje72@gmail.com ;PASSWORD : [aaocommerce](#)) was opened for those employees who were not willing to use their personal e-mail address.

The language for the questionnaire was English, as English is the working language of the Hotel. The questionnaire had been administered to **287** employees and 61 line supervisors. The questionnaire directly addressed the research questions and objectives. It measured the time capacity, competence and HR support of line supervisors and the degree of satisfaction of employee on the implementation of HRM. It provided information about the role of line supervisors on the implementation of HRM policies and practices.

3.5 Methods of Data Analysis

3.5.1 Descriptive Statistics

Part one of the two Questionnaires (of line supervisors and their subordinates)

The questionnaire like the demographic information: Gender, age, educational level, years of services, current positions and span of control for respective respondents had been analyzed using frequencies and percentiles and presented in charts, tables and graphs.

Part two of the two Questionnaires (of line supervisors and their subordinates)

The perception of line supervisors own their own effectiveness of supervision in HRM implementation in terms of capacity, competence and HR support and the performance of line supervisors on implementation of HRM had been analyzed in terms of mean and standard deviation and present in the form of table and graph.

The study explained the relationship in between the three supervisors effectiveness factors (competence, time capacity and HR support), and their HRM performance implementation

effectiveness by comparing the mean results of each sections which is used to rank the sections according to their supervisors level of performance in HRM implementation.

3.6 Reliability Testing

As explained before this study employed instruments that are adopted from previous similar studies .However, the reliability of the scale had been rechecked inconsideration of some modifications made for the purpose of this study. For this reason, 20 questionnaires were distributed and Cronbach’s alpha was computed to ensure the internal consistency and reliability of scales.(Please see tables 3-3 and 3-4) as shown in the following Tables , the coefficient were found to be 0.836 and 0.981 respectively for supervisors and employees, respectively. Therefore, the scales used in this study have internal reliability because these values exceed the minimum accepted level (0.7).

Table -3-3 Reliability Test

Questionnaires	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No. of items
Supervisors	.836	.833	31
Employees	.981	.982	36

Table 3-3:- Reliability Statistics

CHAPTER FOUR

4. DATA ANALYSIS, INTERPRETATION AND DISCUSSION OF RESULTS

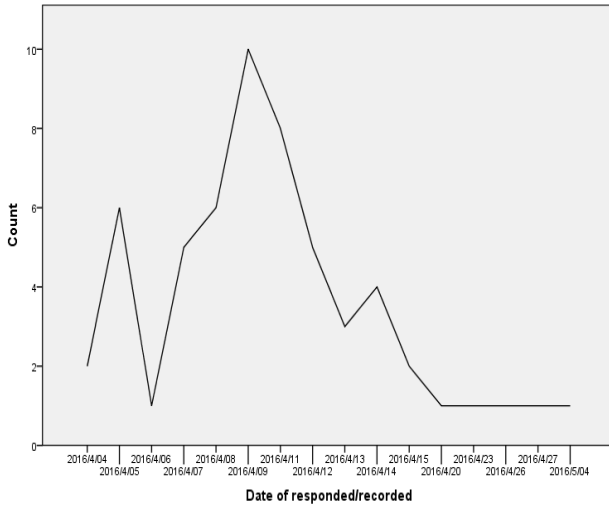
In this chapter, the data obtained from different sources are analyzed, interpreted and discussed. Based on the first part of the questionnaires, it also outlines the demographic and personal information depicted in tabular and graphical formats. The descriptive statistics are presented thereafter.

Online questionnaires were developed on docs/google.com/forms. A total of 338 respondents participated in the survey which included 57 are line supervisors and 281 employees of Sheraton Addis. The respond rate was very good as 93% of first line supervisors and nearly 98% of targeted employees actually participated in the survey.

Depending on their preferences they had responded using their own e-mail or the online gmail access (tekledereje72 @gmail .com and password: aaucommerce) that opened for the purpose of administrating the online survey. The majority participated on online survey whilst 12 supervisors (21.1%) and 45 employees (17.4%) opted to use the hard copy.

The data collection had been started on 04April; 2016 and completed 05May; 2016(Please see the graph-1 for timestamp of the online survey)

Supervisors



Employees

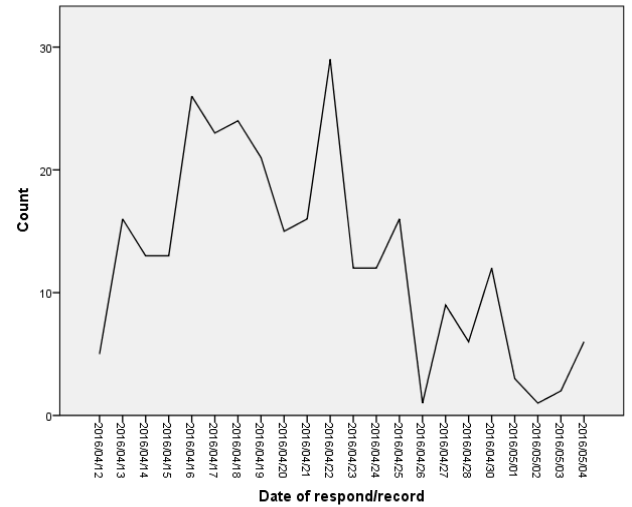


Figure:-3- shows online time stamped for employees and line supervisor's response

Out of the total of nine departments that are directly reported to the General Manager of the Hotel, six of them are covered in the survey through their elected sections (outlets). The line supervisors of 33 outlets (sections) and their respective subordinates participated in the study. Those sections with bigger workforces: Food & Beverage and rooms represented by relatively large numbers of sections under them (See the graph -5 below). In each section there is at least one first line supervisor.

Sales & Marketing and IT departments don't have first line supervisory. The Reservation and purchasing dept. has a supervisor but with span of control of three employees. The listed outlets staffs count nearly a 90% of the total Hotel employees. (See Figure-4 and 5 below)

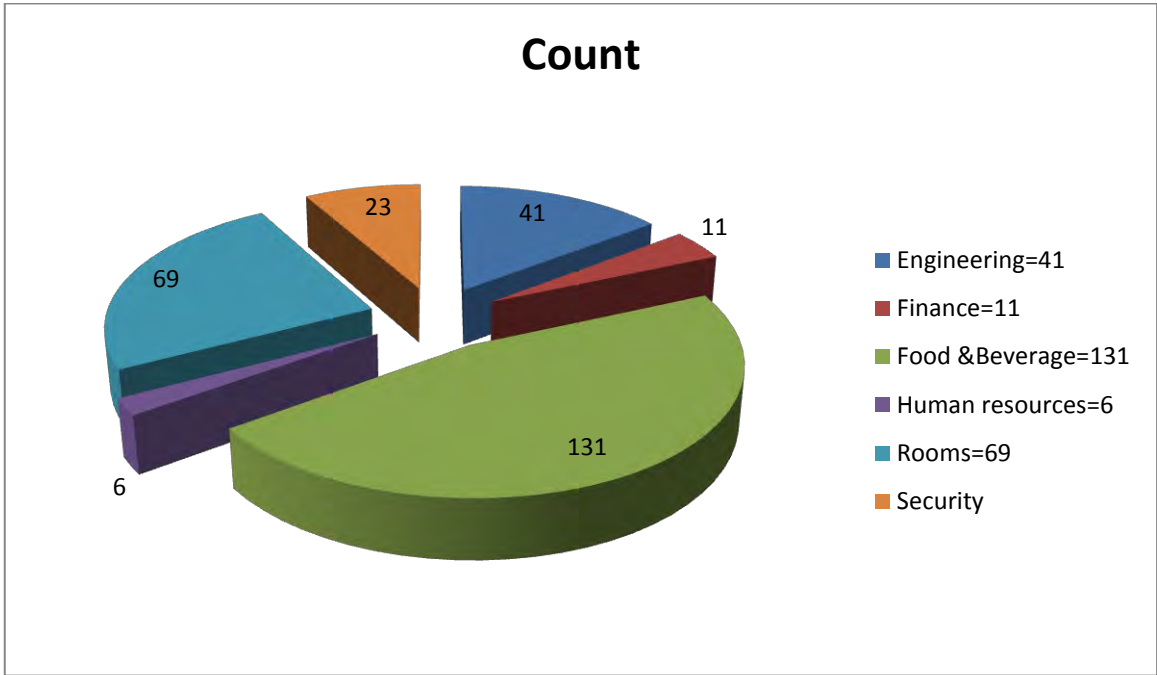


Figure- 4:- Shows Departmental Participation of Respondents

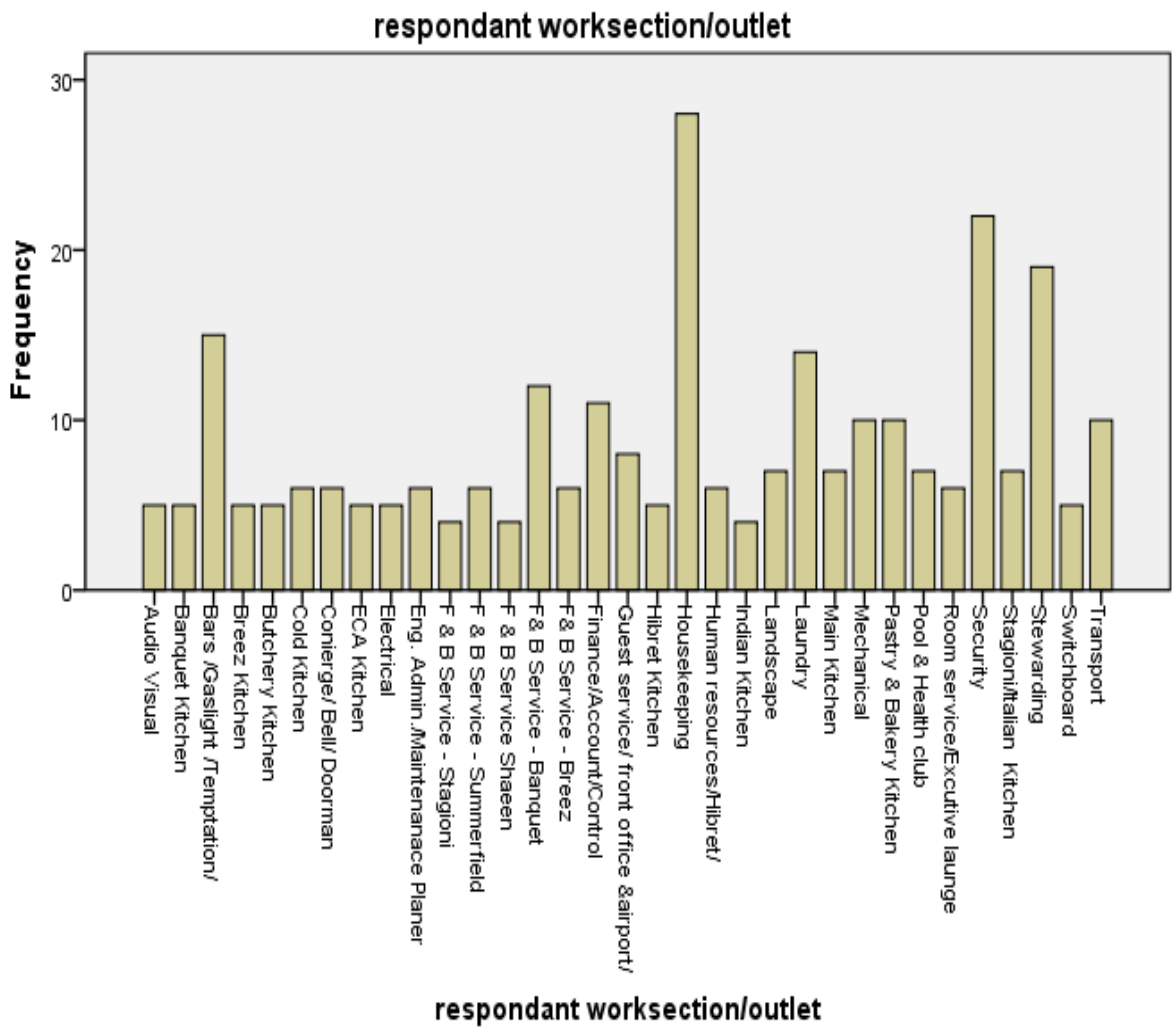


Figure-5:- Shows Sections Represented

4.1 Demographic and Personal Information of Respondents

The responses of these demographic data and the study variables have been presented and discussed below.

4.1.1 Gender

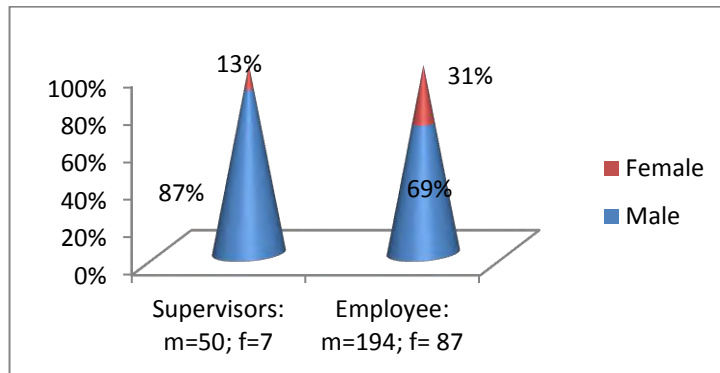


Figure-6:- Gender

Female covers 29% of the total population of Sheraton Addis Hotel. The above tables' shows that nearly 12% of the first line supervisors are female. This is because the number of female supervisors in Sheraton Addis Hotel is relatively low. However for employees the percentage participation of female in the sample size is similar with that of the total population. Supervisor participation is 93 % (57 out of 61). Employee participation is 98% (281 out of 287).In majority of outlets 100% participation could be achieved.

4.1.2 Age

Table 4-1 Age

Age	Employees		Supervisors	
	Count	Percent	Count	Percent
under 25	7	2.50		
25-34	155	55.20	15	26.30
35-44	110	39.10	32	56.1
45-54	9	3.20	10	17.5
Total	281	100.00	57	100

Table 4-1:- Age

As shown in the table 4-1; 75.6% supervisors are above the age of 35 years .On the contrary 57.7 % of employees are less than the age of 34years. This indicates supervisors are more mature (age wise) than employees. And also there is no supervisor less than the age of 25 and only 3.2% of employees are above the age of 44years old.

4.1.3 Education

Table 4-2 Education

Education	Employees		Supervisors	
	Count	Percent	Count	Percent
Grade 10 Completed	5	1.8		
Grade 12 Completed	17	6.0		
Certificate	61	21.7	3	5.3
College Diploma	136	48.4	29	50.9
Bachelor's Degree	59	21.0	22	38.6
Master's Degree	3	1.1	3	5.3
Total	281	100.0	57	100

Table 4-2:- Education

The data in the table 4-2 show that only 3% of supervisors are at certificate level, however 34.5 % of employees are at certificate and below it. From supervisors 94.5 % are above college diploma level and from employees 69.4 % are above college diploma level. This data indicate that both supervisors and employees are in good condition regarding formal education even though supervisors are in better formal education than employees.

4.1.4 Work Experience at Sheraton

Table 4-3 Work Experience at Sheraton

Work Experience at Sheraton	Employees		Supervisors	
	Count	Percent	Count	Percent
1-5 year	86	30.6		
6-9 year	84	29.9	9	15.8
10-14 year	55	19.6	11	19.3
More than 15 year	56	19.9	37	64.9
Total	281	100.0	57	100

Table 4-3:- Work Experience at Sheraton

The data in the table 4-3 show that all supervisors have a minimum of 6 years work experience in the hotel and 84.2 % have worked at least ten years. Employee work experience is equally distributed from 1-5 years and 6-9 years and there are 19.9 % with work experience of more than 15 years.

4.1.5 Work Experience in Current Position

Table 4-4 Work Experience in Current Position

Work experience in current position	Employees		years	Supervisors	
	Count	Percent		Count	Percent
Less than a year	8	2.8			
1-3 years	69	24.6	1-3	20	35.1
3-7 years	114	40.6	3-6	11	19.3
7-10 years	35	12.5	7-10	13	22.8
10-15 years	32	11.4	Above 10 years	13	22.8
More than 15 years	23	8.2		57	100

Table 4-4:-Work Experience in Current Position

Table 4-4:-shows that 54.4% of supervisors have worked for less than 7 years in their current position whilst 35.1% of the total supervisors have stayed at most three years. In other end 22% of supervisors have worked for more than 10 years in their current position This indicate high movement or turn over at supervisory positions since the opening Sheraton in 1997.

The employee movement is also looks higher as 66% of employees are worked less than seven years on their current positions and only 8% of them have worked above fifteen years in their current position.

4.1.6 Span of Control of Supervisors

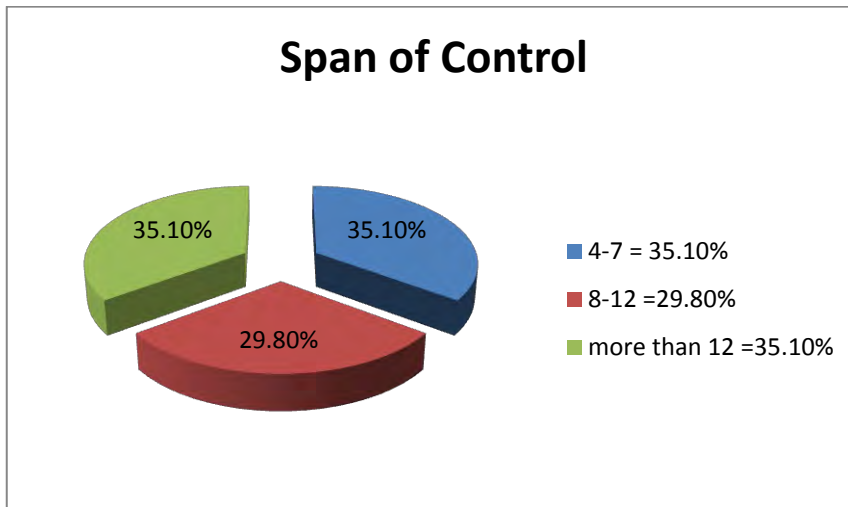


Figure- 7:- Span of Control

Figure -7 indicated that 64.9% of the line supervisors have a minimum of 8 subordinates under their supervision in a single shift, 35:1% has more than 12 subordinates under their supervision, and 35.1 percentages of supervisors has a maximum of 7 subordinates under their supervision. As per the department level (nature of the job) majority of long span of controls are found in food & beverage and rooms depts.

4.2 Descriptive Statistics

4.2.1 Supervisors' Effectiveness

4.2.1.1 Competence

Table-4-5 Competence

	N	Mean	Std. Deviation
1. I can remain calm when facing difficulties in performing HR related responsibilities because I can rely on my abilities.	57	3.51	1.104
2. When I am confronted with a problem in performing my HR related responsibilities, I can usually find several solutions.	57	3.89	.920
3. Whatever comes my way in performing my HR related responsibilities? I can usually handle it.	57	3.79	.940
4. My previous experiences have prepared me well for performing my HR related responsibilities.	57	4.12	.908
5. I meet the goals I set for myself in performing my HR related responsibilities	57	3.93	.776
6. I feel prepared for most of the demand in performing my HR related responsibilities.	57	3.81	.934
7. The trainings I previously took were relevant for performing my HR responsibilities	57	4.07	.863
8. The training offerings were sufficient for performing my HR responsibilities	57	3.60	.942
Valid N (listwise)	57		
Grand mean	57	3.8400	0.92

Table 4-5:-Competence

The data in the table shows supervisors strongly agree as their competence is result of their previous experience(mean 4.12) and The training previously took (mean= 4.07) They agree in their ability when facing difficulties in HR related responsibility (mean = 3.53) however there is a variation between this specific competence (SD= 1.104)

4.2.1.2 Time Capacity

Table-4-6 Time Capacity

	N	Mean	Std. Deviation
1. I have to perform HR related responsibilities which I don't really have the time and energy for.	57	2.96	.999
2. I need more hours in the day to perform all the HR related responsibilities which are expected of me.	57	3.04	1.149
3. I can't ever seem to get caught up with performing my HR responsibilities.	57	3.04	.925
4. Sometimes I feel as if there are not enough hours in the day because of my HRM related responsibilities.	57	2.32	.967
5. Many times I have to cancel my commitments to my HR related responsibilities.	57	2.28	1.192
6. I find myself having to prepare priority lists to get done all the HR related responsibilities I have to do. Otherwise, I forget because I have so much to do.	57	3.46	1.070
7. I feel I have to perform HR related responsibilities hastily and maybe less carefully in order to get everything done.	57	2.72	1.236
Valid N (listwise)	57		
Grand Mean		2.8300	1.08

Table-4-6:- Time capacity

Supervisors disagree with the question No. 1 (mean = 2.96), question No-4 (mean =2.32 question No.5 and 7 which indicate that they don't provided time to perform HR related responsibilities. Supervisors agree that they need additional hours to perform their HR responsibilities (mean =3.04), however there is a variance between them in this regard (SD=1.149). They also agreed that preparing a priority list is important to properly perform their HR responsibilities (Question No.6, mean 3.46)

4.2.1.3 Human Resource Support

Table-4-7 Human Resource Support

	N	Mean	Std. Deviation
1. All physical facilities provided to the staff by the HR Department (like toilet, staff cafeteria etc) are in good conditions	57	4.04	.906
2. When the HR department promises to do something in a certain time frame, then it does happen accordingly	57	3.54	.983
3. The HR insists on administering data without mistakes	57	3.54	1.070
4. The HR department informs me if new services are provided	57	3.81	1.043
5. The HR staff is always willing to help me	57	3.98	.916
6. The HR staff has the necessary knowledge to answer my questions.	57	3.93	1.100
7. The HR staff tries to provide the best for me.	57	3.70	.981
8 The HR Staff provides me individual attention to my HRM related challenges	56	3.62	.983
9. The instruments provided to do my HR jobs are in good quality	57	4.02	.790
10. I find HR instruments provided by the HRM department easy to use.	57	3.77	.945
11. I know how to use the HR instruments I am provided with.	57	3.88	.867
Grand Mean		3.8300	0.96

Table-4-7:- Human Resource Support

The data in the table indicated that supervisors strongly agree with the physical facilities provided for staffs (Mean = 4.04) and the quality of instruments provided to do their HR responsibilities (mean = 4.02). They also agree by the willingness of HR staff (mean 3.98) and knowledge of HR staffs (mean 3.93). They also relatively less agree in the HR staffs commitment (Item No. 2, mean = 3.54) and the way data is administrating (question No. 3, mean 3.54)

The mean results in all items related to HR support indicated that supervisors are happy with the support they are getting from HR (mean results are above 3). However, there are variation in between them regarding item 3, 4 and 6

4.2.1.4 Summary on Supervisor Effectiveness

(Referring Research Questions 1 and 2)

Table 4-8 Supervisor effectiveness (Grand mean)

Supervisor Effectiveness	Mean	SD
Perception of supervisors in their knowledge and skill in HRM (Competence)	3.8400	0.92
Perception of supervisors about the time to spend in HRM (Time Capacity)	2.8300	1.08
Perception of Supervisors about HR support (HR Support)	3.8300	0.96
Valid N (list wise)		

Table 4-8:- Supervisor effectiveness (mean)

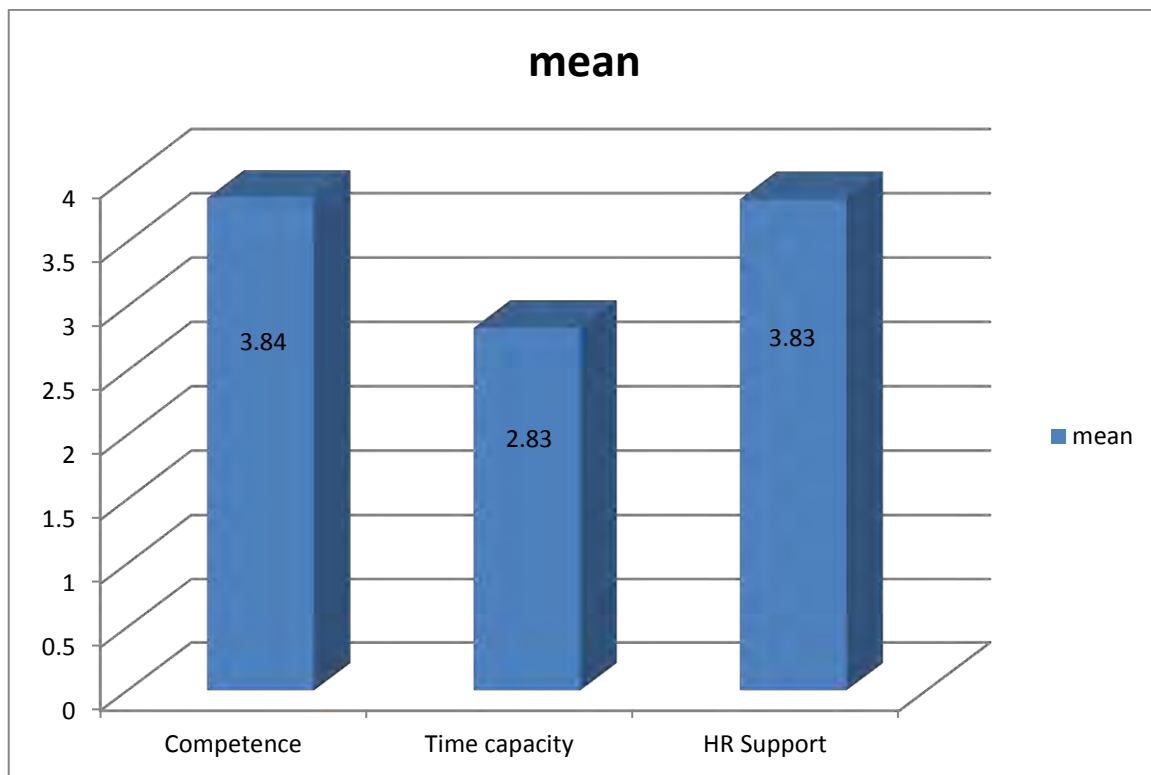


Figure-8:- Shows Supervisor Effectiveness

Supervisor Effectiveness

In general the above summarized figure-8 and table-4-8 showed that the perception of supervisors on their own effectiveness in terms of competence is 3.84 which indicate that they are above the average mean level regarding their competence in HRM. Time capacities of 2.83 shows as supervisors don't provide time to HRM. It is below average which indicates that they don't provided time in implementing HRM policies and practices. The perception of supervisors about HR support they get from HR department is 3.83 which show that they agree on the support they get from HR department. This implies that the supervisors perception on their own effectiveness is high in terms of competence which can be the result of their long time experience in Sheraton Addis Hotel (84%) served the Sheraton more than 10 years ,out of which they have been worked a minimum of 6 years before promoted to their current position . HR department support is also contributed to their effectiveness. However they failed to provide time to perform their HRM responsibility.

4.2.2 Supervisors' Performance

4.2.2.1 Personnel Administration

Table 4-9 Personnel Administration

8. My immediate supervisor gives attention to the quality of the work environment (pleasant workplace, enjoyable working relationships, etc. for employee)	281	3.81	1.100
9. My immediate supervisor select a suitable candidate for a particular job in our outlet (department)	281	3.53	1.156
10. My immediate supervisors conduct effective introduction program when new employees join our outlet (department)	281	3.75	1.112
11. In my outlet the amount of staffs that are scheduled fit with the amount of work that needs to be done	281	3.36	1.232
12. My immediate supervisor resolve conflicts between members of the departments (direct colleagues) amicably.	281	3.55	1.188
Valid N (listwise)	281		
Grand mean		3.6500	1.16

Table 4-9:- Personnel Administration

The table shows that majority of employees agreed on the personnel administration performance of their supervisors regardless of the variation. (The mean for all questions are above 3.5 and SDs for all items is above 1). However, selecting appropriate candidate (mean = 3.53) and resolving conflicts between members are the areas they are relatively in less agreement with their supervisors performance.

4.2.2.2 Training

Table 4-10 Training

	N	Mean	Std. Deviation
13. My immediate supervisor identifies training needs taking into account a performance appraisal system.	281	3.69	1.088
14. My immediate supervisor organizes relevant training programs for members of my outlet in all areas of product/services they are providing	281	3.55	1.095
15. My immediate supervisor takes initiatives to share new knowledge and skills with employees periodically to improve the performance.	281	3.60	1.098
16. My immediate supervisors assign the right employee for available training opportunity	281	3.61	1.071
17. My immediate supervisor offers me with training opportunities that enable me to implement my range of knowledge, skills, and abilities to fill performance gap or create new ways of doing tasks	281	3.59	1.108
18. My immediate supervisor offers opportunities for employees to discuss their training and development needs.	281	3.51	1.128
Grand mean		3.6000	1.10

Table 4-10:-Training

The table shows that majority of employees agree with training process and the type of training offered to them by their supervisors (All mean results are above 3.5) however there is variation between them (SD in all items are above 1). Majority of employees relatively less agree on the performance of their supervisors regarding the way of organizing the relevant training (mean =3.55) and offering opportunity to them to discuss their training and development need (mean= 3.51)

In reference to secondary data the performance appraisal had incorporated with training and development. This could be the main reason for the relatively higher result with regard to training in item No.13.

4.2.2.3 Occupational Health & Safety

Table 4-11 Occupational Health and Safety

	N	Mean	Std. Deviation
20. My immediate supervisor tries his /her level best to provide a safe and health work environment in our work place	281	3.69	1.086
21. My immediate supervisor provides the required resources (safety clothing & equipment) to employees	281	3.67	1.122
22. My immediate supervisor provides information and training for employees to work in a safe and healthy environment	281	3.71	1.105
23. My immediate supervisor encourage us to participate in the Hotel environmental health & safety related programs like safety week etc.	281	3.62	1.165
24. My immediate supervisor provide a process to identify, assess and then eliminate unsafe practices and hazards	281	3.57	1.104
25. My immediate supervisor ensures that all occupational health & safety laws must be followed	278	3.60	1.099
26. My immediate supervisor ensures that our outlet/department staffs adhere workplace rules.	281	3.74	1.027
Valid N (listwise)	278		
Grand Mean		3.6600	1.10

Table 4-11:- Occupational Health and Safety

Majority of employees agree on their immediate supervisor performance regarding occupational health and safety related performance of their supervisors (the mean of all items are above 3.5).the standard deviation indicate (SD above 1 for all items) as there is variation on the perception of employees regarding OHS performance of their supervisors.

However assessing and eliminating unsafe practices and hazards are the area where employees less agree on the performance of their supervisors.

4.2.2.4 Performance Management

Table-4-12 Performance Management

	N	Mean	Std. Deviation
27.I am satisfied with the way my immediate supervisor conducts the performance management process used to evaluate and rate my performance	281	3.54	1.186
28. I feel my current performance appraisal is fair and unbiased	281	3.55	1.158
29.My immediate supervisor takes my performance management review discussion seriously	281	3.62	1.177
30.The way my immediate supervisor conducts performance management process help me to find out about my level of performance	281	3.65	1.128
31 I am satisfied with the way my immediate supervisor provides me with feedback during performance management discussion	281	3.59	1.171
32.The feedback I receive during the performance management discussion on how I do my job is highly relevant	281	3.65	1.180
34.My immediate supervisor is flexible enough in accommodative appeals employees present on the results of their performance appraisal	281	3.56	1.142
33. The feedback I receive during performance management discussion agrees with what I have actually achieved	280	3.59	1.126
35. My immediate supervisor is good at providing recognition for good performance of employees	281	3.53	1.195
Valid N (listwise)	280		
Grand Mean		3.6000	1.16

Table-4-12:- Performance Management

The table 4-12 shows that the way performance management is conducted (mean=3.54) the fairness of performance appraisal (mean =3.55), the way feedback is presented during performance management discussion (mean =3.59), flexibility of supervisors in accommodative appeal employees resent on the results of their performance appraisal (mean =56), the agreement in between what employees actually achieved and feedback receive during performance management and providing recognition for good performance of the employees are the areas where majority of employees relatively less agree concerning performance management effectiveness of their supervisors.

There is also a variation on the perception of employees regarding the effectiveness of their supervisors performance on this category (SD are above 1 for all items)

4.2.2.5 Summary on Line Supervisors Performance

(Referring to research questions 3, 4, 5, 6)

Table-4- 13 Supervisors HRM Performance (Grand mean Summary)

	Mean	SD
Personnel Administration	3.6500	1.16
Training	3.6000	1.10
Occupational Health & Safety	3.6600	1.10
Performance Management	3.6000	1.16

Table-4- 13:- Supervisors HRM Performance (Grand mean Summary)

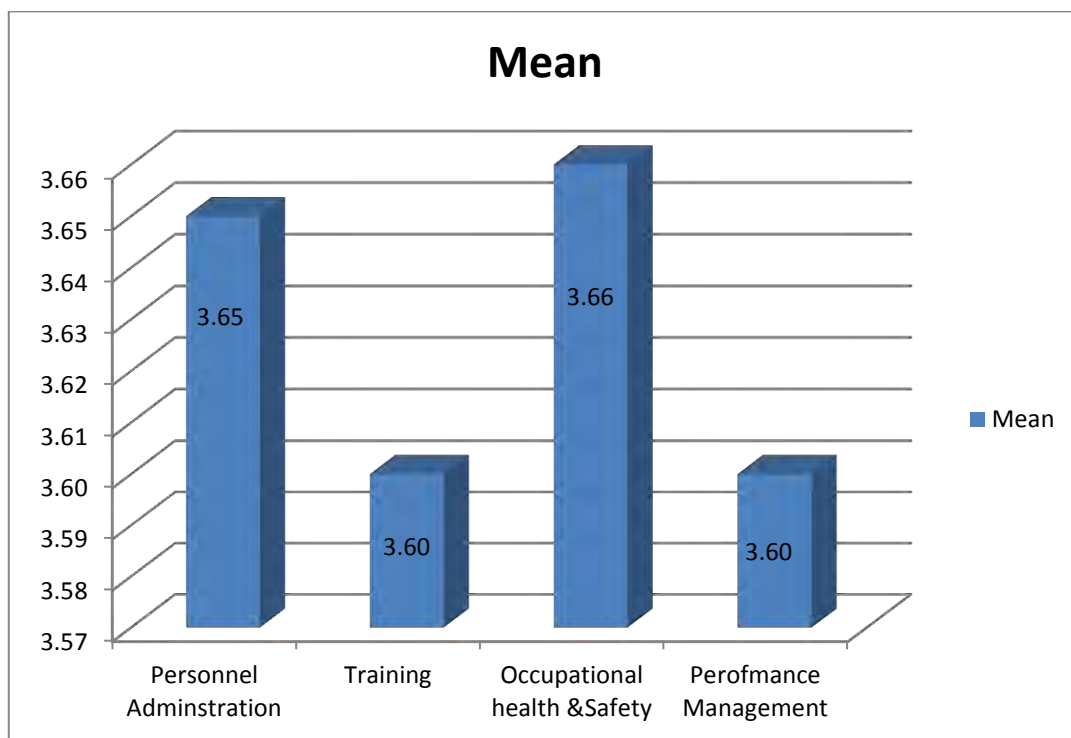


Figure-9:-Supervisor HRM Performance

The mean result summarized in the above table and graph shows as the employees agree in the implementation of HRM policies and practices of the core activities under the categories of personnel administration, training, OHS and performance management

Personnel management

The mean of 3.83 for question -4 (The working schedule in my outlet/department is fair) shows the better performance of supervisors under personnel administration category of HRM. However, Question-9 has the mean of 3.53 (My immediate supervisor select a suitable candidate for a particular job in our outlet or department) and question -12 with the mean of 3.55 (My immediate supervisor resolve conflicts between members of the departments or direct colleagues amicably) found to be the lesser performance of supervisors. Question -2 with mean of 3.45 (My immediate supervisor provides absenteeism guidance or conduct discussion during and after absence due to illness) is the least HRM performance of supervisors from all categories. This implies that supervisors give relatively less attention to employees concern out of their normal duty .

Training

Question 14 and 18 of the training category: (14.My immediate supervisor organizes relevant training programs for members of my outlet in all areas of product/services they are providing and 18.My immediate supervisor offers opportunities for employees to discuss their training and development needs) are the least performed HRM activities. Question 13 (My immediate supervisor identifies training needs taking into account a performance appraisal system) is relatively the better one. This implies that employees are keen towards training and development

OHS

From OHS category of HRM Q24 with mean of 3.57 (My immediate supervisor provide a process to identify, assess and then eliminate unsafe practices and hazards) is the lesser and question 26 with mean of 3.74 (My immediate supervisor ensures that our outlet/department staffs adhere workplace rules.) is the better performance for the

supervisors in this category. Relatively this is the category of supervisors HRM performance where employees are agreed in most of the questions. This implies the regular expert service provided to maintain the safety standards of the hotel had leveraged the supervisor's performance on OHS.

Performance management

The mean result in performance management shows as employees agreed with their immediate supervisors regarding performance management. However, the mean score of Question-27 (mean =3.54) .I am satisfied with the way my immediate supervisor conducts the performance management process used to evaluate and rate my performance and Qu-28 (mean =3,55): I feel my current performance appraisal is fair and unbiased are the lesser performance of supervisors under this category.

4.2.2.6 Line Supervisor Performance at Sections/Outlets/

Table-4-14:- Supervisors HRM Performance Outlets' Rank

Table-4-14:- Supervisors HRM Performance Outlets' Rank

Mean of Section Performance	Rank	Outlet No. (Section No.)	Supervisor Performance in Each Category			
			Personnel Adm.	Training	OHS	Performance Mgt.
4.38	1 st	2	4.43	4.29	4.37	4.42
4.36	2 nd	12	4.36	4.48	4.21	4.38
4.27	3 rd	32	4.37	4.29	4.14	4.28
4.19	4 th	1	4.23	3.89	4.36	4.28
4.13	5 th	17	4.13	4.13	4.18	4.10
4.08	6 th	28	4.25	3.90	4.24	3.92
4.07	7 th	22	4.05	4.16	4.10	3.97
4.03	8 th	11	3.94	4.18	4.07	3.93
3.97	9 th	8	4.00	4.03	4.00	3.84
3.90	10 th	33	4.04	3.71	3.80	4.06
3.84	11 th	25	3.74	3.76	4.01	3.84
3.77	12 th	19	3.61	3.80	3.88	3.78
3.71	13 th	5	3.42	3.74	3.91	3.78
3.71	14 th	10	4.67	2.74	3.36	4.09
3.71	15 th	14	3.72	3.88	3.76	3.47
3.70	16 th	9	3.90	3.43	3.87	3.60
3.70	17 th	31	3.58	3.72	3.85	3.66
3.68	18 th	18	3.43	3.86	3.86	3.58
3.61	19 th	4	3.48	3.54	3.91	3.50
3.57	20 th	3	3.82	3.42	3.58	3.45
3.57	21 st	27	3.53	3.71	3.57	3.44
3.55	22 nd	7	3.69	3.48	3.62	3.40
3.48	23 rd	24	3.38	3.59	3.38	3.56
3.43	24 th	13	3.23	3.36	3.68	3.45
3.41	25 th	21	3.48	3.54	3.46	3.15
3.39	26 th	15	3.28	3.41	3.38	3.52
3.36	27 th	30	3.25	3.23	3.61	3.34
3.31	28 th	26	3.30	3.23	3.37	3.34
3.31	29 th	29	3.45	3.27	3.12	3.38
3.14	30 th	23	3.14	3.17	3.09	3.16
3.12	31 st	20	3.22	3.45	3.02	2.80
3.01	32 nd	16	3.30	2.95	2.96	2.85
2.86	33 rd	6	2.70	2.88	3.00	2.87

Table-4-14:- Supervisors HRM Performance Outlets' Rank

At the outlet level ,from 33 outlets 8 outlets (24% have mean results above 4.00) implies the employees in these outlets are strongly agree in the HRM performance of their supervisors , 24 outlets (73% have mean results between 3.00 and 4.00) implies employees in these outlets agree in the HRM performance of their supervisors and one outlet (3% has mean result 2.86) implies employees in this outlet disagree in HRM performance of their supervisors.

From eight outlets, four outlets (12 %) have a mean result of above 4.00 in all HRM categories .This implies that employees in these outlets are in full agreement with HRM performance of their supervisors in all categories.

4.3 Relationship between Supervisor Effectiveness and Their Performance

(Refer to Research Question-7)

In the table below (table 4-8) outlets have been ranked from 1st to 33rd based on their supervisor's performance effectiveness as implementers of HRM as perceived by the employee. It is aimed to established relationship with the line supervisors' effectiveness in terms of time capacity, competence and HR support on their own perception. Based on the research data the relationship of span of control on performance line supervisors had also observed.

Table-4-15 Relationship Supervisors Effectiveness and Performance

Rank in HRM effectiveness	Outlet No. (section)	Line Supervisor Effectiveness			Span of Control
		Competence	Time Capacity	HR support	
1 st	2	2.50	2.14	2.93	4-7
2 nd	12	4.19	4.36	4.29	More than 12
3 rd	32	4.13	2.00	2.29	8-12
4 th	1	3.50	3.14	3.89	4-7
5 th	17	4.13	2.93	3.56	more than 12
6 th	28	2.92	2.81	3.43	more than 12
7 th	22	3.69	2.14	3.39	4-7
8 th	11	3.94	2.64	4.46	8-12
9 th	8	4.38	2.29	4.57	8-12
10 th	33	4.25	3.07	4.11	4-7
11 th	25	4.06	3.00	3.75	more than 12
12 th	19	3.45	2.89	3.83	more than 12
13 th	5	3.75	2.29	4.14	4-7
14 th	10	3.94	2.64	3.93	8-12
15 th	14	3.50	3.00	3.79	4-7
16 th	9	3.44	2.79	4.11	4-7
17 th	31	4.19	3.57	3.25	8-12
18 th	18	4.00	3.57	4.36	4-7
19 th	4	3.88	2.29	4	8-12
20 th	3	3.38	2.43	3.71	more than 12
21 st	27	4.00	2.86	3.64	8-12
22 nd	7	3.88	2.43	4.07	4-7
23 rd	24	4.00	2.57	2.86	8-12
24 th	13	3.88	2.86	3.57	4-7
25 th	21	3.88	2.43	3.43	4-7
26 th	15	4.00	2.43	3.43	8-12
27 th	30	4.00	3.57	4.43	4-7
28 th	26	4.22	2.71	3.86	more than 12
29 th	29	3.84	3.61	3.71	8-12
30 th	23	3.88	2.50	3.96	8-12
31 st	20	4.50	1.86	4.5	4-7
32 nd	16	4.38	2.14	4.39	8-12
33 rd	6	3.88	2.29	4.43	more than 12

Table-4-15:- Relationship Supervisors Effectiveness and Performance

The table 4-15 showed that the outlet that ranked 1st has mean of 2.5 and 2.93 in competence and HR support on the contrary the outlets ranked 33rd has mean of 3.88 and 4.43 in competence and HR support, respectively. Both outlets have a mean of less than 3 regarding time provided to HRM performance. This indicated that 1st ranked outlet is perceived less in competence and HR support than last ranked outlets. However; the span of control of outlets ranked 1st is lower (4-7) and the span of control of the outlets ranked 33rd is higher (more than 12). Again the 2nd ranked outlet provide enough time to HR performance, has enough competence and HR support but has more span of control than the 1st ranked outlets. This showed how the span of control impacted the performance of the outlets that have relatively higher competence and HR support.

The outlet ranked 31st has more competence, HR Support and less span of control than the outlets ranked 2nd but it provided less time to HR performance which negatively affect its effectiveness. Again the 2nd ranked outlet has the same span of control, nearly the same competence and HR support with 33rd ranked outlet. However; it provided enough time to HR performance which enhanced its effectiveness. These showed how time capacity impacts the HR performance of supervisors.

CHAPTER FIVE

5. SUMMARY, CONCLUSION, AND RECOMMENDATIONS

5.1 Summary

This study was conducted to analyze the role of line supervisors in the implementation of HRM policies and practice based on the data collected from the Sheraton Addis Luxury Collection Hotel. It has analyzed the performance of line supervisors as regards the HRM, namely: personnel administration, training, OHS and performance management. Moreover, it assessed the line supervisors' effectiveness in terms of the three factors: competence, time capacity and HR support. It also explained the relationship in between the two variables.

Two types of online questionnaires were developed to be completed by 287 employees and 61 line supervisors. A total of 281 employees and 57 line supervisors responded to the survey from which 12 supervisors (21.1%) and 45 employees (17.4%) preferred to use the hard copy. The online data collection had started on 04 April; 2016 and completed on 05 May; 2016.

The units of analysis of the study are outlets (sections). The study covers 33 outlets (94 % of the total outlets with 61 line supervisors and 598 employees). The total sample size is 338 (57 are line supervisors (91%) and 281 are employees (45%)). Majority of the sample are male (line supervisors: n= 50 or 88% and employees: n =194 or 69%), and female (line supervisors: n =7 or 12% and employees: n =87 or 31%).

Most of the line supervisors (84%) had served the organization for more than 10 years and 54.4% have worked below 7 years in their current position, 73 % of the line supervisors are in the age category of 35 to 54. Majority of them (94%) possessed a minimum of college diploma in their formal education and a span of control for 65 % of line supervisors is eight and above.

Majority of employees (60 %) of have served less than 9 years in the organization and 66% of employees are worked less than seven years on their current position, again 60% possessed a minimum of college diploma in their formal education and 58 % are under the age of 34.

The mean results of descriptive statistics on supervisors effectiveness (competence =3.84, time capacity= 2.83 and HR support = 3.83) indicated that at the outlet level supervisors have agreed on their own effectiveness of competence, and agreed by the HR support offered by the organization. However, they don't provided time to perform their HRM responsibilities.

The mean results of the line supervisors as implementers of HRM revealed that at outlet level employees agree by the performance their immediate supervisors regarding the core activities under the categories of: personnel administration (3.65), training (3.60), occupational health and safety (3.66) and performance management (3.60).

The descriptive results of the outlets indicated that 8 outlets (24%) have a mean score of 4.00 and above in HRM implementation effectiveness. Majority of the outlets ,24 outlets (73%) have a mean score in between 3.00and 4. 00and one outlet (3%) has an average mean score of less than 3.00 in HRM effectiveness

An analysis of the relationship of line supervisor perception on their effectiveness in terms of competence, time capacity and HR support with the perception of employees on HRM performance of their supervisors implied that the span of control has a negative relationship with supervisors' HRM performance. Time capacity has a positive relation with supervisor HRM performance.

The finding also reveals that competence and HR support have a positive relationship with supervisor HRM performance. However, supervisors with high competence and HR support can be effective only if supported with optimum span of control and time capacity.

5.2 Conclusion

This study analyzed the role of line supervisors in the implementation of HRM policies and practices by taking the case of Sheraton Addis Luxury collection Hotel. The effectiveness of line supervisors had been measured using data collected on perception of line supervisors and their subordinates. The perception of line supervisors on their own effectiveness was investigated in terms of three factors: competence, time capacity and HR support. The perception of employees on the effectiveness of their immediate supervisors was investigated based on their respond on the core activities of the HRM categories implemented by line supervisors, namely: personnel administration, training, occupational health & safety and performance management.

The study investigated that at the outlet level line supervisors satisfied on their competence as implementers of HRM policies and practice. They also perceived that the support they had offered from HR department is on acceptable level. However; they don't provided enough time in implementing their HRM responsibilities.

At the outlet level employees of Sheraton Addis Hotel agreed on the performance of their immediate supervisors as implementers of HRM in the selected categories.

The relationship analysis of the finding at the outlet level showed that some supervisors perceived 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.

The study also indicated that only 24% of the outlets (8 outlets) that are strongly agreed on the performance of their immediate supervisors as implementers of HRM policies and practice. That means 76% of the outlets are not strongly agreed with HRM performance of their supervisors.

The secondary data on Star Voice stated that the expected standard on employee engagement to supervisors in the case organization is 95%. However, the finding of this study showed that only 24% of the outlets employees are engaged (strongly agree) to their supervisors regarding their performance in the implementation of HRM policies and practice.

5.3 Recommendation

Depending on the empirical findings, the researcher forwarded the following recommendations.

As the empirical evident revealed at the outlet level line supervisors agreed on their own effectiveness as measured in terms of competence, and HR support. But it doesn't mean that they have fully satisfied or there is no scope for improvement regarding their level of competence, HR support. Therefore, the researcher recommended training in order to develop their competence related to the hotel HRM policies & practice. The human resource department also should facilitate conditions to establish sustainable communications and provide support to line managers in a regular base.

Capacity is basically nothing more than shifting priorities towards HRM. It is most important for organizations to ensure that line supervisors have enough time capacity to perform HR tasks. This can be achieved through awareness training, support supervisors to allocate priorities correctly, emphasize the importance of people management by including

these responsibilities in the performance appraisal system and by rewarding the line supervisors for best HRM performance.

Another factor that appears to have a great impact on the capacity of supervisors is their span of control. The HR department could make a distinct contribution to the organization by arguing for smaller team of subordinates per line supervisor, as this indirectly enhances team and organizational performance. Therefore, the researcher also recommended the organization to consider revising the span of control of some outlets as it has impacted on the supervisor effectiveness.

The study indicated that only 24% of the outlets employees are engaged (strongly agree) to their supervisors on the performance of their immediate supervisors as implementers of HRM policies and practice related to personnel administration, training, OHS and performance management.

To fill the gap in between what is expected of the organization (95% employee engagement to supervisors) and the actual finding result (24%). The researcher recommended training to all outlets supervisors regarding the core activities under these four categories of HRM. Based on the finding of the research the researcher suggested giving specific attention on the followings:

- How to select a suitable candidate for a particular job in the outlet or department
- How to resolve conflicts between members of the departments or direct colleagues amicably
- How to provides absenteeism guidance or conduct discussion during and after absence due to illness or any other reason
- How to identify training and development need of employees and organizes relevant training programs

- How to provide a process to identify, assess and then eliminate unsafe practices and hazards
- How to make performance appraisal fair and unbiased
- The way the performance management process is used to evaluate and rate employees performance

In addition to these, the better performance results of supervisors at the outlet level have to be maintained. It includes: fairness of schedule, identifies training needs taking into account a performance appraisal system, ensuring that staffs adhere workplace rules have to be maintained.

As this study proved line supervisors performance is strongly related with their effectiveness as implementers of HRM policies and practice. Consequently, employees' perceptions of the effectiveness of HRM implementation will depend on their line supervisor's effort and effectiveness, and these perceptions will have an influence on their affective commitment to the organization.

Based on this fact the researcher recommended HRM issues to be incorporated with existing annual survey that are conducted by HR department to collect the perception of employee on the effectiveness of their immediate supervisors, and prepare action plans to improve the supervisor effectiveness in sustainable manner.

The researcher also recommended the HRM issues to be included on the existing reward and recognition programs for supervisors /outlets who scored outstanding performance in the implementation of the HRM policies and practices of the Hotel on their respective outlets.

To make this research more practical it is recommended further research to be conducted on factors that impact supervisor's effectiveness like span of control and to analysis the

line supervisor performance from the perspective of their supervisors (middle and top managers) and HR department.

The researcher suggested that implementing the above recommendations will improve supervisor effectiveness and their performance as implementers of HRM policies and practice. The researcher strongly believed that this will contribute to the increment of employee engagement to supervisors through employee satisfaction and ensures continuous improvement in the performance of the organization as a whole.

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