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COLLEGE OF BUSINESS AND ECONOMICS
SCHOOL OF COMMERCE
DEPARTMENT OF HUMAN RESOURCE MANAGEMENT**

**Factors Affecting Line Managers Role on the Implementation of
Effective Human Resource Management Practice:A Case of Commercial
Bank of Ethiopia**

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Fulfillment of the Degree of Master of Art in Human Resource Management**

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Approval

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Declaration

I, the undersigned, declare that this thesis is my original work and has not been presented for a degree in any other University, and that all sources of materials used for the thesis have been duly acknowledged and submitted for examination.

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Statement of Certification

Statement of Certification this is to certify that Adey Tefera has carried out her research work on the topic entailed “**Factors Affecting Line Managers Role on the Implementation of Effective Human Resource Management Practice: A Case of Commercial Bank of Ethiopia**” is his original work and suitable for submission for the award of Master’s Degree in Human Resource Management.

Advisor: Abdurezak Mohammed (PhD)

Signature _____ Date _____

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Acronyms

HR: Human Resource

HRM: Human Resource Management

SHRM: Strategic Human resource Management

CBE: Commercial Bank of Ethiopia

LM: Line Manager

FLM: Front Line Manager

Abstract

Line managers can play a very crucial role in every organization to achieve an organizational objective. The purpose of this thesis is to assess the factors that affecting line manager's role in the implementation effective HRM tasks in Commercial Bank of Ethiopia. In this study a total of 146 questionnaires were distributed and only 133 questionnaires were returned resulting response rate was 91 %.The study conducts both descriptive and inferential analysis. A factor analysis and a multiple regression were applied for finding the critical effectiveness factors. The factor analysis finding assign those 20 items are merged in to six factors. Consequently, all six factors together explained for 73.42% % of the variation in that affecting line managers' role in the implementation of HRM. Furthermore, the correlation matrix illustrates competency, capacity, HR support and policies/ procedures have a positive and significant relationship with the effectiveness of line managers at the 1% level of significance. Likewise, the multiple regression result also reveals that all the independent variables are positively significant. As we observed from model coefficients estimation result, all the independent variables are positively significant. Finally, the research recommended that in order to line managers' have role on implementation of effective HRM tasks; the bank needs to provide necessary HR support, tasks continuously revise and check that clear, fair consistently policies and procedures ,launch training and development programs related HRM

Key Words: *Effectiveness Line Managers, Factor Analysis, Multiple Regressions*

CHAPTER ONE

1. INTRODUCTION

1.1 Background of the Study

Recent years have witnessed growing interest in the line managers' contribution to HRM effectiveness. This effort requires organizations to consider important contextual conditions to ensure the desired organizational outcomes. In strategic HRM (SHRM) literature, it is argued that HRM indirectly affects firm performance, through a causal chain of mediating variables such as employees' attitudes (e.g. commitment), employees' behavior (e.g. turnover) and employees' performance (e.g. productivity) (Schneider, 2008).

Furthermore, recent theoretical frameworks emphasize that especially employees' perceptions of how and why HRM is implemented throughout the organization are important in steering attitudinal and behavioral reactions (Schneider, 2008). Most of the time neglected fact in this regard is that there are different actors that implement HRM in the organization. Line manager refers to the person who managing of employees who are directly involved in the production or delivery of products, goods and/or services (John Reh, 2017). Those are managers with immediate responsibility for their employees work and performance, regardless of functional areas other than human resource management.

In implementing HRM strategies, line managers have the dual responsibility of managing individual employees' work-related activities and playing a vital role in transforming strategic human resource management initiatives into practice in the organization. They are both 'employee advocate' and 'HRM business partner'. The increasing HRM responsibility facing line managers is noted in the literature Edgar, Geare and O'Kane (2015) Larsen and Brewster (2003).

Consequently, the strength of the HRM system is heavily dependent on the line manager's role. Thus, identifying major factors that could affect line manager's role in the implementation of HRM is very crucial. Therefore, this paper will try to assess factors that affecting line manager's role on the implementation of HRM tasks in Ethiopian banking industry especially in commercial bank of Ethiopian.

1.2 Problem Statement

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 behaviors. 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.

The line manager's role in the implementation of people management practices is of critical importance in shaping employees' perceptions, experience of and attitudes towards their work and organization. A collective perception of HRM practice is expected where employees share similar experience of the work practices and have the behaviors desired by their respective organizations, i.e. a strong HRM system. For the organization and senior managers, line managers are important, as they are the implementers of the organization's HR policies and practices, e.g. treating employees as resources and/or caring about their personal experience at work. For employees, line managers have been shown to play an important role in how employees experience their work. How line managers implement HRM practices has implications for how employees perceive and align with those practices (Wright & Nishii, 2006).

Commercial bank of Ethiopia (CBE) is the largest commercial bank in Ethiopia having a vision of "to become a world class bank by the year 2025." and mission of "realizing stakeholders' needs through enhanced financial intermediation globally and supporting national development priorities, by developing highly motivated, skilled and disciplined employees as well as state of the art technology. (www.combanketh.et). Commercial bank has more than 35,000 permanent employees all over the country. One of the priorities of the bank concerning to human resource. That is maintaining highly motivated, skilled and disciplined employees. For that matter line managers have significant role to accomplishing banks mission towards human capital.

Currently, there are limited researches on the banking industry to factors that affecting the role of line managers (LMs) in the implementation of HRM. Since, the factors are not clearly identified; line managers(branch managers) not balanced implementation of HRM role with their operation management role. Rather more involvement on their operational

part i.e. quality of customer service and other operational parts. In addition HRM department has not been giving attentions to line managers' role. When attention given to line managers' role as giving attention for organization success. HRM tasks such as recruitment and selection training and development, performance appraisal, employees grievance handling, compensation and reward. These HRM implementation processes have challenges on line managers competency, line managers time capacity, lack of HR support to line managers and lack of clarity of policy and procedure of line managers.

In practice these gaps have been observed in commercial bank of Ethiopia line mangers on implementation HRM tasks. Due to the above reason the researchers try to fill the following gaps. First gap is seen line managers lack sufficient knowledge, ability and attitude for subject area to implement their HRM role that is competency problem. The second one is time capacity problem balance implement their HRM role and other functional responsibilities. Third gap is problem of getting HR expertise and technical support from their HR department. Fourth factor is lack of clarity company's policies and procedure that leads to line managers' role ambiguity and role conflict. Thus, this study try to fill this gap by assessing these critical factors that affect the role of line managers in the implementation of HRM in commercial bank of Ethiopia.

1.3 Research Objective

1.3.1 General Objective

General objective of this study is to assess factors that affecting line managers' role on the effective implementation HRM strategy and policy in the bank.

1.3.2 Specific Objectives

The specific objectives of this study are:

- ✓ To identify the effect of competency on the effectiveness HRM implementation of line managers in the bank.
- ✓ To determine the effect of capacity on the effectiveness HRM implementation of line managers in the bank.
- ✓ To examine the effect of human resource support on the effectiveness HRM implementation of line managers in the bank.
- ✓ To explore the effect of policies and procedures on the effectiveness HRM implementation of line managers in the bank.

1.4 Research Questions

The following research questions were raised to form the research hypothesis:

1. What is the effect of competency on line managers' role for implementation of effective HRM practice in the bank?
2. What is the effect of capacity on line managers' role for implementation of effective HRM practice in the bank?
3. What is the effect of human resource support on line managers' role for implementation of effective HRM practice in the bank?
4. What is the effect of policies and procedures on line managers' role for implementation of effective HRM practice in the bank?

1.5 Significance of the Study

In my investigation there are limited works that has been carried out on line manager roles on implementation human resource management practice in commercial bank of Ethiopia. So the study adds up some knowledge on line managers' role on human resource management in commercial bank of Ethiopia. It helps as an input for decision makers in this are a specially to commercial bank of Ethiopia line managers and HRM department. In addition, theoretically the study helps students' researches for better understanding for the subject area under consideration furthermore the study gives insight for other researchers to explore and investigation more in the area in broader scope and wider contexts.

1.6 Scope of the Study

This study focus on commercial bank of Ethiopia front line managers (i.e branch managers, and department manages in the bank) in Addis Ababa city. It focuses on factors (i.e competence, capacity, HR support, policies and procedures) determining the role of LMs on implementation HRM tasks. This study completed within time frame of from January 1st, 2020 to June 8th, 2020.

1.7 Limitation of the Study

Limitations of this study are related to scope limits on service organization specifically in commercial bank of Ethiopia. There are a large number of line managers in the remaining part of the country. Moreover, this study will focus on a single company. In our country lots of service giving organization especially, in banking industry there are many privet banks. So that, the findings and the result may not be generalize across many firms. This

research paper due to geographical dispersion of the study area, constraints more groups are not include.

1.8 Organization of the Study

This research paper will organize in five chapters contains the following. Chapter one contains Introduction, Background of the study introducing research title and gives overflow background of the study in related to role of line managers on implementation of human resource management implementation, problem statement discusses problems on line managers' role on implementation of HRM. Research objectives focuses on general and specific objectives will be assess by the research, research questions list out questions that will needs answer after research takes place, Significance of the study indicates importance of the in the area. Scope of the study will include the boundary cover on the on limitation of the study, definitions and key terms and organization of the study included. Chapter two is literature review part of the study will try to review literatures related to this research topic by other researchers try to extract empirical and conceptual framework and overview their findings and investigate gaps. Chapter three is research design and methodology, chapter four contains Results and discussions, chapter five is summary, conclusion and recommendation.

CHAPTER TWO

2. REVIEW OF RELATED LITERATURES

This chapter provides an insight to readers about the theoretical view of the topics under study. In line with the objectives of the study, the chapter covers topics related of line managers' roles, implementation of HRM tasks. In addition to this it includes issues related with discussion on major research findings in relation to the research area (empirical literature review). Furthermore, the conceptual framework of the study is presented at the end of this chapter.

2.1 Theoretical Review

2.1.1. Human Resource Management

Human resource management (HRM or HR) is the strategic approach to the effective management of people in a company or organization such that they help their business gain a competitive advantage. It is designed to maximize employee performance in service of an employer's strategic objectives. Human resource management is primarily concerned with the management of people within organizations, focusing on policies and systems. HR departments are responsible for overseeing employee-benefits design, employee recruitment, training and development, performance appraisal, and reward management, such as managing pay and benefit systems. HR also concerns itself with organizational change and industrial relations, or the balancing of organizational practices with requirements arising from collective bargaining and governmental law.

2.1.2. Role of Human Resource Management

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

Gratton and Truss (2003) described the key components of an effective employee management strategy. Their model included three dimensions. The first component was

based on an alignment between people strategy and business goals. The second component involved an alignment across individual HR policies. The final component in their model focused on HR practice implementation. In this model, HR implementation represented the degree to which HR practices are put into effect by an organization's line managers and employees.

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 (1991) believes that a key policy goal for HRM is strategic integration, by which 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.

2.1.3.Line Management and Line Manager Responsibility

2.1.3.1 Definition of line management

Line management refers to the management of employees who are directly involved in the production or delivery of products, goods and/or services. As the interface between an organization and its front-line workforce, line management represents the lowest level of management within an organizational hierarchy (as distinct from top/executive/senior management and middle management). Line management is also responsible for adopting (with the support of senior management) any type of organizational culture change.

The line management function will often cross into other functions vital to the success of a business such as human resources, finance, and risk management. Indeed, at corporations, responsibility for risk management is vested with line management. Human resources obligations are also increasingly being assigned or "devolved" to line managers.

A line manager is an employee who directly manages other employees and operations while reporting to a higher-ranking management. Related job titles are supervisor, section leader and team leader. He or she is charged with meeting corporate objectives in a specific functional area or line of business.

2.1.3.2 Responsibilities of line managers

Line managers are responsible for implementing and enabling, through their staff, an organization's people policies and practices in alignment with business objectives and core values. Their main functions with respect to employees include: recruitment and selection, training, mentoring, coaching and development, performance and appraisal, motivation, team building. Line managers' activities typically include: planning the aims, objectives and priorities of their work area and communicating this to staff as appropriate; deploying the resources within their control (e.g., staff time; funding) to achieve plans complying with policy and legislation providing structure, direction and purpose to their teams; scheduling regular meetings with staff members to discuss progress and any issues.

2.1.4. Role of Line Managers on Implementation SHRM

Currie and Procter (2001) remarked that line managers often play an important role as strategic change contributors. Wright et al. (2001) stated that line managers frequently believe that employee attraction, selection, retention, and motivation are critical to their firm's success. These managers also believed that effective HR service delivery is integral to their firm's competitive advantage. Renwick (2003) investigated line managers' HR views across multiple organizations, and noted that these managers were willing to handle their HR responsibilities, and took a professional attitude towards their employees.

When managers visibly implement HR practices, they can promote common employee interpretations and positively impact organizational culture and climate (Kozlowski & Doherty, 1989; Naumann & Bennett, 2000). Bowen and Ostroff (2004) argued that when managers implement HR practices in a consistent and coordinated manner, then those

practices are more likely to have a mutually-reinforcing impact on organizational outcomes.

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.

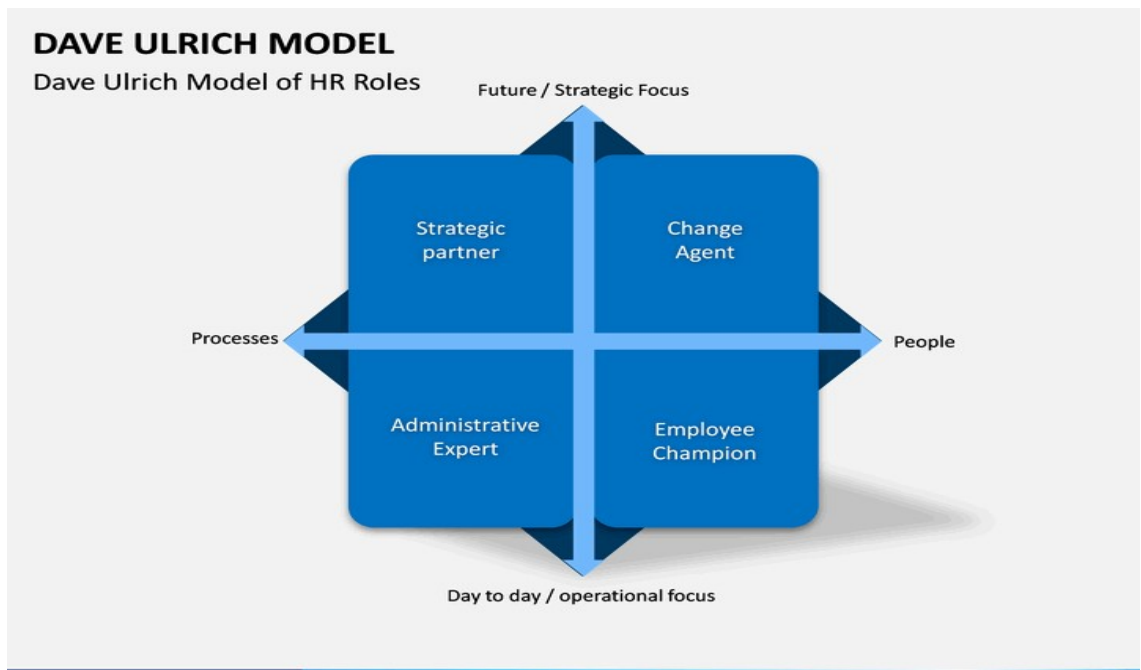


Figure 1: Davie Ulrich HR role model (2012)

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.

2.1.4. Line Managers HRM Role at Different Management Level

2.1.4.1.Strategic partner

This work encompasses the development of HR strategy and aligning it to the business strategy. The senior line management teams (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.

2.1.4.2. Administrative Expert

The line manager will take only a limited role in ensuring HR is 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.

2.1.4.2. 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 programs, but the line manager is often the delivery arm and owner of the overall outcome.

2.1.4.3 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.

2.1.4 Line Managers as Implementers of HRM

Undertaking the HRM role requires line managers 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 managers also need to act as both supervisor and subordinate. The experience Line supervisors have as an employee is likely to influence their behavior 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 managers Lynch (2007). Studies have found Line managers experienced difficulty

managing their HRM work when there were other duties that needed to be completed Renwick (2003).

HR roles significantly and positively influence strategic HRM effectiveness. This implies that line managers are committed to taking on their HRM roles, and they are committed to being strategic partners of the HR department. However, line managers are often ineffective in implementing technical HRM because they are rarely HR specialists (Nehles et al., 2006). Another implication is that line managers are not technically competent in implementing the duties of an HR administrative expert, an HR change agent or a strategic partner. Test result has indicated that line managers see any ambiguity while being a strategic partner; however, line managers are ambiguous with respect to the duties of an HR change agent. This is because line managers are not competent enough to take on the roles of change agent in comparison to HR practitioners. The results suggested that if HR managers provided less non-technical HR roles, then line managers are comfortable and are able to effectively execute the duties.

2.2.Review of Empirical Literature

Gratton and Truss (2003) described the key components of an effective employee management strategy. Their model included three dimensions. The first component was based on an alignment between people strategy and business goals. The second component involved an alignment across individual HR policies. The final component in their model focused on HR practice implementation. In this model, HR implementation represented the degree to which HR practices are put into effect by an organization's line managers and employees.

To help explore these HR practice implementation issues in greater detail, this paper proposes a model of HR implementation which suggests that line managers' use of effective HR practices is influenced by a variety of social context factors including social interactions, organizational culture, organizational climate, and political considerations. It is anticipated that these factors combine to influence line management ability and/or willingness to execute their organization's HR practices, and ultimately influence critical employee outcomes such as turnover intent, job satisfaction, job performance, and procedural justice perceptions.

Researchers empirically investigate the impact of HRM investments made by two important HR actors, i.e. line managers and the HR department, on employees' affective

commitment. More specifically, they examine the independent and joint impact of three different independent variables: the line manager's enactment of HR practices, the line manager's relations-oriented leadership behavior and the HR department's service quality.

Competence, HR support, capacity and policies and procedures are three distinct factors that might contribute to the role of line managers' play in implementing HRM ask. They are characteristics of the line managers and their job (perceived time capacity, competences) and relationship with the HR department (HR support) and companies policies and procedures towards line managers. Performance management, Training and development, career development, Personnel administration, and Occupational health and safety are the most common practices and policies that being implemented by the line managers of the organization.

2.2.1 Competency

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. Line managers themselves are asked to assess their own perception of their level of competences with regard to performing HR tasks. This measure resembles the concept of occupational self-efficacy. 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.

2.2.2 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 (e.g., 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., 2010a; Renwick, 2000). The superior of the LMs as well as organizational incentives as a whole are also mentioned in literature in relation to supporting LMs to execute HR tasks. This is a different form of support, mainly aimed at motivating LMs to deliver high quality HR practices. But as earlier mentioned it is not the motivation of LMs that is problematic, but line management requires help on how to implement those practices.

Thus content-based support by HR professionals will be the focus of this study. But 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). Therefore HR support is operationalized as the effectiveness of the support services and support behavior delivered by HR professionals as perceived by line managers. The higher the perceived support from the HR department/HR professionals, the more effectively line managers will implement HRM(Jan Wyne, 20105).

2.2.3 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 managers' implementation of HR practices (Perry & Kulik, 2008; Nehles et al., 2010a).

2.2.4 Policies & Procedures

To measure how line managers perceive the policies & procedures available on (how to execute) their HR responsibilities, the constructs "perceived clearness about HRM responsibilities" and "user friendliness of HR forms" is used. Perceived clearness about HR responsibilities in line managers' HR responsibilities refer to clearness about which HRM practices line managers' should implement. This construct is measured by using the scale of Rizzo et al. (1970) on role conflict and role ambiguity. This scale was chosen because researchers (McGovern, 1999; Harris et al., 2002) suggest that line managers are unclear about their HR responsibilities and thus their HR role and therefore perceive role conflict and role ambiguity. Role conflict implies that expected behaviors of individuals are inconsistent and role ambiguity refers to the lack of necessary information available to a given organizational position (Rizzo et al., 1970). The items on this scale were reformulated so that they address the HR role of line managers, for example; the expression "policy" is reformulated into "HR policy". In addition, based on a pilot case study, items were developed on the user friendliness of HRM forms. This refers to clearness about how line managers should implement HRM practices. These items were added because if line managers lack clear policies and procedures on how to implement HRM practices, they might execute HRM practices according to their own understanding which can lead to inadequate and conflicting working methods.

2.3. Conceptual Frame Work Model

For the purpose of this research a modified Floortje Lansbergen (2010) approach is used to construct the conceptual model. The proposed research model includes the factors such as competency, capacity, HR support and policies and procedures. The conceptual model is depicted as follow:

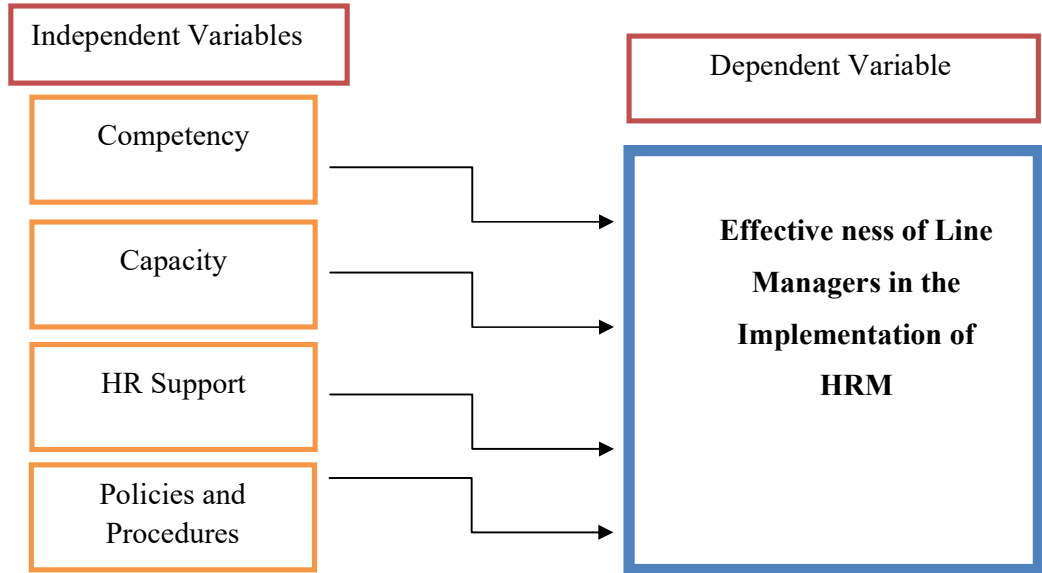


Figure 2: Conceptual research model (modified from FloortjeLansbergen(2010),

CHAPTER THREE

3. RESEARCH METHODOLOGY

3.1 Introduction

The study assessed the factors that affecting the role of line managers on implementation of human resource management in the operations of commercial bank of Ethiopia. Physical address of Commercial Bank of Ethiopia Head office address at Addis Ababa P.O.BOX255 website: www.combanketh.et. This chapter highlights the methodology that adopted for the study. The chapter highlights the detailed discussion of the research paradigms and sampling procedures. The data collection procedures adopted for the study also discussed. The chapter further explained the quality measures and limitations as well as ethics of the study.

3.2 Research Design

In order to answer the research problem and address the research objective carefully, the research is based on the conceptual framework developed in Chapter two. The research used descriptive research methods. This study was focused on the factors that affect the role of line managers in the implementation of HRM such as competence, capacity, HR support and policy and procedures. As the result, this study used the explanatory design, with describing, understanding, predicting the factors that affect the effectiveness of HRM by line managers.

3.3 Research Approach

The study conducted as a quantitative study approach to research in order to depict line managers' on implementation of HRM in CBE. According to Burns and Grove (1993), quantitative survey is the most appropriate one to use if the purpose of an investigation is to describe the degree of relationship which exists between the variables. Besides, it also helps in examining and describing the interactions among those variables. Therefore, line managers in CBE have been chosen as the statistical population. The choice of this approach is determined by the fact that this study has attempted to answer questions about the relationship factors affecting line manager roles on the implementation of HRM activities in CBE.

3.4 Population and Sample

3.4.1 Target Population

A population is the aggregate of all cases that conform to some designated set of specifications (Gravetter and Forzano, 2012). The term population can therefore be said to describe the set of individuals (subjects), objects or events that have common observable characteristics that the researcher have the interest in studying. Cooper and Schindler (2006) also described population to include all the elements about which some deduction could be made. The population for the study is line managers of commercial Bank of Ethiopia. Currently the total population numbers of line managers working at CBE in Addis Ababa city are 506 staffs.

3.4.2 Sample Size Determination

The sample size considered as representative of the line managers of the selected branches and this was expected to be large enough to allow precision, confidence and to generalize the research finding. The researcher use Kothari sample size determination formula developed by (Kothari, 2004) because it is a standard formula and is used in different related studies it is calculated as follows:

$$n = \frac{N}{1+N(e)^2}$$

Where;

N: Designate total number of line managers at CBE in Addis Ababa city

e: Designates maximum variability or margin of error 7% (0.07).

1: Designates the probability of the event occurring.

$$n = \frac{N}{1+N(e)^2}$$

$$n = \frac{506}{1+506(0.07)^2}$$

$$n = \frac{506}{1+506(0.07)^2}$$

$$n = \frac{506}{1+506(0.07)^2}$$

$$n = 145.427$$

$$n = 146$$

Therefore, the sample size for this study was 146 line manager staffs working at CBE Addis Ababa city branches.

3.4.3 Sampling Technique

According to Neuman (2005) a researcher needs to have the study population in mind when he or she is selecting the sample. The group must therefore possess information that is of relevance to the researcher. For this research, 146 sample units (selected line managers) were chosen based on the non-probability sampling method of convenience sampling technique. This sampling method was utilized for a reason that since the aim of the researcher is to collect reliable information from the sources having relevant knowledge and/or experience directly related to the subject of the study and so as to make the sample more representative line managers who meet the requirements which include at least one year of experience as line manager as they need to have some level of experience to answer the questions.

3.5 Sources of Data

Primary and secondary sources of data used for this study. Primary source of data was gathered through the questionnaires that from line managers of commercial bank of Ethiopia. Secondary data was also be defined by Saunders et al. (2009) as an information already in existence somewhere, having been collected for some other purpose. Secondary data was gathered through internal reports, published annual reports and journals, previous research papers related to the topic.

The study was embraced one sort of information gathering apparatuses. Questionnaire is described by Sekaran (2003) as a form containing a set of questions. Questionnaire will be used as a data collection instrument to access data from LM the bank. The significance of close-ended questionnaire will be to make questions easy and provide quick answers. This will critical on the grounds that the data must be gathered rapidly to meet the time allotment for the research. It will additionally important to utilize close-ended questionnaires since they were simple and straight forward. Despite the favorable circumstances connected with close-ended questionnaires, it was understood that it has some downfalls because it can lead to some biases.

Walliman (2005) underlined that questionnaire ought to gather the required information that is expected to answer the research questions and also meet the study targets. Sekaran (2003) additionally demonstrated further that the questionnaire ought to stay away from jargons or particular dialect and not contain individual questions. The questionnaires will

all personally administered by the research. All respondents are assured of confidentiality. The questionnaires were administered to the staff of commercial bank of Ethiopia.

3.6 Method of Data Analysis

Data analysis explains the detailed discussions of the collected data from the field of study (Goodwin, 2007). Zikmund et al. (2009) depicted the analysis technique as the procedure where the information assembled is deciphered and clarifications looked for. It further looks for inconsistencies and positions the findings as to their importance to the study. It lastly arranges the information and presents them as diagrams, graphs and tables.

The researcher begins the quantitative data analysis by editing the responses to ensure consistency. The collected questionnaires will be managed properly if any use, in respect of decision-making, is to be made of it. Consequently, it will be important that raw data will be handled properly so as to transform it into information for the purpose of decision making. Keeping in mind the end goal to guarantee that the responses gathered will be useful and further that the questions that will be asked will be answered appropriately, the researcher needed to peruse through every one of the responses gathered. The research questions and the objectives will be considered in the analysis of the information accumulated. The collected data was analyzed using descriptive statistics, factor analysis and multiple regressions. The statistical package for social scientists SPSS-20 was applied. The descriptive statistics is used to summarize, organize and simplify the findings in a systematic way while, the inferential analysis was done using factorial analysis and multiple regression.

3.7 Factor Analysis

The key concept of factor analysis is that multiple observed variables have similar patterns of responses because they are all associated with a latent (i.e. not directly measured) variable factor analysis is a technique that is used to reduce a large number of variables into fewer numbers of factors. This technique extracts maximum common variance from all variables and puts them into a common score. As an index of all variables, we can use this score for further analysis. There are different types of methods used to extract the factor from the data set. The most common extraction method is principal component analysis. This is the most common method used by researchers. Principal component analysis starts extracting the maximum variance and puts them into the first factor. After that, it removes that variance explained by the first factors and then starts extracting maximum variance for the second factor. This

process goes to the last factor. The principal component analysis is applied in this study.

3.7.1. Eigenvalues and Criteria for Determining the Number Of Factors

Eigenvalues is also called characteristic roots. Eigenvalues shows variance explained by that particular factor out of the total variance. From the commonality column, we can know how much variance is explained by the first factor out of the total variance. According to the Kaiser Criterion, Eigenvalues is a good criterion for determining a factor. If Eigenvalues is greater than one, we should consider that a factor and if Eigenvalues is less than one, then we should not consider that a factor. According to the variance extraction rule, it should be more than 0.7. If variance is less than 0.7, then we should not consider that a factor.

3.7.2 Rotation method

Rotation method makes it more reliable to understand the output. Eigenvalues do not affect the rotation method, but the rotation method affects the Eigenvalues or percentage of variance extracted. There are a number of rotation methods available: The most common is Varimax rotation method and this study also used this rotation method. These can be easily selected in SPSS.

3.8 Regression Analysis

In addition to the above factor analysis, a multiple regression analysis is also the most commonly used multivariate procedures and is used to build models for predicting scores on one variable, the dependent variable, from scores on a number of other variables, the independent variables Terre Blanche, et al, (2006). The researcher will try to predict the model in terms of effectiveness of line managers in the implementation of HRM (dependent) variable from independent variables such competency, capacity, HR support & Policies.

To figure out the effect of independent variables on the effectiveness of line managers in the implementation of HRM, the researcher tried to specify the multiple regression method as follows:

$$ef = f (comp , cap , hrsp , pp)$$

$$lmef = c + \beta_1 comp + \beta_2 cap + \beta_3 hrsp + \beta_4 pp + \varepsilon$$

Where

ef = Line Managers Effectiveness

comp = Competency

cap = Capacity,

hrsp = Human Resource Support,

PP = Policies and Procedures,

β : Coefficient of the factor

c : Constant and

ε : Residual

3.9 Reliability and Validity of Data

Reliability estimates the consistency of the measurements or more simply, the degree of uniformity of the results obtained from repeated measurements. Reliability is essentially about consistency (Adams, et al, 2007, P, 235). According to Joppe (2000, p.1) pointed that an accurate representation of the total population under study is referred to as reliable if the results of a study can be reproduced under a similar methodology. Reliability or internal consistency can be measured in different ways. In this study the reliability was assessed by means of the Cronbach Alpha. The generally agreed lower limit, to be able to claim an instrument to be reliable, for the Cronbach Alpha coefficient is 0.70, although the limit may be lowered to 0.60 in the case of explanatory research (Hair et al., 1988).

Validity refers to the extent to which data accurately reflects what they are meant to reflect. It means that the instrument measures what it is supposed to measure. Thus effect of incentive schemes measurements are adopted from various scholar works. Maximum effort will be exerted to create logical link between the items in the questionnaire and the objective of the study. The researcher try to directly contact with line managers of the bank to collect primary data and also has a chance to assess all appropriate sources of information makes the data obtained valid.

3.10 Ethical Consideration

Before engaging in data gathering, the study was secured ethical issues by informing the respondent for the purpose of the study. During such process, the participants are properly informed the purpose of the study and confirm the confidentiality of their responses. This included briefly explain for non-disclosure of individual identity and their liberty from any liability or risk arising from the study or the response. The required information was collected only from the interested participants and they had been informed to have a right to withdraw at any time when felt inconvenience of participation. All the information

which collected from the respondents is confidential and not disclosed to third party in any form. At most effort, this study was applied free from bias, abuse, and fraudulent acts and practices.

CHAPTER FOUR

4. Result and Discussion

This chapter presents the data analysis and discussion of the research findings. The data analysis was made with the help of Statistical Package for Social Science (SPSS v. 20). The demographic profile of the study sample, factors affecting line managers' role on implementation of effective HRM tasks described using descriptive and inferential statistics.

4.1 Response Rate

In this study a total of 146 questionnaires were distributed. From this distributed questionnaires, only 133 questionnaires were returned. Therefore, a response rate of these collected questionnaires was 91 % and reveals that it was good enough and appropriate to precede the next steps.

4.2. Reliability Test

The internal reliability and consistency was assessed between groups and a total of 26 items by means of the Cronbach Alpha. Table 4.1 provides the Cronbach Alpha scores for the items. The Cronbach's Alpha recorded scores for items by group as well as in total was greater than the threshold value of 0.7, resulting that all questionnaire items could be considered as reliable as a group as well as in total.

Table 4.1: Reliability Statistics

Item	Cronbach's Alpha	N of Items
Competency	.712	7
Capacity	.787	4
HR support	.805	5
Policies and Procedures	.771	6
Effectiveness	.868	4
Total	0.86	26

4.3 Descriptive Analysis

Descriptive data analysis aims to describe basic features of the data. Descriptive analysis is done first to help the researcher gain an initial impression of the data that were collected. Accordingly, in this study the most popular descriptive statistics measures such

as count, percentage, mean and standard deviation were applied. Table 4.2 up to Table 4.7 below provides the descriptive statistics of the data for all the questionnaire items.

4.3.1 Demographic Characteristics of the Respondents

Table 4.2: Respondents background information

		Count	Percent
Gender	Female	52	39.1%
	Male	81	60.9%
	Subtotal	133	100.0%
Age	18-25	4	3.0%
	26-35	76	57.1%
	36-45	35	26.3%
	46-55	12	9.0%
	Over 55	6	4.5%
	Subtotal	133	100.0%
Educational Level	PhD	0	0.0%
	Post Graduate	55	41.4%
	First Degree	65	48.9%
	Diploma	13	9.8%
	Subtotal	133	100.0%
Work Experience	Less than 5 years	0	0.0%
	5-10 years	67	50.4%
	10-15 years	26	19.5%
	Above 15 years	40	30.1%
	Subtotal	133	100.0%

In this research the demographic factors of the respondents included gender, age, educational back ground and work experience. As can be seen from Table 4.2 above, from the total of 133 respondents about 60.9 % of the respondents were male, while the remaining 39.1 % were female. The finding indicates that most of the participants are male.

Looking at the education level, from the total participants, 41.4% of the respondents have Masters' degree, 48.9 % of the respondents have first degree and the rest 9.8 % diploma. Therefore, it is possible to say that approximately all the respondents had good education background resulting majority of the respondents were well educated to know about the subject issue (Table 4.2).

The respondents also requested to indicate their working experience. Results in Table 4.2 indicates that, about 50.5 %, 19.5 % and 30.1 % of respondents had a working experience between 5 to 10 years, between 10 to 15 years and above 15 years of experience, respectively. The finding indicating that, most of the respondents have

enough experience in the organization.

4.3.2 Factors Affecting the Role of Line Managers' and their Effectiveness in the Implementation of HRM

The respondents were asked the basic factors that affecting the role of line managers in the implementation of HRM process related with competency, capacity, HR support and policies and procedures. Similarly, respondents asked about their effectiveness in the HR responsibilities and tasks. The respondents were requested to rate each item using five liker-scaling, ranging from strongly disagree to strongly agree. The following statistics are used in interpreting the results of the study: 1.00 – 1.80 “Strongly disagree/very dissatisfied”, 1.81 – 2.60 “Disagree/dissatisfied”, 2.61 – 3.40 “Moderate agreement/moderately satisfied”, 3.41 – 4.20 “Agree/satisfied”, 4.21 – 5.00, and “Strongly agree/very satisfied”. Moreover, the researcher tried to calculate the mean and standard deviation for each items WP Forms (2016).

4.3.2.1 Factors Affecting the Role of Line Managers' in the Implementation of HRM

4.3.3.1.1 Competency

One of the factors that affect the line manager's role in the implementation of HRM is competency. As it is illustrated in Table 4.3, the standard deviations of respondent response were small, which indicates that the respondent perceptions were almost close to one another. Furthermore, the mean value for seven questions ranges from 3.8 to 3.9, which implies that the respondents have agreed that the their organization is committed to the development and growth of its line managers in terms of people skills, sufficient knowledge to perform the HR responsibilities and tasks, innovative ideas about the execution of HR responsibilities and tasks, bring up the feedback of the employee on the performance of the HR responsibilities (Table 4.3).

Table 4.3: Perception of respondent for competency

Items	Strongly Disagree		Disagree		Neutral		Agree		Strongly agree		Mean	Standard Deviation
	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent		
Our organization is committed to the development and growth of its line managers in terms of people skills	0	0.0%	7	5.3%	14	10.5%	99	74.4%	13	9.8%	3.9	0.6
I can remain calm when facing difficulties in performing my HR responsibilities and I can usually find several solutions.	3	2.3%	3	2.3%	21	15.8%	87	65.4%	19	14.3%	3.9	0.8
Whatever comes my way in performing my HR responsibilities I can usually handle it.	0	0.0%	3	2.3%	24	18.0%	90	67.7%	16	12.0%	3.9	0.6
I'm able to effectively deal with changes in the performance of the HR responsibilities and tasks	0	0.0%	0	0.0%	24	18.0%	94	70.7%	15	11.3%	3.9	0.5
I have sufficient knowledge to perform the HR responsibilities and tasks	0	0.0%	6	4.5%	25	18.8%	90	67.7%	12	9.0%	3.8	0.7
I'm able to come up with innovative ideas about the execution of HR responsibilities and tasks	0	0.0%	10	7.5%	35	26.3%	82	61.7%	6	4.5%	3.6	0.7
I'm able to bring up the feedback of the employee on the performance of the HR responsibilities and tasks	0	0.0%	4	3.0%	28	21.1%	83	62.4%	18	13.5%	3.9	0.7

4.3.3.1.2 Capacity

Regarding the capacity, a total of four questions were covered. As it is shown in the below table, most of the mean values for capacity was almost between 3.5 and 3.9, which revealed on average the respondents were agreed that many times have not to cancel commitments to HR responsibilities and having to prepare priority lists to get done all the HR responsibilities (Table 4.4).

Table 4.4: Perception of respondent for competency

Items	Strongly Disagree		Disagree		Neutral		Agree		Strongly agree		Mean	Standard Deviation
	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent		
I can seem to get caught up with performing my HR responsibilities.	0	0.0%	7	5.3%	27	20.3%	90	67.7%	9	6.8%	3.8	0.7
Sometimes I not feel as if there are not enough hours in the day	0	0.0%	20	15.0%	49	36.8%	45	33.8%	19	14.3%	3.5	0.9
Many times I have not to cancel my commitments to my HR responsibilities.	0	0.0%	7	5.3%	31	23.3%	86	64.7%	9	6.8%	3.7	0.7
I find myself having to prepare priority lists to get done all the HR responsibilities I have to do.	0	0.0%	3	2.3%	33	24.8%	76	57.1%	21	15.8%	3.9	0.7

4.3.3.1.3 HR Support

The perception of respondents for HR support in the implementation of HRM tasks by line managers is presented in the Table 4.5. As it indicates, most of the mean values for

HR support were between 2.8 and 3.6, which reveals that there is mixed response of moderately agree and agreed with the HR support. The respondents were agreed that the HR managers are always willing to help, have the necessary knowledge to answer my questions, is responsible for the time to obtain the right information. However, they are moderately agreed that the HR gives individual attention and tries to reach the best (Table 4.5).

Table 4.5: Perception of respondent for HR support

Items	Strongly Disagree		Disagree		Neutral		Agree		Strongly agree		Mean	Standard Deviation
	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent		
The HR managers are always willing to help.	3	2.3%	21	15.8%	36	27.1%	48	36.1%	25	18.8%	3.5	1.0
The HR managers have the necessary knowledge to answer my questions	3	2.3%	4	3.0%	47	35.3%	69	51.9%	10	7.5%	3.6	0.8
The HR department gives me individual attention.	13	9.8%	24	18.0%	76	57.1%	17	12.8%	3	2.3%	2.8	0.9
The HR department tries to reach the best for me	6	4.5%	33	24.8%	60	45.1%	31	23.3%	3	2.3%	2.9	0.9
The HR department is responsible for the time to obtain the right information that I need for executing the HR responsibilities and tasks.	10	7.5%	15	11.3%	31	23.3%	68	51.1%	9	6.8%	3.4	1.0

4.3.3.1.4 Policies and Procedures

The respondents were also asked about their perception on the effect of policies and procedures in the implementation of the HRM tasks. A total of six questions were questioned to understand their level of insights. As it can be seen from the below result, the respondents mean value were between 3.4 and 3.9, this indicates that the respondents were agreed that policies, procedures and systems are clear, fair and consistently applied in the bank, the bank has a clear guidelines and handbooks that help perform the HR tasks, compatible HR policies and HR guidelines and concrete planned goals for HR responsibilities (Table 4.6).

Table 4.6: Perception of respondent for policies and procedures

Items	Strongly Disagree		Disagree		Neutral		Agree		Strongly agree		Mean	Standard Deviation
	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent		
Policies, procedures and systems are clear, fair and consistently applied in the bank	10	7.5%	15	11.3%	8	6.0%	83	62.4%	17	12.8%	3.6	1.1
I, as line manager/first reporting officer have a clear understanding of the policies, procedures and systems of the HR practices	0	0.0%	6	4.6%	15	11.5%	94	72.3%	15	11.5%	3.9	0.6
The bank has a clear guidelines and handbooks that help perform the HR tasks	0	0.0%	8	6.0%	18	13.5%	95	71.4%	12	9.0%	3.8	0.7
I work under in a compatible HR policies and HR guidelines.	3	2.3%	14	10.5%	27	20.3%	79	59.4%	10	7.5%	3.6	0.9
I have concrete, planned goals for my HR responsibilities.	0	0.0%	10	7.5%	26	19.5%	91	68.4%	6	4.5%	3.7	0.7
I have to feel my way in perform HR responsibilities	0	0.0%	27	20.3%	30	22.6%	66	49.6%	10	7.5%	3.4	0.9

4.3.2.2 Effectiveness of Line Managers’ in the Implementation of HRM

After discussing the factors for the effectiveness of line managers in the implementation of HRM tasks, it is important to understand the level of effectiveness of the line managers related with the above stated factors. As the respondents gave their perceptions, the mean value is between 3.4 and 4.0. This indicates that most of the respondents were agreed that they are effective in the implementation of the HRM tasks since they have a competency and capacity, outstanding HR support and policies and procedures in the organization (table 4.7).

Table 4.7: Perception of respondents for effectiveness

Items	Strongly Disagree		Disagree		Neutral		Agree		Strongly agree		Mean	Standard Deviation
	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent		
I have a competency to effectively implement the HRM tasks.	0	0.0%	4	3.0%	17	12.8%	91	68.4%	21	15.8%	4.0	0.1
I have a time capacity and effectively implement the HRM tasks.	0	0.0%	6	4.5%	22	16.5%	89	66.9%	16	12.0%	3.9	0.1
The HR department support is outstanding for me to implement the HRM tasks effectively.	0	0.0%	20	15.0%	41	30.8%	62	46.6%	10	7.5%	3.5	0.1
Policies, procedures and systems are clear, fair and consistent to implement the HRM tasks effectively.	6	4.5%	24	18.0%	21	15.8%	70	52.6%	12	9.0%	3.4	0.1

4.3 Factorial Analysis

According to Terre Blanche et al. (2006) factor analysis is a statistical technique that is used to identify a relatively small number of factors in order to represent the relationship among a set of interrelated variables. Factor analysis involves three steps; computing inter-correlations between variables (correlation matrix), extracting initial factors and rotating the factors to obtain a clear picture of the factor content. In this study, the Principle Component Analysis method was applied

4.3.1 Feasibility Test of Factor Analysis

In order to determine the sampling adequacy and sphericity, the Kaiser-Meyer-Olkin Measure of Sampling Adequacy (MAS) and Bartlett's Test of Sphericity were respectively carried out on the inter-correlation of the 22 items. Out of this total item the measuring instrument 1 item was dropped due to recording low MAS that is scores of less than 0.5. As the result, only 21 items were remained after the MAS were inter-correlated. With this feasibility indexes, factor analysis could be applied.

Table 4.8: KMO and Bartlett's test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.780
Bartlett's Test of Sphericity	Approx. Chi-Square	1743.432
	Df	210
	Sig.	.000

From Table 4.8, it is clear that the data set complies with the requirement for factor analysis. The test of (KMO) value is 0.780, which exceed the threshold 0.60 (Cerny& Kaiser, 1977). The Bertlet's test of sphericity is significant since it has the value less than 0.05 which is 0.000. As the result the factor analysis is useful with this data.

4.3.2 Factor Extraction and Rotation

In order to determine the number of factors to be retained, some rules of thumb have been suggested by different scholars. One criterion that can be used to determine the number of factors to retain is Kaiser's criterion which is a rule of thumb. This criterion suggests retaining all factors that are above the eigenvalue of one (Kaiser, 1960). Another criterion

is based on Jolliffe's criterion which recommends retaining factors above .70 (Jolliffe, 1986). It has been argued that both criteria may result in overestimation in the number of factors extracted (Costello & Osborne, 2005; Field, 2009). Therefore, it is suggested to use the scree test in conjunction with the eigenvalues to determine the number of factors to retain.

Total Variance Explained result (Table 4.9) used to determine the number of significant factors. From this result only extracted and rotated values are meaningful for interpretation. The factors are arranged in the descending order based on the most explained variance. The Extraction Sums of Squared Loadings is identical to the Initial Eigenvalues except factors that have eigenvalues less than 1 are not shown. These columns show the eigenvalues and variance prior to rotation. The Rotation-Sums of Squared Loadings show the eigenvalues and variance after rotation. Moreover, the researcher tried to use the scree-plot for showing the relationship between eigenvalues and factors.

Table 4.9: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.275	25.117	25.117	5.275	25.117	25.117	3.392	16.151	16.151
2	3.476	16.551	41.668	3.476	16.551	41.668	3.256	15.503	31.655
3	2.265	10.786	52.454	2.265	10.786	52.454	2.654	12.638	44.293
4	1.806	8.599	61.053	1.806	8.599	61.053	2.289	10.900	55.193
5	1.542	7.344	68.397	1.542	7.344	68.397	2.062	9.819	65.012
6	1.055	5.023	73.420	1.055	5.023	73.420	1.766	8.408	73.420
7	.883	4.205	77.625						
8	.751	3.575	81.200						
9	.589	2.806	84.006						
10	.550	2.617	86.623						
11	.529	2.521	89.144						
12	.479	2.282	91.426						
13	.400	1.902	93.329						
14	.360	1.712	95.041						
15	.299	1.424	96.465						
16	.225	1.072	97.537						
17	.161	.765	98.302						
18	.118	.560	98.862						
19	.096	.455	99.317						
20	.089	.422	99.739						
21	.055	.261	100.000						

Extraction Method: Principal Component Analysis.

Source: SPSS Output

Table 4.9 illustrates that the first six factors/components that have eigenvalues greater than one meet the requirement. As can be seen from the result, after rotation, factor 1, factor 2, factor 3, factor 4, factor 5 and factor 6 accounts for 16.15 %, 15.50 %, 12.63 %, 10.9 %, 9.81 % and 8.40 % of the variance. All the six factors together explain for 73.42% of the variance in effectiveness of line manager's role.

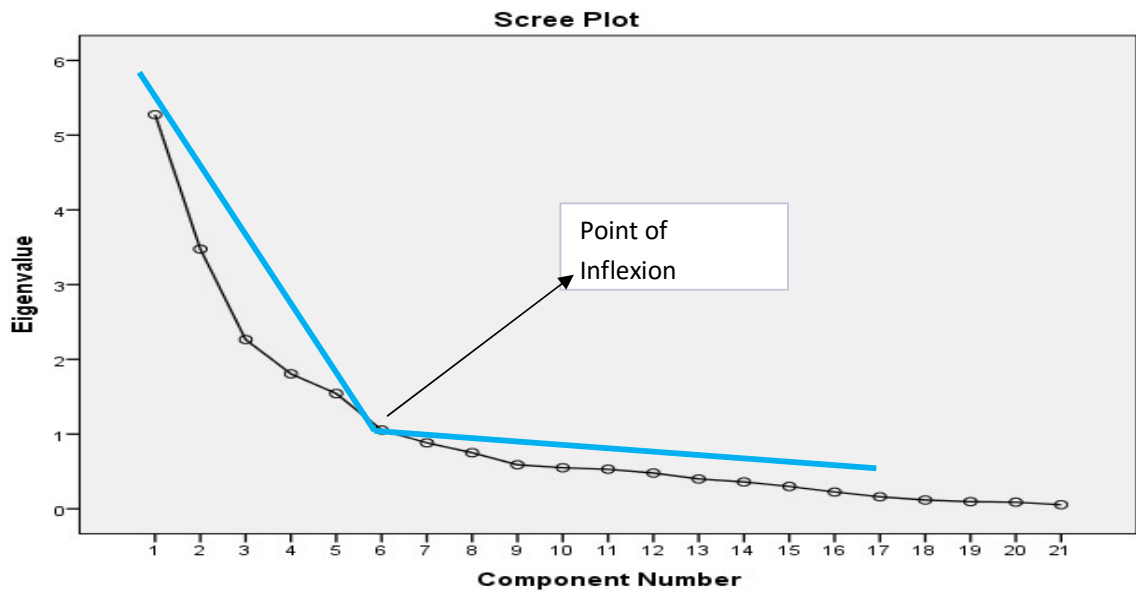


Figure 3 :Scree plot

Figure 1 illustrates the scree-plot graphs the eigenvalues against each factor. The number of factors to be retained is the data points that are above the break (i.e., point of inflexion). To determine the 'break', the researcher tried to draw a horizontal line and a vertical line starting from each end of the curve. As can be seen from figure, after factor/component of six there is a sharp change in the curvature of the scree-plot. This shows that after factor six the total variance accounts for smaller and smaller amounts.

4.3.3 Identifying the effectiveness factors and factor scores

To obtain a clearer picture of the factor content, the factor matrix was rotated by means of Varimax with Kaiser Normalization method. The rotated component matrix Table 4.10 illustrates the rotated factor matrix correlation of the variables with each of the extracted factors. Usually, each of the variables is highly loaded in one factor and less loaded towards to the other factors. To identify the variables, included in each factor, the variable with the value maximum in each row is selected to be part of the respective factor.

Loading values greater than and equal to 0.5 were considered significant to group the variables into six effectiveness factors. Accordingly, in this analysis the rotated component matrix result 20 items were loaded out of a total of 21 items (five items loaded on factor 1, five items in each of factor 2, four items in factor 3 and two items in each factor 4, 5 and 6) Table 4.10.

Table 4.10: Rotated Component Matrix

Items	Component/Factors					
	1	2	3	4	5	6
The HR managers are always willing to help.	.837					
The HR department tries to reach the best for me	.778					
The HR managers have the necessary knowledge to answer my questions	.712					
The HR department gives me individual attention.	.682					
The HR department is responsible for the time to obtain the right information that I need for executing the HR responsibilities and tasks.	.599					
I find myself having to prepare priority lists to get done all the HR responsibilities I have to do.		.785				
Many times I have not to cancel my commitments to my HR responsibilities.		.764				
Our organization is committed to the development and growth of its line managers in terms of people skills		.715				
I can remain calm when facing difficulties in performing my HR responsibilities and I can usually find several solutions.		.617				
Sometimes I not feel as if there are not enough hours in the day		.595				
Policies, procedures and systems are clear, fair and consistently applied in the bank			.865			
I work under in a compatible HR policies and HR guidelines.			.767			
I, as line manager/first reporting officer have a clear understanding of the policies, procedures and systems of the HR practices			.765			
The bank has a clear guidelines and handbooks that help perform the HR tasks			.603			
I have concrete, planned goals for my HR responsibilities.				.771		
I'm able to come up with innovative ideas about the execution of HR responsibilities and tasks				.757		
Whatever comes my way in performing my HR responsibilities I can usually handle it.					.837	
I have sufficient knowledge to perform the HR responsibilities and tasks					.635	
I'm able to effectively deal with changes in the performance of the HR responsibilities and tasks						.795
I'm able to bring up the feedback of the employee on the performance of the HR responsibilities and tasks						.623

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

Source: SPSS Output

At this point (after factor loading), the researcher is faced with the task of deciding whether the factor analytical procedure produced any meaningful results, and whether conceptually sound interpretation can be attached to the results. Each factor has to be identified and appropriately labeled or named. The six factors that emerged could be named as depicted in (Table 4.11).

Table 4.11: Naming of Emerged Factors

Factor	Name of Factors	Items	Factor Loading % of Variance
1	HR Support	The HR managers are always willing to help.	16.15
		The HR department tries to reach the best for me	
		The HR managers have the necessary knowledge to answer my questions	
		The HR department gives me individual attention.	
		The HR department is responsible for the time to obtain the right information that I need for executing the HR responsibilities and tasks.	
2	Capacity & Competency	I find myself having to prepare priority lists to get done all the HR responsibilities I have to do.	15.5
		Many times I have not to cancel my commitments to my HR responsibilities.	
		Our organization is committed to the development and growth of its line managers in terms of people skills	
		I can remain calm when facing difficulties in performing my HR responsibilities and I can usually find several solutions.	
		Sometimes I not feel as if there are not enough hours in the day	
3	Policies & Procedures	Policies, procedures and systems are clear, fair and consistently applied in the bank	12.63
		I work under in a compatible HR policies and HR guidelines.	
		I, as line manager/first reporting officer have a clear understanding of the policies, procedures and systems of the HR practices	
		The bank has a clear guidelines and handbooks that help perform the HR tasks	
4	Competency & Policies	I have concrete, planned goals for my HR responsibilities.	10.9
		I'm able to come up with innovative ideas about the execution of HR responsibilities and tasks	
5	Competency	Whatever comes my way in performing my HR responsibilities I can usually handle it.	9.81
		I have sufficient knowledge to perform the HR responsibilities and tasks	
6	Capacity	I'm able to effectively deal with changes in the performance of the HR responsibilities and tasks	8.4
		I'm able to bring up the feedback of the employee on the performance of the HR responsibilities and tasks	

Source: SPSS

Based on the above Table 4.11, the identified six effectiveness factors the role of line managers in the implementation of HRM tasks in the Commercial Bank of Ethiopia were: HR support explains about 16.15 % of variation as factor one, capacity and competency account 15.5 % of variation as factor two, policies and procedures accounts about 12.63 % of variation as factor three, competency and policies account about 10.9 % of variation as factor four, competency account about 9.8 % of variation as factor five, capacity explain about 8.4 % of variation as factor six. Consequently, all the six factors together explained for 73.42% % of the variation in effectiveness of line managers' in the implementation of HRM.

4.4 Regression Analysis

4.4.1 Regression Model Diagnostics Result

4.4.1.1 Normality Test

One of the assumption of linear regression model is the residual values are need to be normally distributed. As the result, checking the normality of the residual of the model estimated is important. The distribution of the residuals are illustrated in the below figure.

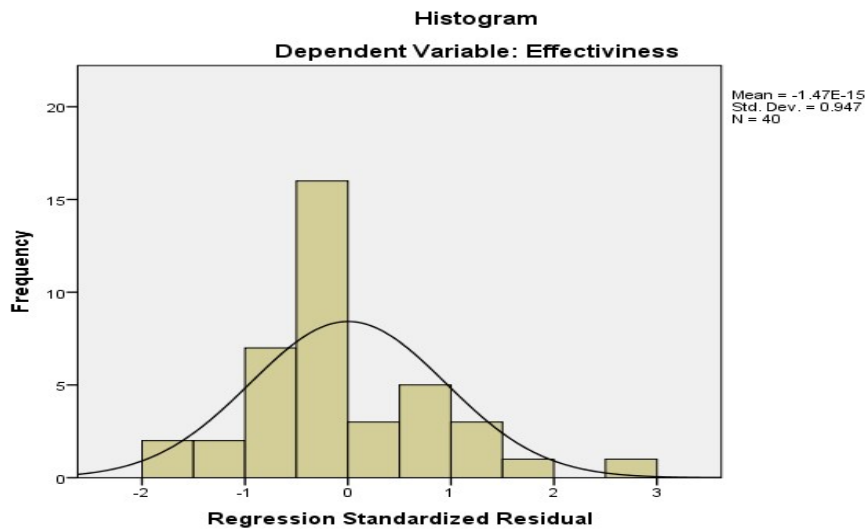


Figure 4: Normal Test Result

As it depicted from the above figure, the shape of the histogram follows the shape of the normal curve fairly well. As the result, we can conclude that the residuals are normally distributed and the model is appropriate (Figure 3).

4.4.1.2 Multicollinearity Test

After the normality test in the regression model, it is important to conduct multicollinearity test. The multicollinearity test is conducted using a basis of VIF value. If

the VIF value lies between 1-10, then there is no multicollinearity. However, If the VIF value is less than 1 or greater than 10, there is multicollinearity. The multicollinearity test is depicted in the bellow table.

Table4.12 : Multicollinearity Test Result

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	-.108	.306		-.352	.727		
1 Competency	.193	.079	.177	2.451	.019	.674	1.484
Capacity	.234	.084	.210	2.780	.009	.618	1.619
HR Support	.249	.056	.314	4.484	.000	.716	1.397
Policies and Procedures	.352	.049	.536	7.143	.000	.625	1.600

Dependent Variable: Effectiveness

Based on the above Table 4.12 output, collinearity statistics of VIF, obtained is between 1.397 and 21.619, meaning that the VIF value obtained is between 1 and 10 and it can be conclude that there is no multicollinearity symptoms.

4.4.1.3 Autocorrelation Test Result

After the test is completed multicollinearity it is important to examine whether there was a correlation between residuals by way of autocorrelation test. Durbin Watson statistics tests for autocorrelation value ranges from 0 to 4 and as a rule of thumb, the value should be between 1.5 and 2.5 to indicate independent of observations (Garson, G. David, 2010).

Table 4.13: Autocorrelation Test Result

Durbin-Watson
1.79

Therefore, as shown from Table 4.13 the Durbin Watson value 1.79 reveals that there is no autocorrelation and implies that independent of observation and the model is adequate.

4.4.2 Correlation Analysis

To empirically examine the relationship between competency, capacity, HR support and policies with effectiveness of line managers, Pearson correlation test were applied (Statistics Solutions, 2020). The results were analyzed based on correlation analysis formula shown as follows: -1 to -0.5 or 1.0 to 0.5 strong, -0.5 to -0.3 or 0.3 to 0.5 moderate, -0.3 to -0.1 or 0.1 to 0.3 weak and -0.1 to 0.1 none or very weak.

Table 4.14: Correlation result

		Effectiveness	Competency	Capacity	HR Support	Policies and Procedures
Pearson Correlation	Effectiveness	1.000				
	Competency	.498	1.000			
	Capacity	.602	.564	1.000		
	HR Support	.671	.132	.234	1.000	
	Policies and Procedures	.842	.302	.409	.531	1.000
Sig. (1-tailed)	Effectiveness	.	.001	.000	.000	.000
	Competency	.001	.	.000	.209	.029
	Capacity	.000	.000	.	.073	.004
	HR Support	.000	.209	.073	.	.000
	Policies and Procedures	.000	.029	.004	.000	.

Source: SPSS output

The above summarized correlation matrix illustrates competency, capacity, HR support and policies have a positive and significant relationship with the effectiveness of line managers at the 1% level of significance. The Pearson correlation coefficient values for competency, capacity, HR support and policies were 0.498, 0.602, 0.671 and 0.842, respectively. As a result, the relationship between competency and effectiveness is moderate while capacity, HR support and policies have a strong relationship with the effectiveness of managers in the implementation of HRM tasks (Table 4.14).

4.4.3 Multiple Regression Result

In addition to the above factor analysis, a multiple regression method is also applied to empirically estimate the effect of those factors. The adjusted coefficient of determination (R^2) shows that the five factors explained approximately 86.3 % of the variation in effectiveness of internal control system. This also indicates that the model is appropriate (Table 4.15).

Table 4.15: Model Summary Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.936 ^a	.877	.863	.22016	1.79

a. Predictors: (Constant), Policies and Procedures, Competency, HR Support, Capacity

b. Dependent Variable: Effectiveness

Table 4.16: Model Coefficients Estimation Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.108	.306		-.352	.727
	Competency	.193	.079	.177	2.451	.019
	Capacity	.234	.084	.210	2.780	.009
	HR Support	.249	.056	.314	4.484	.000
	Policies and Procedures	.352	.049	.536	7.143	.000

a. Dependent Variable: Effectiveness

As we observed from the above Table 4.16 model coefficients estimation result, since the significance values of all the independent variables have values less than 0.01 and 0.05, the independent variables are positively significant at 1 % and 5% significance level. The estimated coefficients give a measure of the contribution of each variable to the model. Based on the above regression coefficient estimation result, the contribution of policies and procedures is higher with coefficient value of 0.352 followed by HR support (0.249), capacity (0.234) and competency (0.193).

This study finding is also consistent with other studies such as Hall & Torrington, 1998, McGovern, Gratton, Hope Hailey, Stiles, & Truss, 1997 as they found that competence, HR support, capacity and policies and procedures are three distinct factors that might contribute to the role of line managers play in implementing HRM. They are characteristics of the line managers and their job (perceived time capacity, competences) and relationship with the HR department (HR support) and companies policies and procedures towards line managers. Performance management, Training and development, career development, Personnel administration, and Occupational health and safety are the most common practices and policies that being implemented by the line managers of the organization.

In general, the multiple regression equation based on the above estimation result can be written as follow:

$$ef = c + 0.193 \text{ comp} + 0.234 \text{ cap} + 0.249 \text{ hrsp} + 0.193 \text{ pp}$$

By considering the above regression results, the revised theoretical model is depicted as follow:

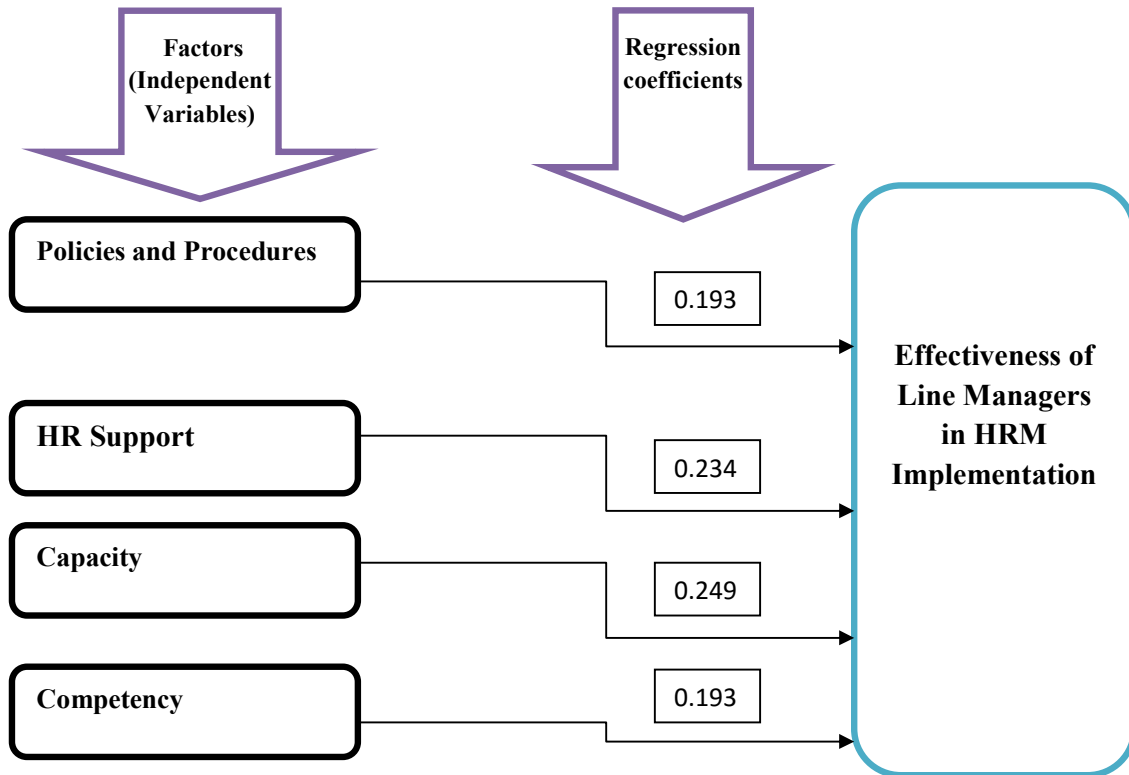


Figure 5: Theoretical model after model estimation

CHAPTER FIVE

5. SUMMARY OF FINDINGS, CONCLUSION ANDRECOMMENDATION

5.1 Summary of the Research

In this study a total of 146 questionnaires were distributed. From this distributed questionnaires, only 133 questionnaires were returned. Therefore, a response rate of these collected questionnaires was 91 % and reveals that it was good enough and appropriate to precede the next steps. Both descriptive and inferential statistics were applied. From descriptive analysis percentage, mean and standard deviation were used to know the data characteristics of the factors affecting effectiveness of the role of line managers in the implementation of HRM tasks, whilst factory analysis and multiple regressions were employed for inferential statistics. The reliability of the questionnaire was tested by means of Cronbach's Alpha test and the data set was reliable and acceptable with Cronbach's Alpha average result.

According to the descriptive analysis mean value for seven questions related with competency is ranges from 3.8 to 3.9, which implies that the respondents have agreed that the their organization is committed to the development and growth of its line managers in terms of people skills, sufficient knowledge to perform the HR responsibilities and tasks, innovative ideas about the execution of HR responsibilities and tasks, bring up the feedback of the employee on the performance of the HR responsibilities. Regarding the capacity, most of the mean values were almost between 3.5 and 3.9, which revealed on average the respondents were agreed that many times have not to cancel commitments to HR responsibilities and having to prepare priority lists to get done all the HR responsibilities. The perception of respondents for HR support in the implementation of HRM tasks by line managers is also presented and most of the mean values were between 2.8 and 3.6, which reveals that there is mixed response of moderately agree and agreed with the HR support. The respondents were agreed that the HR managers are always willing to help, have the necessary knowledge to answer my questions, responsible for the time to obtain the right information. However, they are moderately agreed that the HR gives individual attention and tries to reach the best. The respondents were also asked about their perception on the effect of policies and procedures in the implementation of the HRM task and the mean value is between 3.4 and 3.9, this indicates that the respondents were agreed that policies,

procedures and systems are clear, fair and consistently applied in the bank, the bank has a clear guidelines and handbooks that help perform the HR tasks, compatible HR policies and HR guidelines and concrete planned goals for HR responsibilities. Moreover, as the respondents gave their perceptions; the mean value for effectiveness of the line managers is between 3.4 and 4.0. This indicates that most of the respondents were agreed that they are effective in the implementation of the HRM tasks since they have a competency and capacity, outstanding HR support and policies and procedures in the organization.

To obtain a clearer picture of the factor content, the factor analysis is applied. Based on the above factor analysis finding, six effectiveness factors has identified that affect the role of line managers in the implementation of HRM tasks in the Commercial Bank of Ethiopia such as HR support t 16.15 % of , capacity and competency 15.5 % , policies and procedures 12.63 % , competency and policies 10.9 % of , competency 9.8 % of , capacity 8.4 % of variation as factor six. Consequently, all the six factors together explained for 73.42% % of the variation in effectiveness of line managers' in the implementation of HRM.

Likewise, correlation matrix illustrates competency, capacity, HR support and policies have a positive and significant relationship with the effectiveness of line managers at the 1% level of significance. The Pearson correlation coefficient values for competency, capacity, HR support and policies were 0.498, 0.602, 0.671 and 0.842, respectively. As a result, the relationship between competency and effectiveness is moderate while capacity, HR support and policies have a strong relationship with the effectiveness of managers in the implementation of HRM tasks. In line with the correlation analysis, the multiple regression result also reveals that all the independent variables are positively significant. As we observed from model coefficients estimation result, all the independent variables are positively significant. The estimated coefficients give a measure of the contribution of each variable to the model. Based on the above regression coefficient estimation result, the contribution of policies and procedures is higher with coefficient value of 0.352 followed by HR support (0.249), capacity (0.234) and competency (0.193).

5.2 Conclusion

The aim of this research was to identify factors that affect the line manager's role in the implementation effective HRM tasks in Commercial Bank of Ethiopia. The study applied both factor and multiple regression analysis to identify critical factors. Based on the factor analysis six factors are identified for effectiveness of line manager's role in the implementation of HRM tasks. Those factors are;HR support which explains about 16.15 % of variation as factor one, capacity and competency account 15.5 % of variation as factor two, policies and procedures accounts about 12.63 % of variation as factor three, competency and policies account about 10.9 % of variation as factor four, competency account about 9.8 % of variation as factor five capacity explain about 8.4 % of variation as factor six. Consequently, all the six factors together explained for 73.42% % of the variation in effectiveness of line managers' in the implementation of HRM.

Furthermore, the correlation matrix illustrates competency, capacity, HR support and policies have a positive and significant relationship with the effectiveness of line managers at the 1% level of significance. Likewise, the multiple regression result also reveals that all the independent variables are positively significant. As we observed from model coefficients estimation result, all the independent variables are positively significant.

5.3. Recommendations

Based on the findings the following recommendations were forwarded:

- ❑ The factor analysis as well as multiple regression finding reveals that HR support has a positive effect on line managers in the implementation of effective HRM tasks. Therefore, the bank needs to have strength the HR support such as give special attention and providing necessary support for specific and expertise issues related HRM tasks that help them to implement their tasks.

- ❑ The study also identified policies and procedures are one of those major factors that affect the line managers' role on implementation of effective HRM tasks. Therefore, Commercial Bank of Ethiopia should continuously revised its policy and procedures that is clear, fair and consistently applied and that

reduce line managers role of ambiguity and role conflict on implement of their HRM tasks.

- ❑ Finally, increasing the competency and capacity of the line managers is very important for the better output. The finding indicates also competency and capacity have an effect on the effectiveness of line managers. Bank also needs to strength line managers' role for develop their competency on HR tasks and use effective on time capacity launch training and development programs related HRM tasks.

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Appendix

Questionnaire

**ADDIS ABABA UNIVERSITY
SCHOOL OF COMMERCE**

MASTERS OF ART IN HUMAN RESOURCE MANAGEMENT PROGRAM

Dear Respondent, I am an MA student at the Addis Ababa University, School of Commerce. As a partial Fulfillment of the Requirements for the Award of a Master of Arts Degree in Human Resources Management, I am conducting a research on the factors affecting the role of line managers on implementation of SHRM in the case of Commercial Bank of Ethiopia (CBE). The purpose of this letter is to request permission to get relevant information and the kind of experience you have on factors (competence, capacity, HR support and bank's policy and procedures) on the role of line managers on implementing HR practices such as (recruitment, training and development, communication, performance management) in your team or branch.

I would like to assure you that any information received will be purely for academic purposes and will be treated in strict confidentiality. You will not be asked to give your name or any other data that could identify you.

For the purpose of this study: Line Managers (LM) is heads who is managing the day today activities of two or more staff under their supervision. If you have any questions, please contact me on +251 911950388 or send me an e-mail: adetef@gmail.com or AdeyTefera@cbe.com.et

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

Yours faithfully,

Adey Tefera

Instruction

Please read each statement carefully and put a tick mark under the number that most describes each respondent's opinion.

Part I: Demographic Profile

1) Gender

Female Male

2) Age

18 – 25 26 - 35

36 - 45 46 – 55 Over 55

3) Your Education level

PhD First Degree

Graduate Diploma

4) Number of years with this organization?

Less than 5 year 5 – 10 years

10-15 years Above 15 years

Part Two: Factors affecting the role of line managers' implementation of HRM

In this section you are scale up question related to factors that affecting the role of line managers' implementation of HRM in the bank. Please use a tick mark on your right response.

No	Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	COMPETENCE					
1	Our organization is committed to the development and growth of its line managers in terms of people skills					
2	I can remain calm when facing difficulties in performing my HR responsibilities and I can usually find several solutions.					
3	Whatever comes my way in performing my HR responsibilities I can usually handle it.					
4	I'm able to effectively deal with changes in the performance of the HR responsibilities and tasks					
5	I have sufficient knowledge to perform the HR responsibilities and tasks					
6	I'm able to come up with innovative ideas about the execution of HR responsibilities and tasks					
7	I'm able to bring up the feedback of the employee on the performance of the HR responsibilities and tasks					
	TIME CAPACITY					
8	I can seem to get caught up with performing my HR responsibilities.					
9	Sometimes I not feel as if there are not enough hours in the day					
10	Many times I have not to cancel my commitments to my HR responsibilities.					
11	I find myself having to prepare priority lists to get done all the HR responsibilities I have to do.					
	HR SUPPORT					

No	Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
12	The HR managers are always willing to help.					
13	The HR managers have the necessary knowledge to answer my questions					
14	The HR department gives me individual attention.					
15	The HR department tries to reach the best for me					
16	The HR department is responsible for the time to obtain the right information that I need for executing the HR responsibilities and tasks.					
	POLICIES AND PROCEDURES					
17	Policies, procedures and systems are clear, fair and consistently applied in the bank					
18	I, as line manager/first reporting officer have a clear understanding of the policies, procedures and systems of the HR practices					
19	The bank has a clear guidelines and handbooks that help perform the HR tasks					
20	I work under in a compatible HR policies and HR guidelines.					
21	I have concrete, planned goals for my HR responsibilities.					
22	I have to feel my way in perform HR responsibilities					

Part Three: Effectiveness of Line Managers' in the Implementation of HRM

In this section you are scale up question related to your effectiveness in the implementation of HRM in the bank. Please use a tick mark on your right response.

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	Effectiveness of Line Managers					
23	I have a competency to effectively implement the HRM tasks.					
24	I have a time capacity and effectively implement the HRM tasks.					
25	The HR department support is outstanding for me to implement the HRM tasks effectively.					
26	Policies, procedures and systems are clear, fair and consistent to implement the HRM tasks effectively.					

Thank you for your cooperation!!