

Nexus of Devolvement of HRM, HRM effectiveness and Organizational performance: The moderating role of organizational support

Muhammad Waseem* and Abdul Majid†

Abstract

The main purpose of this study is to evaluate the effects of devolvement of HRM to the line managers and its impact on HRM effectiveness and organizational performance. In addition, it was also observed that how line managers' perception of organizational support influences the relationship of devolvement and HRM effectiveness. The data was collected from the middle management employees working in leading commercial banks of Pakistan through a structured questionnaire. It was found that devolvement of HRM improves HRM effectiveness and thereby contributes in the improvement of organizational performance. The results also indicate that manager's positive perception regarding organizational support further strengthens the relationship between devolvement and HRM effectiveness. This study added some value into the existing research on the devolvement of HRM and its relationship with organizational performance by incorporating the moderating role of organizational support and mediating role of HRM effectiveness. The findings of this study also suggested that devolvement of HRM will yield better HR and organizational outcomes when the line managers feel supported from their organizations. Therefore, the organizations should signal their support to the line managers and acknowledge the importance of line managers involvement in HRM.

Keywords: Devolvement of HRM, HRM Effectiveness, Organizational Performance and Organizational Support.

Introduction

Today's competitive and complex business environment has significantly changed the role of HR function in organizations. Now the role of HR department has become more strategic in nature, they need to constantly renew the organization policies, strategies and systems to improve organizational performance. Azmi & Mushtaq (2015) argued that to perform strategically, HR managers need an active involvement of line managers in managing some of the HR activities. There are different HR tasks in which the role of line managers is more important such as absenteeism, discipline, recruitment and performance appraisal etc. Therefore, a decentralized approach is required to deal with HRM

* Muhammad Waseem Department of Management Sciences, Hazara University, Mansehra Pakistan. Email: mwaseem@hu.edu.pk

† Dr. Abdul Majid, Department of Management Sciences, Hazara University, Mansehra Pakistan.

activities in which different HR activities are performed by the line managers. A close collaboration between HR manager and line managers is essential for successful management of human resources of an organization.

The role and responsibilities of line managers has been significantly changed and now they are being held responsible for the achievement of HRM goals along with their own departmental goals. To effectively perform such type of dynamic role, the line managers expect that their organizations will support them in their day to day activities. Their contribution in the overall effectiveness of HRM function will be enhanced, when they perceive that their organization is more supportive.

The research which focuses on the devolvement of HRM to line managers suggests that the line managers need to be capable and committed to HRM responsibilities as well. Similarly, the line managers also require necessary support from HR managers. HR manager's support will help to motivate the line managers to take responsibility of HR activities and learn the required skills. (Gilbert et al., 2011). In addition to HR support, the line managers also need support of their own supervisors, coworkers and subordinates as well. (Maxwell and Watson; 2006). Such type of organizational support will enable the line managers to fulfill their HR responsibilities more effectively. The managers will be motivated to perform HR-related tasks if they feel supported by their organizations. Therefore, this study also focuses on evaluating the effects of organizational support, which is available to the line managers, for managing their HR activities along with their own departmental obligations. This study will contribute into the existing research by further explaining the black-box between HRM-performance linkage. It has highlighted the effects of devolvement of HRM on HRM effectiveness how HRM effectiveness helps to improve the market and financial performance of organization. In addition, this study also evaluated the moderating effect of organizational support in the relationship of devolvement and HRM effectiveness.

This research paper is divided into different sections, after introduction, the literature section provides the review of relevant literature and development of hypotheses accordingly. At the end of literature review, the theoretical framework is also presented. The next section discusses the research methods followed by results and discussion sections.

Literature Review

Devolvement of HRM and Organizational Performance

The devolvement of HRM to line managers has been considered as an important aspect to study the linkages of strategy and HRM. Many

researchers have discussed the devolvement of HRM to line managers and also examined the effects of this type of decentralization (e.g. Budhwar & Sparrow 1997; Budhwar 2000; Gibb 2003; Valverde et al. 2006; Srimannarayana, 2010; Azmi & Mushtaq 2015).

Brewster and Larsen (1992, p. 412) defined devolvement as “the degree to which HRM practices involve and give responsibility to line managers rather than personnel specialists.” The line managers are the managers who work at middle level management positions often the head of different sections are units of the organization. Line managers are placed below the top managers and are responsible for supervising other managers. However, front line supervisors, lower-level line managers, operational managers are also considered line managers (Kulik and Bainbridge 2006). The role of these managers has usually been limited to setting and achieving the goals in their departments. However, the role of line management has been currently reorganized and they are now more involved in core HRM functions as well. In addition to their departmental goals, the line managers are also held responsible for achieving the HRM goals like “achieving high commitment of their subordinates” (Lowe 1992). The line managers are in better position to translate the HR policy into manageable actions at their workplace. In a modified ‘business model’ of HRM, the line managers are considered as the key actors in HRM, holding a vital position between HR decision makers and the employees. Altogether, line managers’ discretion in executing HR tasks means they play an important role in the HRM-performance link.

The devolvement of different HRM functions such as compensation, performance management, recruitment and selection and HRD has been explained by several researchers (e.g. Budhwar 2000; Mahoney and Brewster 2002; Larsen and Brewster 2003; Srimannarayana 2010). Cunningham and Hyman (1999) argued that devolvement of HRM helps to promote an integrative culture of people management through line managers. Line management is the ideal position to allocate HR responsibilities for making people management more effective (Hailey, Farndale and Truss 2005). Reorganization of the firms requires the reallocation of HRM activities as well, the other stakeholders like line managers need to be involved in different functions of HRM (Renwick 2000). Thus, devolvement would help HR managers to play an important role in the achievement of organizational objectives in collaboration with line managers. An open and regular communication is required to help line managers in developing a better understanding of their role in performance of certain HR activities. The HRM issues like controlling absenteeism, team management, discipline, recruitment,

health and safety measures and performance management call for an active contribution of line managers. HRM aims to improve organizational performance in such type of HR practices through an effective partnership with line managers. Naznin& Hussain, (2016) suggested that the devolvement of HRM significantly changed the role of HR department as well as of the line managers. The line managers have to play a different role like a leader, enabler and facilitator rather than just a supervisor. Similarly, HR manager has to play his role as an employee champion, a strategic business partner or an 'objective adviser' (Naznin& Hussain, 2016). The main purpose of overall concept of devolvement is to improve the effectiveness of HR function by making it more responsive to the needs of organization. The devolvement of HRM will help the line managers to be more responsive and fast in their decision making (Budhwar, 2000)

There are some studies, which have highlighted some issues related with devolvement of HRM, for example, Perry and Kulik, (2008) argued that there are some incompatibilities between the goals of devolvement and basic nature of line manager's job. Bond and Wise, (2003) argued that the line managers take HR tasks as their secondary tasks and are more concerned with their immediate unit responsibilities. This could lead to less devotion by line managers toward HR activities than a HR specialist would. This short-sightedness may result in human resource management that is more split, incompatible and ineffective than HR specialists could manage. However, Perry and Kulik, (2008) concluded that in general devolvement leads to a better management of organizations' human resources, yet many questions are raised e.g. how to take full advantage of such type of decentralization. They argued that ownership and responsibilities of HR activities must be carefully shared between line managers and HR managers. The process requires the full support from both line managers and HR managers.

From the above-mentioned studies, it is observed that there are a number of studies on the involvement of line managers in HRM, still there is a lack of convincing empirical evidences. Most of the studies are qualitative in nature and covers theoretical discourses on line managers' role vis-a-vis HRM. On the basis of above mentioned literature on devolvement of HRM activities to line, the following hypothesis was developed:

Hypothesis 1. Devolvement of HRM has a positive effect on organizational performance.

The devolvement of HRM and HRM Effectiveness

Huselid et al. (1997) defined HRM effectiveness as “the delivery of high-quality technical and strategic HRM activities”. The technical aspect of HRM effectiveness calls for achieving efficiency in traditional HRM activities like staffing, training and development etc. The strategic HRM effectiveness focuses on bringing innovations in managing HRM and achieving competitive advantage through HRM. There are numerous studies on the HRM effectiveness (Huselid, 1995; Gollan, 2005; Suttapong, Srimai, & Pitchayadol, 2014). The effective management of human resources effects the level of employees’ knowledge, skills and abilities. HRM contributes in the success of an organization by effectively integrating the HR strategy with overall organizational strategy and developing a useful partnership with line managers.

The overall effectiveness of HRM can be improved when HR responsibilities are shared by the line managers (Perry and Kulik, 2008). The devolvement of HRM helps the line managers to align their HR activities with their business tasks. Such type of alignment will lead to a better system to manage the HR function of an organization. It will add more value to an organization by making HRM more responsive to the business needs. Devolvement of HRM enables the line managers to connect the top management and other parts of organization through HRM. The devolvement not only helps to enhance the service delivery of HRM but it also reduces the delays in decision making of other organizational processes and making it more problem-centered (Azmi & Mushtaq, 2015).

Similarly, Khan (2011) found that the line managers are more suitable to manage certain HR activities as compared to the HR manager. The line managers have a better understanding of their employees needs and can quickly respond to them. The line managers could be able to motivate and control employees if they have authority to take appropriate HR-related decisions (Khan, 2011). Thus, the devolvement of HRM is considered as an important tool to make HR more effective and thereby improving organizational performance through the human capital of an organization.

Hypothesis 2. The devolvement of HRM positively effects HRM effectiveness.

Mediating role of HRM Effectiveness

As noted in previous sections, many researchers found a positive relationship between SHRM practices and organizational performance, however, there are some researchers who believed that the immediate effect of strategic management practices is on HRM outcomes (e.g. Dyer and Reeves, 1995; Colakoglu, Lepak and Hong 2006 etc.). These

positive HRM outcomes then influence the organizational performance (Guest 1997; Fey et al. 2000). The organizational outcomes are the ultimate results while the HR outcomes are the immediate outcome of strategic human resource management (Rogers and Wright; 1998). Similarly, some authors evaluated the effects of HR practices on employee-related outcomes like employees' satisfaction, motivation and employees' behaviors etc. (e.g. Ostroff and Bowen 2000; Khilji and Wang, 2006; etc.) These authors argued that organizational performance is indirectly influenced by proximal outcomes like employees' attitudes, behaviors and HRM effectiveness.

Hypothesis 3.HRM effectiveness positively mediates the relationship between devolvement of HRM and organizational performance.

Moderating role of Perceived Organizational Support

In organizational support theory (OST), perceived organizational support (POS) is defined as employees' perception regarding the treatment they receive from their organizations and extent to which the organization values their contributions and cares about their well-being (Eisenberger et al, 1986, Eisenberger&Stinglhamber, 2011). OST got popularity because it has the potential to view the relationship between employees and their organizations from the employees' viewpoint. Similarly, on the basis of the norm of reciprocity (Gouldner, 1960), individuals who receive greater resources from their exchange partners will feel obligatory to repay them through favorable outcomes. As a result of such type of benefits, the norm of reciprocity will encourage employees to respond with higher performance. This norm of reciprocity along with OST is also helpful in explaining the employees-organization relationship. When an employee feels supported by his organization, he will try to repay the organization by contributing in the success of his organization.

In our study, it is assumed that, the line managers with higher degree of POS will be more willing to work for the wellbeing of their organizations. Higher POS will not only encourage them to perform their departmental tasks effectively, but they will also contribute in improving the effectiveness of HRM by take responsibility of some of HR activities. The supervisors or managers with higher level of POS believe that their actions have greater chances of being rewarded by the organization (Eisenberger, Rhoades, & Cameron, 1999). Therefore, they will show more interest in taking additional responsibilities (Wayne et al., 2002). The organizations show support for their employees through different actions, however, in this study the focus is on organization's support for line managers HRM responsibilities only. The organization can support the line managers by encouraging them to take HR responsibilities and

acknowledging their contributions in the management of HRM as well. The major task of organization in devolvement of HRM is to create and maintain an ideal environment for facilitating the devolvement of HRM (Joiner, 2007).

Perry and Kulik, (2008) in their findings suggested that in situation where organizations rely on line managers to execute HR policies and line managers were not given the desired support, it will lead to some negative consequences. Therefore, it is necessary to for HR department to offer full support especially in early stages of devolvement.

Hypothesis 4: The relationship between devolvement of HRM and HRM effectiveness will be strengthened by line managers' positive perception of organizational support.

HRM Effectiveness and Organizational Performance

In SHRM literature, it is obvious that the effective management of HR practices leads to better organizational performance. Several authors have studied the linkage of HRM effectiveness and organizational performance and highlighted the contributions of HRM in achieving organizational objectives (e.g. Huselid, 1995; Dalton, 2005). It is important for a firm to better utilize its capabilities by effectively managing the human resources, because the human resources are not inherently productive (Russo and Fouts, 1997). The HRM effectiveness helps the firms to achieve sustainable competitive advantage (Pfeffer, 1994).

The resource-based view (Barney, 1991) holds that firms can achieve sustainable competitive advantages on the basis of human and organizational resources because they are more difficult to copy as compared to financial and physical resources. Richard & Johnson (2001) also argued that HRM effectiveness has a positive relationship with organizational level outcomes. The overall effectiveness of HRM is determined by its ability develop valuable human capital skills, experience and knowledge that contribute to the economic value (Snell and Dean, 1992). Huselid et al. (1997) defined HRM effectiveness as "the delivery of high-quality technical and strategic HRM activities". Richard & Johnson (2001) found that the organizations in which the HRM is more effective show higher levels of organizational effectiveness. In the light of resource-based view and findings of other notable authors, the following hypothesis is developed:

Hypothesis 5. The HRM effectiveness has a positive and direct effect on organizational performance

On the basis of above mentioned literature, the following theoretical frame work is developed for this study:

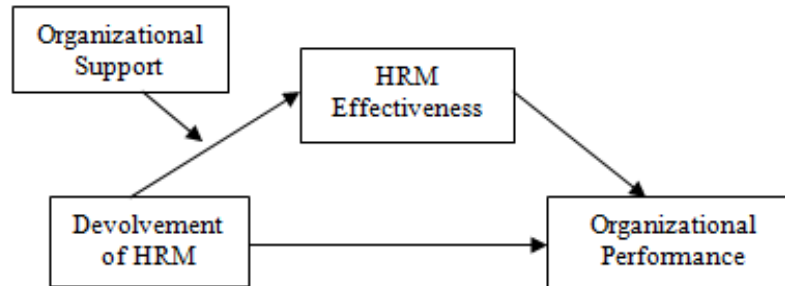


Figure1: Theoretical Framework

Methodology

Population & Sample

The population for this study is the middle level managers working in banking sector of Pakistan. According to Annual Banking Survey of Pakistan (2016), banking sector is divided into three main categories based on the total worth of Assets. In category of large banks, the banks with assets of more than Rs. 700 billion are included. Medium size banks are the banks with total assets of more than Rs. 150 billion but less than Rs. 700 billion. While in small banks category, the banks with total assets of less than Rs. 150 billion are included. For the purpose of this study, only the banks that fall under the category of large banks are selected. There are six banks namely HBL, NBP, UBL, MCB, ABL and Bank Alfalah are listed in the category of large banks (Annual Banking Survey of Pakistan, 2016). These larger banks were selected because of their extended branch networks all over Pakistan. In extended networks, the devolution of HRM become more critical. The data was collected from the branch manager and operational manager of each branch of larger banks located in North region of Pakistan. In total, 560 line managers participated in this survey.

Measures

Based on the extensive review of literature, the standard measures were identified for each variable. The devolvement of HR functions was measured through a seven items scale which was developed on the basis of studies conducted by Budwar (2000), Gratton (2003), Azmi (2010) and Kim, & Ryu (2011). HRM Effectiveness is measured through 8-items scale developed by Kim & Ryu (2011) as perceived by non-HR managing staff members engaged. Organizational Support is measured through a four-item scale developed by Zhou and George (2001). Similarly, there are two common measures of

organizational performance: market performance and financial performance (Delaney and Huselid, 1996). The market performance was measured through seven items assessing respondents' perceptions of their firm's performance relative to that of similar organizations. The financial performance was measured through four questions concerning respondents' perceptions of their firm's performance over the past three years relative to competitors. In total, there are 11 items to measure organizational performance through the perception of employees about different dimensions of performance based on the studies of Delaney and Huselid, (1996).

Construct Validation

To check the model fitness, we conducted CFA and examined the values of factor loadings, composite reliability (CR), convergent validity and discriminant validity. The results of CFA show that factor loadings met the required criteria and were above form the threshold level of 0.70. The results of CR were also acceptable and loadings were greater than 0.60. Convergent validity was confirmed by conducting value of average variance extracted (AVE), the value was more than 0.50, which indicated that factors can to explain the variance of its indicators. The details about factor loadings, CR and AVE are presented in Table 1. Discriminant validity was proved by taking the squared correlation between the factors. Results shows that all factors of the model were fit, the values were; GFI = 0.919, AGFI = 0.93, CFI = 0.947, NFI = 0.914, IFI = 0.928.

Table 1 Results of Confirmatory Factor Analysis					
Items	Loadings	CR	AVE	Source	
Devolvement of HRM					
DHRM1	0.86	0.91	0.77	Kim	Budwar (2000), Gratton (2003), Azmi (2010) and & Ryu (2011).
DHRM2	0.81				
DHRM3	0.89				
DHRM4	0.88				
DHRM5	0.87				
DHRM6	0.81				
DHRM7	0.84				
HRM Effectiveness					
HRM-E1	0.88	0.93	0.81	Kim	& Ryu (2011)
HRM-E2	0.81				
HRM-E3	0.82				
HRM-E4	0.87				
HRM-E5	0.81				
HRM-E6	0.83				
HRM-E7	0.85				
HRM-E8	0.82				

Future of Marketing and Management (FMM 2017)

Organizational Support				
OS1	0.81	0.95	0.83	Zhou and George (2001)
OS2	0.82			
OS3	0.87			
OS4	0.76			
Organizational Performance				
FP1	0.84	0.94	0.83	(Delaney and Huselid, 1996)
FP2	0.75			
FP3	0.83			
FP4	0.86			
FP5	0.85			
FP6	0.88			
FP7	0.84			
MP1	0.75			
MP2	0.83			
MP3	0.83			
MP4	0.86			

Results and Discussion

Table 2 shows the results of descriptive statistics including Mean, SD and values of correlations. The results of correlation matrix present that the dependent variable of the study i.e. organizational performance is significantly associated with independent variable; devolution of HRM ($p < 000$). Organizational performance is also significantly associated with moderating variable; organizational support ($p < 000$) and mediating variable; HRM Effectiveness ($p < 000$). The correlation coefficients also support our hypotheses that there is a positive relationship between devolvement of HRM and organizational performance and HRM effectiveness. All results are consistent with previous research studies. To avoid the problems of multi-collinearity VIF was also used which shows that all scores were below than the threshold value of 10.0.

Table 2 Results of Mean, SD and Correlation

Sr	Variables	Mean	SD	1	2	3	4
1	Devolvement ofHRM	3.01	0.59	1			
2	HRM Effectiveness	3.33	0.58	0.31**	1		
3	Organizational Support	3.41	0.72	0.38**	0.32**	1	
4	Organizational Performance	3.29	0.68	0.33**	0.37**	0.31**	1

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

Table 3 shows the results of proposed hypotheses, H1 proposes that Devolvement of HRM has a positive effect on organizational performance. The regression results show that Devolvement of HRM positively influence the organizational performance (Beta value = .22, P = .000). Thus, results support the first hypothesis of study and it is

proved empirically that organizational performance is the outcome of Devolvement of HRM.

The H2 proposed that HRM effectiveness positively mediates the relationship between Devolvement of HRM and organizational performance. Based on Baron and Kenny's (1986) approach four conditions must be fulfilled before testing the mediation analysis: first, independent variable (Devolvement of HRM) should be significantly associated with and dependent variable (organizational performance). Table 3 shows that Devolvement of HRM is positively associated with organizational performance (Beta value = .22, P = .000). Second, independent variable (Devolvement of HRM) should be significantly associated with mediator (HRM effectiveness). Results on the Table 3 shows that Devolvement of HRM is positively associated with HRM effectiveness (Beta value = .32, P = .000). Third, mediator (HRM effectiveness) should be significantly associated with dependent variable (organizational performance). Results on the Table 3 shows that HRM effectiveness is positively associated with organizational performance (Beta value = .31, P = .000). Fourth and finally, the relation of independent variable (Devolvement of HRM) and dependent variable (organizational performance) should be majorly reduced or non-significant when the mediator (HRM effectiveness) is controlled to test mediation.

Results on the Table 3 shows the insertion of mediator i.e. HRM effectiveness in the relationship Devolvement of HRM and organizational performance has been reduced from (Beta value = .22, P = .000 to (Beta value = .007, P = .488) indicating full mediation. Hence, the results provided in Table 3 shows that all these four conditions suggested by Baron and Kenny (1986) are proved. Therefore, H2 is accepted and it is found that the HRM effectiveness acts as a driver of Devolvement of HRM to organizational performance.

Table. 3 Regression Analysis for testing Hypotheses (H1, H2)					
Hypotheses and Details	R² Value	F Value	Beta Value	T	Sig
(Step 1) IV to DV					
Devolvement of HRM → Org Performance	0.12	69.62	0.22	22.84	0.000
(Step 2) IV to Mediation					
Devolvement of HRM → HRM Effectiveness	0.257	123.32	0.32	30.54	0.000
(Step 3) Mediator to DV					
HRM Effectiveness → Org Performance	0.261	212.99	0.31	38.29	0.000
(Step 4) Mediation by HRM Effectiveness					
Devolvement of HRM → HRM Effectiveness → Org Performance	0.345	298.27	0.007	0.25	0.488
			0.301	11.32	0.000

Moderation by HRM Effectiveness

H3 proposed that perceived organizational support strengthens the relationship between the devolvement of HRM and HRM effectiveness. The results on the Table 4 shows that perceived organizational support moderates the relationship between devolvement of HRM and HRM effectiveness. To check the moderating impact of perceived organizational support, regression analysis was conducted (See Table 4). Model 1 and Model 2 presents coefficient of the base model, while, Model 3 shows how perceived organizational support acts as moderator. Following the guidelines of Aiken et al., (1991) the coefficient of the interaction term was used, which shows perceived organizational support positively moderates the relationship between Devolvement of HRM and HRM Effectiveness ($\beta = .221, p < .01$). The moderating role of perceived organizational support is also presented by slope analysis (See. Figure 2).

Table 4 Regression Analysis checking Organizational Support as moderators H3

Details	Model 1	Model 2	Model 3
Devolvement		0.311**	0.341**
Organizational Support			0.291**
Devolvement x Organizational Support			0.252**
R ²	0.006	0.213**	0.31**
Adjusted R ²	0.005	0.205**	0.29**
ΔR^2	---	.284**	0.038**
ΔF	---	132.17	58.129

Note: Significance level ***P < 0.001, **P < 0.01. *P < 0.05, P < 0.1

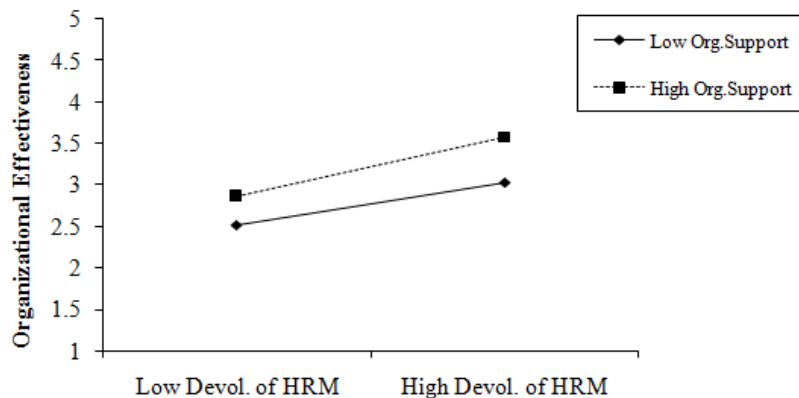


Figure: 2 Moderating role of Organizational Support

The main purpose of this study was to evaluate the impact of devolvement HRM on HRM performance, secondly the findings of this study also helps to explain the mechanism through which HRM effectiveness can be improved which will ultimately contribute in the improvement of organizational performance. It has also highlighted the importance of organizational support for the line managers in performance of HRM activities. The main motivation behind this research was to get an insight of strategic nature of HRM and highlighting the importance of line managers in effective management of HRM.

Mainly relying on the responses of line managers and non HRM employees from banking sector of Pakistan, this research study highlighted the following findings:

Firstly, it has been observed that devolvement of HRM has the potential to contribute in not only in improvement of HRM effectiveness but also in organizational performance. It has been observed that involvement of line managers in management of some of important HRM activities is not only beneficial for HR manager, but it is also important for overall organization. Thus, it is suggested that organizations should encourage the active involvement of line managers to make HRM more responsive and effective. It will help to yield better organizational outcomes and organization would be able to improve its financial and market performance.

Secondly, our study also identified the importance of perceived organizational support in devolvement of HRM, it has been observed that if managers perceive that our organization is supporting us in management of HRM activities, they will be motivated to take responsibility of HRM activities. Therefore, it is suggested that organizations should show its support to the line managers in managing HR related activities along with their departmental obligations.

Thirdly, this study also highlighted the mediating role of HRM effectiveness in the relationship between devolvement of HRM and organizational performance. Our study also holds the conclusions of resource-based theory (Barney, 1991) which believe that firms can achieve sustainable competitive advantages on the basis of human and organizational resources because they are more difficult to copy as compared to financial and physical resources. Richard & Johnson (2001) also argued that organizational performance can be improved through the improvement of in management of HRM. These findings implied that organizations should give due importance to the management of most valuable assets of their organization. The HR manager must involve other line managers in management of human resources to play its role as

a strategic business partner. The literature revealed that there are a number of studies on determining the effects of HR practices on firm performance, however, very little empirical evidences exist regarding impact of line managers not only in improving the effectiveness of HRM but in adding value to the organization by making their HR strategy more flexible and responsive to the needs of employees and organizations. Similarly, this study also highlighted that involvement of HRM will be more effective if line managers are given the desired autonomy and support by their organization. It was observed that the process of devolvement of HRM will improve the effectiveness of HRM only when line managers are motivated to perform their HR activities, otherwise, they will take HR objectives as secondary responsibility. POS will help to improve the level of commitment to HRM activities by the line manager.

Managerial Implications

As discussed in the previous section this study has some implications both for practitioners and researchers. The current study was focused on evaluating the effects of devolvement of HRM on HRM outcomes as well as on organizational outcomes. It was observed that the strategic nature of human resource management asks for organizing the HR function of an organization in a manner which develops an effective partnership between HR professionals and line managers. The organizations can improve the effectiveness of HRM by involving the line managers in managing some of important HR activities. However, it was observed that such type of partnership will be more productive when line managers perceive that they are being supported by their organization not only in management of their own departmental affairs but also in HRM related tasks. Therefore, the organizations should signal the required support to the line managers through some visible actions like recognition and reward for line managers for achieving HR objectives.

Limitations of the study and directions for future research

This study was an attempt to highlight the importance of devolvement of HRM to the line managers, its contributions to HRM effectiveness and organizational performance. However, there are some limitations of this study. The study covers only the larger banks category of Pakistan in one region only. The future studies may choose banks from each category to have comparative findings for each category. Similarly, this study ignored the effects of contingency variables like size, ownership and structure etc. The future studies can be designed to study the effects of devolvement by taking such type of contingency variables into consideration.

References

- Aiken, L. S., West, S. G., & Reno, R. R. (1991). *Multiple regression: Testing and interpreting interactions*. Sage.
- Azmi, F. T. (2010). Devolution of HRM and organizational performance: evidence from India. *International Journal of Commerce and Management*, 20(3), 217-231.
- Azmi, F. T., & Mushtaq, S. (2015). Role of line managers in human resource management: empirical evidence from India. *The International Journal of Human Resource Management*, 26(5), 616-639.
- Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of management*, 17(1), 99-120.
- Baron, R. M., & Kenny, D. A. (1986). The moderator–mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of personality and social psychology*, 51(6), 1173.
- Brewster, C., HoltLarsen, H., & Trompenaars, F. (1992). Human resource management in Europe: evidence from ten countries. *International Journal of Human Resource Management*, 3(3), 409-434.
- Budhwar, P. S. (2000). Evaluating levels of strategic integration and devolvement of human resource management in the UK. *Personnel Review*, 29(2), 141-157.
- Budhwar, P. S., & Sparrow, P. R. (1997). Evaluating levels of strategic integration and devolvement of human resource management in India. *International Journal of Human Resource Management*, 8(4), 476-494.
- Colakoglu, S., Lepak, D. P., & Hong, Y. (2006). Measuring HRM effectiveness: Considering multiple stakeholders in a global context. *Human Resource Management Review*, 16(2), 209-218.
- Cunningham, I., & Hyman, J. (1999). Devolving human resource responsibilities to the line: beginning of the end or a new beginning for personnel?. *Personnel Review*, 28(1/2), 9-27.
- Delaney, J. T., & Huselid, M. A. (1996). The impact of human resource management practices on perceptions of organizational performance. *Academy of Management journal*, 39(4), 949-969.
- Dyer, L., & Reeves, T. (1995). Human resource strategies and firm performance: what do we know and where do we need to go?. *International Journal of human resource management*, 6(3), 656-670.

- Eisenberger, R., & Stinglhamber, F. (2011). Perceived organizational support: Fostering enthusiastic and productive employees. American Psychological Association.
- Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. *Journal of Applied Psychology*, 71(3), 500.
- Eisenberger, R., Rhoades, L., & Cameron, J. (1999). Does pay for performance increase or decrease perceived self-determination and intrinsic motivation?. *Journal of personality and social psychology*, 77(5), 1026.
- Fey, C. F., Björkman, I., & Pavlovskaya, A. (2000). The effect of human resource management practices on firm performance in Russia. *International Journal of Human Resource Management*, 11(1), 1-18.
- Gibb, S. (2003). Line manager involvement in learning and development: small beer or big deal?. *Employee Relations*, 25(3), 281-293.
- Gilbert, C., De Winne, S., & Sels, L. (2011). The influence of line managers and HR department on employees' affective commitment. *The International Journal of Human Resource Management*, 22(8), 1618-1637.
- Gollan, P. J. (2005). High involvement management and human resource sustainability: The challenges and opportunities. *Asia Pacific Journal of Human Resources*, 43(1), 18-33.
- Gouldner, A. W. (1960). The norm of reciprocity: A preliminary statement. *American sociological review*, 161-178.
- Gratton, L., & Truss, C. (2003). The three-dimensional people strategy: Putting human resources policies into action. *The Academy of Management Executive*, 17(3), 74-86.
- Guest, D. E. (1997). Human resource management and performance: a review and research agenda. *International journal of human resource management*, 8(3), 263-276.
- Hailey, V. H., Farndale, E., & Truss, C. (2005). The HR department's role in organisational performance. *Human resource management journal*, 15(3), 49-66.
- Holt Larsen, H., & Brewster, C. (2003). Line management responsibility for HRM: what is happening in Europe?. *Employee relations*, 25(3), 228-244.
- Huselid, M. A. (1995). The impact of human resource management practices on turnover, productivity, and corporate financial performance. *Academy of management journal*, 38(3), 635-672.

- Huselid, M. A. (1995). The impact of human resource management practices on turnover, productivity, and corporate financial performance. *Academy of management journal*, 38(3), 635-672.
- Huselid, M. A., Jackson, S. E., & Schuler, R. S. (1997). Technical and strategic human resources management effectiveness as determinants of firm performance. *Academy of Management journal*, 40(1), 171-188.
- Huselid, M. A., Jackson, S. E., & Schuler, R. S. (1997). Technical and strategic human resources management effectiveness as determinants of firm performance. *Academy of Management journal*, 40(1), 171-188.
- Joiner, T. A. (2007). Total quality management and performance: The role of organization support and co-worker support. *International Journal of Quality & Reliability Management*, 24(6), 617-627.
- Khan, S. A. (2011). Convergence, divergence or middle of the path: HRM model for Oman. *Journal of Management policy and practice*, 12(1), 76.
- Khilji, S. E., & Wang, X. (2006). 'Intended' and 'implemented' HRM: the missing linchpin in strategic human resource management research. *The International Journal of Human Resource Management*, 17(7), 1171-1189.
- Kim, S., & Ryu, S. (2011). Social capital of the HR department, HR's change agent role, and HR effectiveness: evidence from South Korean firms. *The International Journal of Human Resource Management*, 22(8), 1638-1653.
- Kulik, C. T., & Bainbridge, H. T. (2006). HR and the line: The distribution of HR activities in Australian organisations. *Asia Pacific Journal of Human Resources*, 44(2), 240-256.
- Lowe, J. (1992). Locating the line: the front-line supervisor and human resource management. *Reassessing human resource management*, 148-168.
- Mahoney, C., & Brewster, C. (2002). Outsourcing the HR function in Europe. *Journal of Professional HRM*, 27, 23-28.
- Maxwell, G. A., & Watson, S. (2006). Perspectives on line managers in human resource management: Hilton International's UK hotels. *The International Journal of Human Resource Management*, 17(6), 1152-1170.
- Naznin, H., & Hussain, M. A. (2016). Strategic Value Contribution Role of HR. *Vision*, 20(2), 135-138.
- Ostroff, C., & Bowen, D. E. (2000). Moving HR to a higher level: HR practices and organizational effectiveness.

- Perry, E. L., & Kulik, C. T. (2008). The devolution of HR to the line: Implications for perceptions of people management effectiveness. *The International Journal of Human Resource Management*, 19(2), 262-273.
- Pfeffer, J. (1994). Competitive advantage through people. *California management review*, 36(2), 9-28.
- Renwick, D. (2000). HR-line work relations: a review, pilot case and research agenda. *Employee Relations*, 22(2), 179-201.
- Richard, O. C., & Johnson, N. B. (2001). Strategic human resource management effectiveness and firm performance. *International Journal of Human Resource Management*, 12(2), 299-310.
- Rogers, E. W., & Wright, P. M. (1998). Measuring organizational performance in strategic human resource management: Problems, prospects and performance information markets. *Human resource management review*, 8(3), 311-331.
- Russo, M. V., & Fouts, P. A. (1997). A resource-based perspective on corporate environmental performance and profitability. *Academy of management Journal*, 40(3), 534-559.
- Snell, S. A., & Dean, J. W. (1992). Integrated manufacturing and human resource management: A human capital perspective. *Academy of Management journal*, 35(3), 467-504.
- Srimannarayana, M. (2010). Line management responsibility in HRM: An empirical study. *Indian Journal of Industrial Relations*, 470-480.
- Suttapong, K., Srimai, S., & Pitchayadol, P. (2014). Best practices for building high performance in human resource management. *Global Business and Organizational Excellence*, 33(2), 39-50.
- Valverde, M., Ryan, G., & Soler, C. (2006). Distributing HRM responsibilities: a classification of organisations. *Personnel Review*, 35(6), 618-636.
- Wayne, S. J., Shore, L. M., Bommer, W. H., & Tetrick, L. E. (2002). The role of fair treatment and rewards in perceptions of organizational support and leader-member exchange. *Journal of applied psychology*, 87(3), 590.
- Zhou, J., & George, J. M. (2001). When job dissatisfaction leads to creativity: Encouraging the expression of voice. *Academy of Management journal*, 44(4), 682-696.

