



## INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE AND MANAGEMENT

### CONTENTS

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
1.	PRICING STRATEGY IN MARKETING OF B-SCHOOLS: A STUDY OF THE INDIAN CONTEXT <i>DR. RAJESH S. MODI</i>	6
2.	INDIAN TEACHER'S STRESS IN RELATION TO JOB SATISFACTION: AN EMPIRICAL STUDY <i>DR. B. V. PRASADA RAO, S. R. PDALA &amp; WAKO GEDA OBSE</i>	12
3.	INEFFECTIVE CORPORATE GOVERNANCE: CHALLENGES OF INTERNAL AUDIT FUNCTION <i>DR. ISHOLA RUFUS AKINTOYE, DR. RICHARD O. AKINGUNOLA &amp; JIMOH EZEKIEL OSENI</i>	16
4.	A NEXUS BETWEEN BOP ENTREPRENEURS AND BOP CONSUMERS: A SNAPSHOT FROM BANGLADESH <i>KOHINOOR BISWAS &amp; M SAYEED ALAM</i>	23
5.	KAIZEN IN THE INDIAN CONTEXT- A CASE STUDY <i>TUSHAR N. DESAI &amp; N. K. KESHAVA PRASANNA</i>	28
6.	STRATEGIC INTERVENTION FOR HUMAN RESOURCE PLANNING AND DEVELOPMENT: MANAGING CHANGE IN BRITISH AIRWAYS <i>DR. S. P. RATH, PROF. CHEF RAMESH CHATURVEDI &amp; PROF. BISWAJIT DAS</i>	37
7.	EMPLOYEE RETENTION: A COMPARATIVE STUDY OF INDIAN BPO COMPANIES <i>DR. SANGEETA GUPTA &amp; MS. N MALATI</i>	42
8.	NURTURING ENTREPRENEURSHIP IN RURAL COMMUNITIES <i>SWAMY TRIBHUVANANDA H. V. &amp; DR. R. L. NANDESHWAR</i>	49
9.	EMPLOYER BRANDING FOR SUSTAINABLE GROWTH OF ORGANISATIONS <i>DR. V. T. R. VIJAYAKUMAR, MRS. S. ASHA PARVIN &amp; MR. J. DHILIP</i>	53
10.	A STUDY ON THE RELATIONSHIP BETWEEN EMOTIONAL INTELLIGENCE AND PERSONALITY OF PROFESSIONAL AND NON-PROFESSIONAL STUDENTS- AN EXPLORATORY EVIDENCE <i>G. M. ARCHANA DAS &amp; T. V. ANAND RAO</i>	58
11.	ORGANIZATION CULTURE IN MANAGEMENT INSTITUTIONS WITH SPECIAL REFERENCE TO JAIPUR, RAJASTHAN <i>PROF. ANIL MEHTA, DR. PANKAJ NAGAR &amp; BHUMIJA CHOUHAN</i>	66
12.	AN ANALYTICAL STUDY OF EXPORT PERFORMANCE OF MINERALS AND METALS TRADING CORPORATION LTD. (MMTC) IN THE GLOBALISED ERA <i>DR. MANISH KUMAR SRIVASTAVA &amp; DR. ASHISH KUMAR SRIVASTAVA</i>	73
13.	SELECTION OF SUPPLIER EVALUATION CRITERIA: FROM THE PERSPECTIVE OF TRIPLE BOTTOM LINE THEORY AND APPLICATION OF FACTOR COMPARISON METHOD <i>DR. PADMA GAHAN &amp; MANOJ MOHANTY</i>	80
14.	COMMODITIES TRADING WITH SPECIAL REFERENCE TO ALUMINIUM <i>DR. A. VENKATA SEETHA MAHA LAKSHMI &amp; RAAVI RADHIKA</i>	91
15.	RESPONSIBILITY AND ROLE OF LINE MANAGERS: AN EMPIRICAL STUDY <i>DR. DAVINDER SHARMA</i>	99
16.	MARKET BASKET ANALYSIS TO THE RESCUE OF RETAIL INDUSTRY <i>MR. R. NAVEEN KUMAR &amp; DR. G. RAVINDRAN</i>	104
17.	A STUDY OF VARIOUS SECTORS IN BLACK MONDAY AND GOLDEN MONDAY OF INDIAN STOCK MARKETS BLACK MONDAY: 21.01.2008                      GOLDEN MONDAY: 18.05.2009 <i>DR. N. SUNDARAM</i>	108
18.	A COMPARATIVE STUDY ON CONSUMERS' ATTITUDE TOWARDS PRIVATE LABELS: A SPECIAL FOCUS IN SURAT <i>DR. AMIT R. PANDYA &amp; MONARCH A. JOSHI</i>	116
19.	CONSUMER SATISFACTION ON TWO WHEELER MOTOR BIKES: A STUDY ON NANDYAL, KURNOOL DISTRICT, A.P., INDIA <i>DR. P. SARITHA SRINIVAS</i>	125
20.	IMPACT OF SOCIO-CULTURAL DYNAMICS ON CONSUMER BEHAVIOUR AT FOOD OUTLETS: AN EMPIRICAL STUDY IN WESTERN MAHARASHTRA <i>PROF. PADMPRIYA ANAND IRABATTI</i>	130
21.	IMPACT OF DERIVATIVES TRADING ON MARKET VOLATILITY AND LIQUIDITY <i>GURPREET KAUR</i>	135
22.	IMPACT OF THE DEMOGRAPHICAL FACTORS ON THE PURCHASING BEHAVIOUR OF THE CUSTOMERS' WITH SPECIAL REFERENCE TO FMCG: AN EMPIRICAL STUDY <i>AMANDEEP SINGH</i>	140
23.	FINANCING STRATEGIES IN POWER PROJECTS FINANCING FOR THE DEVELOPMENT OF ECONOMY - INVESTMENT OPPORTUNITIES AND CHALLENGES – A STUDY OF INDO-CANADIAN EXPERIENCES <i>MR. K. S. SEKHARA RAO</i>	144
24.	EMERGENCY HEALTHCARE MANAGEMENT IN INDIA: A STUDY OF THE ROLE OF EMERGENCY MANAGEMENT RESEARCH INSTITUTE <i>NENAVATH SREENU</i>	154
25.	MEDIA COLLISION ON THE BRAIN FRAME: IMPACT OF MEDIA ON THE CONSUMER BUYING BEHAVIOUR <i>SWATI CHAUHAN &amp; YADUVEER YADAV</i>	160
	REQUEST FOR FEEDBACK	176

**CHIEF PATRON****PROF. K. K. AGGARWAL**

Chancellor, Lingaya's University, Delhi  
 Founder Vice-Chancellor, Guru Gobind Singh Indraprastha University, Delhi  
 Ex. Pro Vice-Chancellor, Guru Jambheshwar University, Hisar

**PATRON****SH. RAM BHAJAN AGGARWAL**

Ex. State Minister for Home & Tourism, Government of Haryana  
 Vice-President, Dadri Education Society, Charkhi Dadri  
 President, Chinar Syntex Ltd. (Textile Mills), Bhiwani

**CO-ORDINATOR****DR. SAMBHAV GARG**

Faculty, M. M. Institute of Management, Maharishi Markandeshwar University, Mullana, Ambala, Haryana

**ADVISORS****PROF. M. S. SENAM RAJU**

Director A. C. D., School of Management Studies, I.G.N.O.U., New Delhi

**PROF. M. N. SHARMA**

Chairman, M.B.A., Haryana College of Technology & Management, Kaithal

**PROF. PARVEEN KUMAR**

Director, M.C.A., Meerut Institute of Engineering & Technology, Meerut, U. P.

**PROF. H. R. SHARMA**

Director, Chhatrapati Shivaji Institute of Technology, Durg, C.G.

**PROF. S. L. MAHANDRU**

Principal (Retd.), Maharaja Agrasen College, Jagadhri

**PROF. MANOHAR LAL**

Director & Chairman, School of Information & Computer Sciences, I.G.N.O.U., New Delhi

**EDITOR****PROF. R. K. SHARMA**

Dean (Academics), Tecnia Institute of Advanced Studies, Delhi

**CO-EDITORS****DR. SAMBHAV GARG**

Faculty, M. M. Institute of Management, Maharishi Markandeshwar University, Mullana, Ambala, Haryana

**EDITORIAL ADVISORY BOARD****DR. AMBIKA ZUTSHI**

Faculty, School of Management & Marketing, Deakin University, Australia

**DR. VIVEK NATRAJAN**

Faculty, Lomar University, U.S.A.

**PROF. SIKANDER KUMAR**

Chairman, Department of Economics, Himachal Pradesh University, Shimla, Himachal Pradesh

**PROF. SANJIV MITTAL**

University School of Management Studies, Guru Gobind Singh I. P. University, Delhi

**PROF. SATISH KUMAR**

Director, Vidya School of Business, Meerut, U.P.

**PROF. RAJENDER GUPTA**

Convener, Board of Studies in Economics, University of Jammu, Jammu

**PROF. ROSHAN LAL**

Head & Convener Ph. D. Programme, M. M. Institute of Management, M. M. University, Mullana

**PROF. ANIL K. SAINI**

Chairperson (CRC), Guru Gobind Singh I. P. University, Delhi

**PROF. S. P. TIWARI**

Department of Economics & Rural Development, Dr. Ram Manohar Lohia Avadh University, Faizabad

**DR. ASHOK KHURANA**

Associate Professor, G. N. Khalsa College, Yamunanagar

**DR. TEJINDER SHARMA**

Reader, Kurukshetra University, Kurukshetra

**DR. KULBHUSHAN CHANDEL**

Reader, Himachal Pradesh University, Shimla, Himachal Pradesh

**DR. ASHOK KUMAR CHAUHAN**

Reader, Department of Economics, Kurukshetra University, Kurukshetra

**DR. SAMBHAVNA**

Faculty, I.I.T.M., Delhi

**DR. MOHINDER CHAND**

Associate Professor, Kurukshetra University, Kurukshetra

**DR. MOHENDER KUMAR GUPTA**

Associate Professor, P. J. L. N. Government College, Faridabad

**DR. VIVEK CHAWLA**

Associate Professor, Kurukshetra University, Kurukshetra

**DR. VIKAS CHOUDHARY**

Asst. Professor, N.I.T. (University), Kurukshetra

**DR. SHIVAKUMAR DEENE**

Asst. Professor, Government F. G. College Chitguppa, Bidar, Karnataka

**ASSOCIATE EDITORS****PROF. NAWAB ALI KHAN**

Department of Commerce, Aligarh Muslim University, Aligarh, U.P.

**PROF. ABHAY BANSAL**

Head, Department of Information Technology, Amity School of Engineering &amp; Technology, Amity University, Noida

**DR. PARDEEP AHLAWAT**

Reader, Institute of Management Studies &amp; Research, Maharshi Dayanand University, Rohtak

**PARVEEN KHURANA**

Associate Professor, Mukand Lal National College, Yamuna Nagar

**SHASHI KHURANA**

Associate Professor, S. M. S. Khalsa Lubana Girls College, Barara, Ambala

**SUNIL KUMAR KARWASRA**

Vice-Principal, Defence College of Education, Tohana, Fatehabad

**BHAVET**

Lecturer, M. M. Institute of Management, Maharishi Markandeshwar University, Mullana

**TECHNICAL ADVISORS****DR. ASHWANI KUSH**

Head, Computer Science, University College, Kurukshetra University, Kurukshetra

**DR. BHARAT BHUSHAN**

Head, Department of Computer Science &amp; Applications, Guru Nanak Khalsa College, Yamunanagar

**DR. VIJAYPAL SINGH DHAKA**

Head, Department of Computer Applications, Institute of Management Studies, Noida, U.P.

**DR. ASHOK KUMAR**

Head, Department of Electronics, D. A. V. College (Lahore), Ambala City

**DR. ASHISH JOLLY**

Head, Computer Department, S. A. Jain Institute of Management &amp; Technology, Ambala City

**MOHITA**

Lecturer, Yamuna Institute of Engineering &amp; Technology, Village Gadholi, P. O. Gadholi, Yamunanagar

**AMITA**

Lecturer, E.C.C., Safidon, Jind

**MONIKA KHURANA**

Associate Professor, Hindu Girls College, Jagadhri

**ASHISH CHOPRA**

Sr. Lecturer, Doon Valley Institute of Engineering &amp; Technology, Karnal

**SAKET BHARDWAJ**

Lecturer, Haryana Engineering College, Jagadhri

**NARENDERA SINGH KAMRA**

Faculty, J.N.V., Pabra, Hisar

**FINANCIAL ADVISORS****DICKIN GOYAL**

Advocate &amp; Tax Adviser, Panchkula

**NEENA**

Investment Consultant, Chambaghat, Solan, Himachal Pradesh

**LEGAL ADVISORS****JITENDER S. CHAHAL**

Advocate, Punjab &amp; Haryana High Court, Chandigarh U.T.

**CHANDER BHUSHAN SHARMA**

Advocate &amp; Consultant, District Courts, Yamunanagar at Jagadhri

## **CALL FOR MANUSCRIPTS**

We invite unpublished novel, original, empirical and high quality research work pertaining to recent developments & practices in the area of Computer, Business, Finance, Marketing, Human Resource Management, General Management, Banking, Insurance, Corporate Governance and emerging paradigms in allied subjects. The above mentioned tracks are only indicative, and not exhaustive.

Anybody can submit the soft copy of his/her manuscript **anytime** in M.S. Word format after preparing the same as per our submission guidelines duly available on our website under the heading guidelines for submission, at the email addresses, **info@ijrcm.org.in** or **infoijrcm@gmail.com**.

### **GUIDELINES FOR SUBMISSION OF MANUSCRIPT**

1. **COVERING LETTER FOR SUBMISSION:**

Dated: \_\_\_\_\_

The Editor  
IJRCM

Subject: Submission of Manuscript in the Area of (Computer/Finance/Marketing/HRM/General Management/other, please specify).

Dear Sir/Madam,

Please find my submission of manuscript titled ' \_\_\_\_\_ ' for possible publication in your journal.

I hereby affirm that the contents of this manuscript are original. Furthermore It has neither been published elsewhere in any language fully or partly, nor is it under review for publication anywhere.

I affirm that all author (s) have seen and agreed to the submitted version of the manuscript and their inclusion of name(s) as co-author(s).

Also, if our/my manuscript is accepted, I/We agree to comply with the formalities as given on the website of journal & you are free to publish our contribution to any of your two journals i.e. International Journal of Research in Commerce & Management or International Journal of Research in Computer Application & Management.

**Name of Corresponding Author:**

Designation:

Affiliation:

Mailing address:

Mobile & Landline Number (s):

E-mail Address (s):

2. **INTRODUCTION:** Manuscript must be in English prepared on a standard A4 size paper setting. It must be prepared on a single space and single column with 1" margin set for top, bottom, left and right. It should be typed in 12 point Calibri Font with page numbers at the bottom and centre of the every page.

3. **MANUSCRIPT TITLE:** The title of the paper should be in a 12 point Calibri Font. It should be bold typed, centered and fully capitalised.

4. **AUTHOR NAME(S) & AFFILIATIONS:** The author (s) full name, designation, affiliation (s), address, mobile/landline numbers, and email/alternate email address should be in 12-point Calibri Font. It must be centered underneath the title.

5. **ABSTRACT:** Abstract should be in fully italicized text, not exceeding 250 words. The abstract must be informative and explain background, aims, methods, results and conclusion.

6. **KEYWORDS:** Abstract must be followed by list of keywords, subject to the maximum of five. These should be arranged in alphabetic order separated by commas and full stops at the end.

7. **HEADINGS:** All the headings should be in a 10 point Calibri Font. These must be bold-faced, aligned left and fully capitalised. Leave a blank line before each heading.

8. **SUB-HEADINGS:** All the sub-headings should be in a 8 point Calibri Font. These must be bold-faced, aligned left and fully capitalised.

9. **MAIN TEXT:** The main text should be in a 8 point Calibri Font, single spaced and justified.

10. **FIGURES & TABLES:** These should be simple, centered, separately numbered & self explained, and titles must be above the tables/figures. Sources of data should be mentioned below the table/figure. It should be ensured that the tables/figures are referred to from the main text.

11. **EQUATIONS:** These should be consecutively numbered in parentheses, horizontally centered with equation number placed at the right.

12. **REFERENCES:** The list of all references should be alphabetically arranged. It must be single spaced, and at the end of the manuscript. The author (s) should mention only the actually utilised references in the preparation of manuscript and they are supposed to follow **Harvard Style of Referencing**. The author (s) are supposed to follow the references as per following:

- All works cited in the text (including sources for tables and figures) should be listed alphabetically.
- Use (ed.) for one editor, and (ed.s) for multiple editors.
- When listing two or more works by one author, use --- (20xx), such as after Kohl (1997), use --- (2001), etc, in chronologically ascending order.
- Indicate (opening and closing) page numbers for articles in journals and for chapters in books.
- The title of books and journals should be in italics. Double quotation marks are used for titles of journal articles, book chapters, dissertations, reports, working papers, unpublished material, etc.
- For titles in a language other than English, provide an English translation in parentheses.
- Use endnotes rather than footnotes.
- The location of endnotes within the text should be indicated by superscript numbers.

**PLEASE USE THE FOLLOWING FOR STYLE AND PUNCTUATION IN REFERENCES:**

**Books**

- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.
- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio," Ohio State University.

**Contributions to books**

- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

**Journal and other articles**

- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

**Conference papers**

- Chandel K.S. (2009): "Ethics in Commerce Education." Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19–22 June.

**Unpublished dissertations and theses**

- Kumar S. (2006): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

**Online resources**

- Always indicate the date that the source was accessed, as online resources are frequently updated or removed.

**Website**

- Kelkar V. (2009): Towards a New Natural Gas Policy, Economic and Political Weekly, Viewed on February 17, 2011 <http://epw.in/epw/user/viewabstract.jsp>

## RESPONSIBILITY AND ROLE OF LINE MANAGERS: AN EMPIRICAL STUDY

**DR. DAVINDER SHARMA**

**ASSOCIATE PROFESSOR**

**BANARSIDAS CHANDIWALA INSTITUTE OF PROFESSIONAL STUDIES**

**DWARKA**

**NEW DELHI**

### ABSTRACT

*This study is an attempt to assess the level of responsibility of line managers in HR activities. The information is collected from 176 line managers. The analysis indicates that line managers have moderate responsibility for HRM. Although their level of responsibility appears to be more in performance management and training and development related activities and less in compensation related activities. The study highlights the significant difference in certain HR activities of line managers based on the nature of business, ownerships of the organizations, the length of services and functional area of line managers.*

### KEYWORDS

HR, Responsibility, Managers, Performance, Training.

### INTRODUCTION

In the present phase of globalization, the devolution of HR responsibilities from HR managers to line managers has become a global trend (Larsen & Brewster 2003). Historically, HR activities have always been a part of the line manager's job. In small businesses, the owner-manager looks after all HR activities. And with the expansion of the business the owner may employ an HR professional or establish an HR department that provides expert advice and support for undertaking various HR activities. Brewster and Larsen (2000) identify that development of cost-centre or profit-centre based approaches for managing organizations, comprehensive approach to people management, growing influence of service industry, real time decision making, and changes in the philosophy and structure of organizations are responsible for the assignment of HR issues to the line.

### Earlier Literature

Personnel administration is a line responsibility and a staff function as indicated by Pigors and Myers (1973). It is a basic management responsibility, permeating all levels and types of management in all organizations. Beer et.al (1985) prescribes a general manager's perspective for HRM with four HRM policy choices such as employee influence, HR flow, reward system and work system. Brewster and Larsen (1992), Hoogn-doorn and Brewster (1992), Brewster and Soderstrom (1994) provided the evidence that HR role is increasingly assigned to line managers and the extent of such assignment varies from country to country. At a minimum, line managers conduct performance reviews, promotion decisions, and communicate terminations (McGovern et.al 1997). Jackson and Schuler (2000) treat managing human resources as a responsibility shared by line managers, HR professionals and employees. They propose partnership roles and responsibilities among these stakeholders for managing human resources. Line managers have responsibility for HRM in their respective work floors and HR professionals have to help line managers and coordinate HR functions across the organization.

### LINE MANAGERS HAVE RESPONSIBILITY FOR HRM IN THEIR RESPECTIVE WORK FLOORS AND HR PROFESSIONALS HAVE TO HELP LINE MANAGERS AND COORDINATE HR FUNCTION ACROSS THE ORGANIZATION

Previous research indicates positive as well as negative consequences of line managers' responsibility in HRM. Budhwar (2000) observes that development enables HR problems to be solved at a lower organizational level, creates more responsible line managers, and improved efficiency of employees. While, on the other hand, Bond and Wise (2003) believe that HR responsibility of line managers can result in devoting less time by line managers to HR issues than HR specialist would. This may result in people management that is fragmented, inconsistent and generally less effective than HR specialists could deliver. Renwick (2003) findings are that line managers are eager to take additional HR responsibilities, but are inadequately completing some HR work and try to reduce decision-making time by by-passing procedures. He also presents mixed evidence for whether line managers treat employees fairly and consistently. Perry and Kulik (2008) find a positive impact of devolution of HR to line managers on people management effectiveness.

### PRESENT STUDY

Research studies are conducted in Europe (Brewster & Larsen 1992, Brewster & Soderstrom 1994, Brewster & Larsen 2000, Larsen & Brewster 2003) and the USA (Perry & Kulik 2008) to examine the role of line managers in HRM in those countries. Some of the research papers mentioned above presents variations in line management responsibility for HRM. There is no similar study in India to examine the line management involvement in HRM. This has prompted to design and carry out the present study to:

1. Assess the extent of responsibility of line managers in various HRM activities.
2. Examine the variations in line managers' involvement in various HRM activities.
3. Find out the differences in their involvement based on the nature of business, ownership of organizations, length of line managers' service and functional areas.

### QUESTIONNAIRE DESIGN

Based on the literature and research survey, 23 HRM activities were identified in which line managers have some role to play in their organizations. A questionnaire was prepared with these activities that cover almost all HRM activities from human resource planning to

employee termination and covered: 1) human resource planning, 2) recruitment, 3) selection, 4) placement, 5) new employee orientation, 6) training needs identification, 7) training nominations, 8) training evaluation, 9) designing performance appraisal, 10) driving appraisal process, 11) evaluating performance, 12) performance counseling, 13) career planning, 14) transfer decisions, 15) promotion decisions, 16) salary decisions, 17) incentives, 18) employee benefits, 19) grievance handling, 20) discipline management, 21) managing absenteeism, 22) managing attrition, and 23) employee terminations. The respondents are expected to rate the level of their responsibility in discharging these HR activities. A five point scale is used to record the responses. One in the scale represents 'no responsibility', two 'minimum responsibility', three 'moderate responsibility', four 'high responsibility', and five 'complete responsibility' of line managers for that HR activity. In the last section of the questionnaire respondents answered questions relating to the nature of business the organizations carried out, ownership and respondent's functional areas and the length of service in the present organization.

#### SAMPLE

The questionnaire has been administered among 250 line managers (a manager who deals with any of the functional areas other than HR is considered as line manager for the purpose of the study). All these managers work in different organizations in which there is a HR department to support, help and guide line managers in people related issues and coordinate HR functions across the organization. 176 line managers could give usable filled in questionnaires for the purpose of the study. 41.48% of them represent manufacturing organizations; 37.05% are from IT/ITES; and the remaining 20.02% represent service sector. Ownership wise 28.41% of the respondents belong to service sector, 28.98% work in private sector companies other than multinationals, another 23.83% represent Indian Multinational companies, and the remaining 18.75% belong to foreign multinational companies located in India. Functional area wise, the respondents are distributed among operations (34.9%), marketing (28.41%), systems (19.32%), and maintenance (18.18%). 43.75% of the respondents have less than five years of work experience in their respective organizations; 38.64% range from five to ten years; and the remaining have ten and above years of experience.

Table 1: Background information of the respondents

SL. NO	ITEM	NUMBER OF RESPONDENTS	PERCENTAGE
1	Nature of business		
	a. Manufacturing	73	41.48
	b. IT/ITES	66	37.05
	c. Service	37	20.02
2	Ownership		
	a. Private sector	51	28.98
	b. Public sector	50	28.41
	c. Indian MNC	42	23.86
	d. Foreign MNC	33	18.75
3	Functional area		
	a. Operations	60	34.09
	b. Marketing	50	28.41
	c. Systems	34	19.32
	d. Maintenance	32	18.18
4	Length of service		
	a. Less than 5 years	77	43.75
	b. 5-10 years	68	38.64
	c. 10 and above years	31	17.61

#### METHOD OF ANALYSIS

Item wise analysis was carried out using percentages, means scores and standard deviations. One-way ANNOVA tests are used to find out differences in various responsibility items based on the nature of business, ownership of the organization, the line managers' experience and their functional areas. Tukey's HSD tests (not reported in this paper due to space constraints) are used for multiple comparisons among the items for which one-way ANNOVA tests have found significant differences.

#### ANALYSIS & FINDINGS

The percentages, means scores, and standard deviations of all 23 items of HRM are presented in table 2. These items may be classified into human resource acquisition, training and development, performance management, internal mobility, employee compensation, and employee relations. This classification covers all major functional areas of HRM, in which line managers have responsibility.

**Employee acquisition:** human resource planning, recruitment, selection and placement are included in employee acquisition activities in this study. It is calculated that together the average mean score of all these four items is 2.95 indicating moderate responsibility of line managers in employee acquisition function. When compared with the four items, placement and selection have secured more score, whereas recruitment activity has secured a relatively lesser score. One-fourth of the respondents do not have any responsibility with respect to recruitment of their employees. On the other hand, a single largest group (36.93%) has high responsibility in employee selection.

Table 2: Levels of Responsibility of Line managers on various HR activities (%)

Sl. No.	Items	No responsibility (1)	Minimum (2)	Moderate (3)	High (4)	Complete (5)	Mean	S.D.
1	Human resource planning	10.23	25.57	36.93	18.75	8.52	2.90	1.09
2	Recruitment	25.00	18.75	30.68	18.75	6.82	2.64	1.23
3	Selection	12.5	14.77	28.41	36.93	7.39	3.12	1.14
4	Placement	11.93	17.61	27.84	31.25	11.36	3.13	1.19
5	Orientation	17.05	17.05	28.41	22.16	15.34	3.02	1.30
6	Training Need Assessment	4.55	13.07	26.14	38.64	17.61	3.52	1.07
7	Training Nomination	5.68	12.5	17.61	41.48	22.73	3.63	1.13

8	Training Evaluation	10.8	19.32	29.55	30.11	10.23	3.10	1.15
9	Designing Performance Appraisal	23.86	16.48	23.86	23.86	11.93	2.84	1.35
10	Driving Appraisal Process	16.48	21.02	28.98	18.18	15.34	2.95	1.29
11	Evaluating Performance	1.7	10.23	19.89	35.23	32.95	3.88	1.04
12	Performance Counseling	5.11	14.2	24.43	35.23	21.02	3.53	1.13
13	Career Planning	11.93	19.32	23.3	28.98	16.48	3.19	1.26
14	Transfer Decision	16.48	15.91	31.82	25.57	10.23	2.97	1.22
15	Promotion Decisions	8.52	15.34	28.98	30.11	17.05	3.32	1.18
16	Salary Decisions	26.7	18.18	32.95	15.91	6.25	2.57	1.22
17	Incentives	34.09	28.98	25.57	7.39	3.98	2.18	1.11
18	Benefits and Services	48.3	26.14	14.77	8.52	2.27	1.9	1.08
19	Grievance Handling	7.39	18.18	39.77	26.7	7.95	3.10	1.03
20	Discipline Management	9.66	17.61	31.25	25.57	15.91	3.20	1.19
21	Managing Absenteeism	7.39	19.89	23.86	30.68	18.18	3.32	1.20
22	Managing Attrition	17.61	26.14	31.82	13.64	10.8	2.74	1.21
23	Termination	25.57	22.16	27.27	15.91	9.09	2.61	1.27

**Training and development:** New employee orientation, assessment of training needs, nominations to training programmes, and training evaluation are included under training and development function in this study. The overall responsibility level of line managers seems to be moderate with regard to training and development also. They have a high level of responsibility in training needs assessment and nominating employees for various training and development programmes, however.

**The overall responsibility level of line managers seems to be moderate with regard to training and development.**

**Performance Management:** The items included under performance management are: designing performance appraisal system, driving appraisal process, evaluating employee performance, and performance counseling. In this functional area of HRM also, the level of responsibility of line managers appears to be moderate. However, managers have a high level of responsibility for evaluating their employees' performance and extending performance counseling to them. But the line managers' role is less than moderate in the activities of designing performance appraisal system and driving performance appraisal process. Nearly one-fourth of the respondent line managers have no role to play in designing appraisal system for their employees.

**Internal Mobility:** The items such as career planning, transfer decisions and promotion decisions are included in this study. The average mean score of all the three items together indicates moderate responsibility of line managers. It has been noticed that their responsibility level is higher in promoting employees than career planning and transfers. Transfer decisions item has secured relatively lesser score.

**Overall, the line managers have not much role to play in this vital function of HRM.**

**Compensation:** Salary decisions, incentive payment and employee benefits and services are included here to find out the level of responsibility of line managers in employee compensation related matters. Overall, the line managers have not much role to play in this vital function of HRM as the mean score of the three items together indicates the minimum responsibility of line managers on compensation issues. More than one-fourth of the line managers have no role to play with respect to salary issues of their employees; about 34% of the respondents have the same position with regard to incentive payments for their employees and near 50% of them are in a similar situation as far as employee benefits and services are concerned.

**Employee Relations:** Items such as grievance handling, discipline management, managing absenteeism, managing attrition and employee termination are included under employee relations. The responsibility level of line managers seems to be moderate on employee relations issues. However, they have relatively more responsibility in managing absenteeism, discipline, and handling grievance of their employees when compared to managing attrition and employee terminations.

**All line managers, irrespective of the organizations they belong to, their length of service and their functional areas, have moderate responsibility in HRM activities.**

**Comparative analysis:** As presented in table 3, the overall mean scores indicate not much difference in line managers' responsibilities in HRM. It seems that all line managers, irrespective of the organizations they belong to, their length of service and their functional areas, have moderate responsibility in HRM activities. However, line managers in IT and ITES business appear to be slightly more associated with HR activities followed by manufacturing and service organizations. Ownership wise, on the whole, it seems that line managers of multinational companies, both Indian and foreign, are slightly better associated with HR activities than with the others. With respect to length of service, it has been noticed that line managers with 5-10 years of service are slightly better associated with HR activities than their counterparts. It seems that line managers working in systems area are better involved in HR as compared to other line managers in the functional areas of operations, marketing and maintenance.

**Table 3: Overall Mean Scores**

SL. NO.	ITEM	MEAN SCORES	
1	Nature of business		
	a. IT/ITES	3.05	
	b. Manufacturing	3.01	
	c. Service	2.94	
	2	Ownership	
		a. Indian MNC	3.11
b. Foreign MNC		3.10	
c. Private Sector		2.99	
	d. Public Sector	2.88	
	3	Functional Area	
		a. Systems	3.28
b. Maintenance		3.10	



	c. Operations	2.90
	d. Marketing	2.90
4	Length of service	
	a. Less than 5 years	3.00
	b. 5-10 years	3.05
	c. 10 and above years	2.93

**Nature of Business:** One-way ANOVA test results (table 4) show that out of 23 HR responsibility items, significant differences are found in three items such as orientation, promotion decisions, and employee benefits and services based on the nature of business. The results of Tukey's HSD test for multiple comparisons indicate that the involvement of line managers in new employee orientation programmes and promotion decisions is relatively more in IT/ITES organizations as compared to manufacturing and service organizations. However the responsibility of line managers belonging to manufacturing sector appears to be relatively more with respect to employee benefits and services as compared to others.

**Table 4: One-way ANOVA Test Results on the Responsibility Items by Nature of Business**

RESPONSIBILITY ITEMS	MEAN SCORE (SD)			F-STATISTIC
	MANUFACTURING (N=73)	SERVICE (N=37)	IT & ITES (N=66)	
Orientation	3.03 (1.18)	2.59 (1.54)	3.24 (1.25)	3.003*
Promotion Decisions	3.33 (1.27)	2.84 (1.07)	3.58 (1.05)	4.876*
Benefits and services	2.08 (1.09)	2.00 (1.31)	1.65 (0.89)	2.992*

\* Significant @ 0.05 level

§ only those items for which F-Statistic is significant are shown

**Ownership:** As presented in Table 5, one-way ANOVA test results indicate that there is a significant difference in the responsibilities of line managers with respect to five items out of 23 items based on the ownership of the organizations. They are: performance counseling, career planning, salary decisions, grievance handling, and employee termination. Based on the results of Tukey's HSD test for multiple comparisons, it has been observed that the line managers working in Indian multinational companies take more responsibility with respect to performance counseling and career planning of their employees as compared to other types of ownership. This is followed by private sector. However, the line managers in foreign multinational companies are more associated with salary decisions as compared to others. Further, line managers in Indian multinational companies are more involved in their employee grievance redressal as compared to line managers in private sector. With respect to employee terminations, the line managers in foreign multinational companies have more responsibility than their counterparts.

**Line managers in Indian multinational companies are more involved in their employee grievance redressal as compared to line managers in private sector.**

**Table 5: One-way ANOVA Test Results on the responsibility items by Ownership**

RESPONSIBILITY ITEMS	MEAN SCORE (SD)				F-STATISTIC
	PUBLIC (N=50)	PRIVATE (N=51)	IMNC (N=42)	FMNC (N=33)	
Performance Counseling	3.48 (1.30)	3.24 (1.12)	3.93 (0.92)	3.55 (0.97)	3.058*
Career Planning	2.80 (1.48)	3.12 (1.14)	3.57 (1.27)	3.39 (0.86)	3.341*
Salary Decisions	2.10 (1.25)	2.71 (1.14)	2.62 (1.21)	3.00 (1.12)	4.327*
Grievance Handling	3.10 (1.04)	2.76 (0.99)	3.36 (0.98)	3.27 (1.04)	3.095*
Termination	2.26 (1.34)	2.65 (1.21)	2.62 (1.31)	3.06 (1.12)	2.728*

\* Significant @ 0.05 level

§ only those items for which F-Statistic is significant are shown

**Length of Service:** One-way ANOVA test results show a significant difference in one of the items of responsibilities that is orientation (table 6). Interestingly, it has been observed that line managers with less than five years of experience have relatively more responsibility in new employee orientation programmes than those with five and above years of experience.

**Table 6: One-way ANOVA Test Results on the responsibility items by Length of service**

RESPONSIBILITY ITEMS	MEAN SCORE (SD)			F-STATISTIC
	Less than 5 years	5-10 years	10 years & above	
Orientation	3.23 (1.19)	2.71 (1.23)	3.16 (1.59)	3.279*§

\* Significant @ 0.05 level

§ Tukey's HSD test is significant for less than 5 years visa-a-vis 5-10 years of service group

**Functional Areas:** There are variations in six HR responsibility items of line managers based on their respective functional areas (table 7): recruitment, training evaluation, salary decisions, grievance handling, managing discipline, and managing attrition. Line managers in functional areas of maintenance and systems are more associated with recruitment activities as compared to their counterparts. Salary decisions, grievance handling, managing discipline, and managing attrition, involvement of line managers in systems area is more than others.

**Table 7: One-way ANOVA Test Results on the responsibility items by Functional Area**

RESPONSIBILITY ITEMS	MEAN SCORE (SD)				F-STATISTIC
	OPERATION (N=60)	MARKETING (N=50)	SYSTEMS (N=34)	MAINTENANCE (N=32)	

Recruitment	2.28 (1.19)	2.54 (1.05)	2.97 (1.34)	3.09 (1.28)	4.257*
Training Evaluation	3.02 (1.16)	2.70 (1.15)	3.82 (0.83)	3.09 (1.15)	7.256*
Salary Decisions	2.22 (1.21)	2.58 (1.16)	3.03 (1.09)	2.72 (1.30)	3.617*
Grievance Handling	2.92 (1.06)	2.94 (0.98)	3.50 (0.99)	3.25 (0.98)	3.082*
Discipline Management	3.13 (1.10)	2.96 (1.32)	3.68 (1.04)	3.22 (1.21)	2.622*
Managing Attrition	2.38 (1.09)	2.86 (1.29)	3.12 (1.23)	2.81 (1.18)	3.134*

\* Significant @ 0.05 level

§ only those items for which F-Statistic is significant are shown

## DISCUSSION

It seems that line managers have moderate responsibility for all HR functions. This might be because of sharing of responsibility of HRM between HR department and line managers in these organizations. All respondents' organizations have a separate HR department in place that conducts and coordinates HR activities. However, one way or the other, line managers are involved in HR activities.

***It seems that line managers have moderate responsibility for all HR functions.***

In some of the HR activities, namely, employee performance evaluation, performance counseling, training needs assessment, and nominating to training programmes, line managers have a high role to play. This will help the organizations in its human resource development efforts. However, with regard to employee compensation issues such as salary decisions, incentive payments and employee benefits and services, the role of line managers is not significant. This might be because of organizational policies and practices. Generally pay scales are decided and revised through collective bargaining process in the unionized organizations. Individual bargaining takes place for salary fixation in non-union situations during final selection process. HR department plays a critical role in this issue to bring equity, both internal and external, in employee compensation. Incentives might be decided in collective bargaining agreement or as per company policies and practices. Employee benefits and services are extended to employees as agreed in collective bargaining or company policies that are in conformity with the prevailing legal framework. HR department, being a centralized agency for coordinating HR function across the organization, administer employee benefits and services. Thus line managers are relieved from these HR activities that help them to focus on their respective operation activities and HR issues of their employees at the operations level.

***With regard to employee compensation issues such as salary decisions, incentive payments and employee benefits and services, the role of line managers is not significant.***

## CONCLUSIONS & IMPLICATIONS

Line managers have higher responsibility with respect to performance management, training and development and lower responsibility in employee compensation systems. There are significant differences in the role of line managers based on the nature of business undertaken by their organizations in the areas of performance counseling, career planning, salary decisions, and grievance handling and employee termination. Based on the ownership of the organizations, there are significant differences in the managers' role in performance counseling, career planning, salary decisions, and grievance handling and employee termination. Based on the length of service of the respondents, however, the difference in the HR role of line managers is found only in new employee orientation. Functional area wise, the differences are observed in the responsibilities of recruitment, training evaluation, salary decisions, grievance handling and managing discipline and attrition. On the whole, it seems that line managers have moderate responsibility for HRM. This indicates sharing of HR responsibility with HR department. It may be concluded that there is a partnership relationship between HR department and line managers in discharging people management function. This enables line managers to solve HR problems at the operations level with the help of HR department.

## REFERENCES

- Beer, M., Spector, B., Lawrence, P., Mills, D., & Walton, R. (1985), *Human Resource Management: A General Manager's Perspective*, New York, Free Press.
- Bond, S. & Wise, S. (2003), "Family Leaves Policies and Devolution to the Line," *Personnel Review*, 32:58-72
- Brewster, C. & Larsen, H. H. (1992), "Human Resource Management in Europe: Evidence from Ten Countries", *International Journal of Human Resource Management*, 3 (3): 409-34.
- Brewster, C. & Larsen, H. H. (2000), "Responsibility in Human Resource Management: The Role of the Line" in Brewster, C. & Larsen, H.H. (Eds), *Human Resource Management in Northern Europe: Trends, Dilemmas and Strategy*, Oxford, Blackwells.
- Brewster, C. & Soderstrom, M. (1994), "Human Resource and Line Management", in Brewster, C., Hegewisch, A. (Eds), *Policy and Practice in European Human Resource Management*, London, Routledge.
- Budhwar, P.S. (2000), "Evaluating Levels of Strategic Integration and Development of Human Resource Management in UK," *Personnel Review*, 29: 141-57
- Hoogendoorn, J. & Brewster, C. (1992), "Human Resource Aspects: Decentralization and Devolution," *Personnel Review*, 29 (1): 4-11.
- Jackson, S. & Schuler, R.S. (2000), *Managing Human Resources: A Partnership Perspective*, Ohio: South-Western College Publishing.
- Larsen, H. H. & Brewster, C. (2003), "Line Management Responsibility for HRM: What is happening in Europe?" *Employee Relations*, 25 (3): 228-44
- McGovern, P., Gratton, L., Hope-Hailey, V., Stiles, P. & Truss, C. (1997), "Human Resource Management on the Line?" *Human Resource Management Journal*, 7: 12-29
- 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): 262-73
- Pigors, P. & Myers, C.A. (1973), *Personnel Administration: A point of view and a method*, Tokyo: McGraw-Hill, 24-39
- Renwick, D (2003), "Line Manager Involvement in HRM: An Inside View," *Employee Relations*, 25 (3): 262-80

## **REQUEST FOR FEEDBACK**

**Esteemed & Most Respected Reader,**

At the very outset, International Journal of Research in Commerce and Management (IJRCM) appreciates your efforts in showing interest in our present issue under your kind perusal.

I would like to take this opportunity to request to your good self to supply your critical comments & suggestions about the material published in this issue as well as on the journal as a whole, on our E-mails i.e. **info@ijrcm.org.in** or **infoijrcm@gmail.com** for further improvements in the interest of research.

If your good-self have any queries please feel free to contact us on our E-mail **infoijrcm@gmail.com**.

Hoping an appropriate consideration.

With sincere regards

Thanking you profoundly

**Academically yours**

Sd/-

**Co-ordinator**