

Line & HR Conflict: Some Empirical Insights

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Human resource management (HRM) is carried out with the active involvement of line managers and HR department in an organisational context. The present study aims at assessing the sources of conflict between HR department and line managers. Based on the information collected from 210 line managers, the study concludes that promotion decisions, salary, employee transfers, managing attrition, and handling employee grievances are the top five sources of conflict between HR department and the line managers. Overall, it is observed that there is a moderate level of conflict between HR department and line managers. The study further finds differences in the sources of conflict based on nature of business, ownership, functional areas, and level of management of line managers.

Line Management & HRM

Regardless of their functional area, position in the hierarchy, and the size of the firm for which they work, all managers deal with HR issues relating to their employees. The human resource department helps, guides and extends all support to line managers in addressing the HR issues. Thus HRM is carried out in the organisation with the partnership of line managers and HR professionals. 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. Phillips (1999) observes that effective HR departments with supportive partnership arrangements with line managers exist in many organisations. According to Brewster and Larsen (2000) there are five overlapping reasons for the assignment of HR issues to the line managers. They include managing organisations through the development of cost-centre or profit-centre based approaches; the need for a comprehensive approach to people management; growing influence of service industries; increasing real time decision mak-

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ing; and changes in philosophy and organisational structure.

Brewster and Larsen (1992), Hoogendoorn and Brewster (1992), Brewster and Soderstrom (1994) present evidence that HR role is increasingly assigned to line managers and that the extent of such assignment varies from country to country. As mentioned by McGovern et.al (1997), at a minimum, line managers conduct performance reviews, promotion decisions, and communicate terminations. Brewster and Larsen (2003) present data on the variations of line management responsibility for HRM in Europe. Based on the information collected from 176 line managers working in different types of organisations in India, Srimannarayana (2010) finds line managers have relatively higher responsibility in HR activities such as performance management, and training and development and relatively lower responsibility in the employee compensation systems. He identifies significant differences in the role of line managers based on the nature of business undertaken by their organisations and the ownership of the organisations.

The involvement of line managers in HRM has positive as well as negative consequences.

The involvement of line managers in HRM has positive as well as negative consequences. Stuart (1992) observes that significant management involvement in HR function leads to high levels of HR programmes ownership that helps in-

crease HR programmes effectiveness. Perry and Kulik (2008) find a positive impact of devolution of HR to line managers on people management effectiveness. Renwick (2003) reports significant organisational benefits and costs from involving the line in HR work. The participation of both line and HR managers in HRM needs to be re-assessed, as line involvement in HRM is a problematic initiative for organisations to adopt. While identifying the increased responsibility of first-line managers in implementation of HRM, Nehles et al (2006) assert that the first-line managers' desire to undertake HR activities, their capacity to perform HR activities, their competencies, the support they receive from HR managers and clear overall HR policy and procedure influence the implementation of HRM successfully. Based on the research carried out on the role of line managers as human resource agents in fostering organisational change in public services, McGuire, Stoner and Mylona (2008) also conclude that adequate support needs to be provided to line managers to enable them to effectively take on new HR responsibilities.

Line & HR Conflict

According to a study conducted in 1969, Belasco and Alutto have indicated that staff-line conflicts may be less severe and essentially different in nature than had been previously assumed. They observe that moderate disagreement has been reported only in over the amount of increased future decisional participation. Over a period of time, line managers' involvement in HRM activities has in-

creased. As observed by Brewster and Larsen (1992, 2000), Hoogendoorn and Brewster (1992), Brewster and Soderstrom (1994), Ulrich (1997), Currie and Proctor (2001), Storey (2001), Ulrich and Brockbank (2005), and Srimannarayana (2010) line managers have been seen to play a more prominent role in HRM activities. This may create a rift between the HR department and line managers. A line manager's perception of the HR department is not always favourable to HR department. As observed by Jac-Fitz (1990), line managers perceive that HR department is expensive, do not add value, bureaucratic, unresponsive, interferes with operations and not focused on the business goals of the organisation. As pointed out by Storey (1992), the HR professionals may consider the perception as a threat whereas Lowe (1992) considers it as an opportunity to perform better. The relationship between HR professionals and line managers is not a simple issue. According to Brewster and Larsen (2003), it is rather a complex, ambiguous and dynamic one. Legge (1987), Torrington (1989), Gennard and Kelly (1997) mention that what is clear is that the nature of HR department has been one of dynamism and change. The boundaries between what has been the responsibility for, and what is expected to do, are continually shifting. This dynamic, ambiguous and complex nature of partnership relationship between HR department and line managers might result in increasing level of conflict between HR department and line managers.

Objectives of the Present Study

The present study is undertaken to find out the sources of conflict between HR and line managers that might occur while performing HR activities and to assess the differences in the perception of line managers based on organizational characteristics such as the nature of business, ownership of the organisations, line managers' characteristics, such as their level of management, and their functional areas.

The Instrument Design

A questionnaire is prepared covering 23 HRM activities. The list of items incorporated in the questionnaire is as follows: 1) planning human resource, 2) recruiting people, 3) selecting people, 4) placing people, 5) new employee orientation, 6) assessing training needs, 7) nominating employees for training, 8) evaluating training, 9) designing performance appraisal, 10) driving appraisal process, 11) evaluating performance, 12) performance counseling, 13) planning careers, 14) basis of transfer decisions, 15) basis of promotion decisions, 16) salary decisions, 17) incentives, 18) employee benefits, 19) handling grievances, 20) managing discipline, 21) managing absenteeism, 22) managing attrition, and 23) terminating employees. The respondents are expected to rate their level of conflict with HR while discharging these HR activities. A five point scale is used to record the responses. One in the scale represents for 'no conflict', two represents 'minimum conflict', three represents 'moderate conflict', four represents 'high conflict', and five represents 'very

high conflict'. The last section of the questionnaire has asked the respondents to respond to the questions relating to the nature of business their organisation carries out, ownership of the organisation, and functional area of the respondent and their level of management.

Sample

The questionnaire has been administered among 300 line managers. A manager who deals with any of the functional areas other than HR is considered as a line manager for the purpose of the study. All these managers work in different organisations in which there is a HR department to support, help, and guide line managers in people-related issues and to coordinate HR function across the organisation. 210 line managers only could

give usable, filled-in questionnaires for the purpose of the study. As presented in Table 1, 43.80% of them represent manufacturing organisations; 36.20% are from IT/ITES; and the remaining 20.00% represent service sector. Ownership of the organisation-wise, 25.24% of the respondents belong to public sector; 29.05% work in private sector companies other than multinationals; and 45.71% represent multinational companies. Functional area wise, the respondents are distributed among operations (65.24%), sales and marketing (29.52%), and maintenance (5.24%). With regard to level of management, 42.38% of the respondents are at the junior levels of management in their respective organisations; 39.05% are at the middle levels; and the remaining 18.57% respondent line managers are at the senior levels.

Table 1 General Information

SL. No	Item	Number of Respondents	Percentage
1.	<i>Nature of business</i>		
	a) Manufacturing	92	43.80
	b) IT/ITES	76	36.20
	c) Service	42	20.00
2.	<i>Ownership</i>		
	a) Multinational	96	45.71
	b) Companies	61	29.05
	c) Private sector	53	25.24
3.	<i>Functional Areas</i>		
	a) Operations	137	65.24
	b) Sales & Marketing	62	29.52
	c) Maintenance	11	5.24
4.	<i>Level of management</i>		
	a) Junior	89	42.38
	b) Middle	82	39.05
	c) Senior	39	18.57

Data Analysis

The methods of analysis included calculating mean score, and standard deviation (S.D) for each HR activity included in the study. Calculation of grand mean is also carried out. Then the HRM activities are divided into two categories, that is, items above the grand mean and those below the grand mean. The items above the grand mean are considered as the most important sources of conflict between HR department and line managers and those below the grand mean are considered as least sources of conflict. Then data is divided and calculations are made using t-test for organisational characteristics such as nature of business and ownership, and respondents' characteristics such as their functional areas and level of management to measure significant levels of conflict. At the nature of business level, the data is compared for manufacturing, service and IT/ITES organisations. At ownership level, data is compared for public sector, private sector and multinational companies. At functional level, data of managers in operations, and sales and marketing is compared. As the sample of managers working in maintenance department is very low, this item is not considered for comparative analysis. At management level, comparison is between junior, middle and upper management cadres of respective respondents.

Analysis & Findings

Table 2 shows the mean scores and standard deviations for all HR activities dividing them into two categories such

as the items above the grand mean and the items below the grand mean. There are nine HR activities that are above the grand mean.

Basis of promoting employees, salary, basis of transferring employees, managing attrition, handling employee grievance, designing performance appraisal, driving process of appraisal process, evaluating employee performance, and planning careers are the major sources of disagreement between HR department and line managers. It is significant to note that these are the areas in which line managers have more than above average level of responsibility (Srimannarayana 2010). All these areas are interrelated issues of concern for all employees and line managers. Performance evaluation is the basis for certain decisions such as salary hike, promotions, transfers and career planning of employees. If the HR department does not design the performance appraisal properly and does not drive the process as per the expectations of the line managers, and the recommendations made by the line managers are not implemented, the effect can be seen on the employees' monetary benefits, promotions, transfers, and career planning. Though there are many areas in which employees have grievances, unattended and unresolved employee grievances relating to monetary benefits, promotions, and career issues are the greatest concerns of employees. These are the factors that make employees develop an intention to quit. They move on whenever they get better opportunities elsewhere. Thus managing attrition would become a major issue of concern for HR department as well as line managers.

Higher level of concern leads to higher possibility of disagreement in the absence of a fair and transparent HR policy and procedure on the above areas.

The lowest level of disagreement is seen on the area of new employee orientation programme. This is possible because this area is not a serious issue of concern for employees and line managers. Moreover line managers take active part in orienting new employees with job responsibilities and other related work systems of the organisations. The next lowest level disagreement is in the area of employee benefits and services. Interestingly Srimannarayana (2010) finds that this is one HR area in which there is no responsibility for line managers because the administration of employee benefits and services is centrally coordinated by HR department in the respective organisations. This is followed by evaluation of training programmes, and payment of incentives. There is not much possibility of disagreement between HR department and line managers with respect to training evaluation because it is not the one that is carried out actively in many of the organisations. It is predominately confined to feedback evaluation (Srimannarayana 2010). Payment of incentives for the employees is also carried out at the central level without much involvement of line managers. The other areas such as performance counselling, training nominations, recruiting, managing absenteeism, managing discipline, selecting employees, terminating employees, assessing training needs, placing people, and planning human resources have scored below the grand mean, indi-

cating low level of conflict between HR department and line managers. Overall, based on the grand mean (2.43) it may be stated that there is a moderate level of conflict between HR department and line managers

Comparative Analysis

Some interesting similarities and differences have emerged from the data based on the mean scores and t-test results of organisational characteristics (e.g., nature of business and ownership of the organisations), and respondents' characteristics (e.g., level of management, and functional areas). Appendix 1 shows the t-test results for these items on HRM activities.

Organisational Characteristics

Table 3 shows the comparative list of sources of conflict between HR department and line managers based on organisational characteristics such as nature of business (manufacturing, service and IT organisations), and ownership of organisations (multinational, private and public companies).

The basis of promotions is the top one source of conflict in manufacturing and services organisations, whereas the item, salary has secured this place in IT/ITES organisations.

a) Nature of Business: It is significant to note that the basis of promotions is the top one source of conflict in manu-

Table 2 Areas of Conflict between HR Department and Line Managers (Grand mean = 2.43, S D = 1.20)

Areas of Conflict	Mean response	S D
Above grand mean		
Basis of promotions	3.07	1.33
Salary	2.94	1.33
Basis of transfers	2.85	1.38
Managing attrition	2.67	1.22
Handling grievances	2.66	1.21
Designing performance appraisal	2.65	1.28
Driving appraisal process	2.58	1.25
Evaluating performance	2.53	1.20
Planning careers	2.49	1.21
Below grand mean		
Planning human resource	2.41	1.21
Placing people	2.41	1.20
Assessing training needs	2.39	1.17
Terminating employee	2.30	1.18
Selecting people	2.29	1.06
Managing discipline	2.28	1.11
Managing absenteeism	2.25	1.14
Recruiting	2.25	1.13
Nominating for training programmes	2.24	1.21
Performance counseling	2.22	1.10
Incentives	2.16	1.19
Evaluating training	2.11	1.15
Employee benefits	2.11	1.15
New employee orientation	2.07	1.16

facturing and services organisations, whereas the item, salary has secured this place in IT/ITES organisations. This is followed by transfer decisions in manufacturing and service organisations. Basis of promotions is the second major source of conflict in IT/ITES organisations. It is interesting to note that there are dissimilarities with respect to source of disagreement between HR department and line managers from top three source of conflict onwards. Design of performance appraisal is the top three source of conflict for managers in IT/ITES organisations, whereas salary is the top

three reason in manufacturing organisations, and human resource planning is the top three source of conflict in service organisations. The same difference can be seen in other positions of sources of conflict. Managing attrition, which is the fourth top source of conflict for line managers in IT/ITES organisations, has secured fifth place in manufacturing organisations. However, it has secured twelfth position in service organisations. Grievance handling is the fourth top reason for disagreement for line managers of manufacturing organisations, whereas it has secured

seventh position as a source of conflict in IT/ITES organisations and eleventh position in service organisations.

Salary is the top two source of conflict in multinational and private companies, whereas the basis of transferring employees is the top two source of conflict in public sector companies.

b) *Nature of Ownership*: It is significant to note that basis of promotions is the top one source of conflict for the respondents, irrespective of nature of ownership of their respective organisations. Salary is the top two source of conflict in multinational and private companies, whereas the basis of transferring employees is the top two source of conflict in public sector companies. When it comes to top three, four, and five sources of conflict there are differences. Managing attrition is the top three source of disagreement between HR department and line managers in multinational companies. But basis of transfers has secured this position in private companies. In case of public sector companies, it is career planning. As far as top fourth source is concerned, handling employee grievances is the source of conflict in multinational companies and public sector companies. However it is driving performance appraisal process in private companies. With regard to top fifth reason of conflict, there are three different reasons for the line managers of the three different types of organisations. The basis of the transfer has secured the top fifth place

Table 3: Sources of Conflict Based on Organisational Characteristics

Rank	Manufacturing organisations	Service Organisations	IT/ITES organisations	Multinational companies	Private companies	Public Companies
1	Basis of promotions	Basis of promotions	Salary	Basis of promotions	Basis of promotions	Basis of promotions
2	Basis of transfers	Basis of transfers	Basis of promotions	Salary	Salary	Basis of transfers
3	Salary	Planning human resource	Designing performance appraisal	Managing attrition	Basis of transfers	Planning careers
4	Handling grievances	Salary	Managing attrition	Handling grievances	Driving appraisal process	Handling grievances
5	Managing attrition	Planning careers	Basis of transfers	Basis of transfers	Managing attrition	Placing people
6	Planning careers	Recruiting	Driving appraisal process	Designing performance appraisal	Designing performance appraisal	Managing discipline
7	Evaluating performance	New employee orientation	Handling grievances	Evaluating performance	Evaluating performance	Designing performance

8	Assessing training need	Placing people	Evaluating performance	Driving appraisal process	Handling grievances	appraisal Planning human resource
9	Designing performance appraisal	Driving appraisal Process	Placing people	Assessing training needs	Planning careers	Assessing training needs
10	Driving appraisal Process	Designing performance appraisal	Assessing training needs	Placing people	Nominating for training	Driving appraisal process
11	Planning human resource	Handling grievances	Terminating employees	Recruiting	Planning human resource	Nomination for training
12	Nomination for training	Managing attrition	Selecting people	Planning human resource	Managing absenteeism	Terminating employees
13	Managing absenteeism	Selecting people	Recruiting	Incentives	Placing people	New employee orientation
14	Managing discipline	Managing discipline	Planning careers	Selecting people	Terminating employees	Counseling performance
15	Placing people	Evaluating performance	Planning human resource	Planning careers	Counseling performance	Employee benefits
16	Terminating employees	Terminating employees	Managing absenteeism	Terminating employees	Assessing training needs	Incentives
17	Counseling performance	Employee benefits	Counseling performance	Managing absenteeism	Selecting people	Managing attrition
18	New employee orientation	Assessing training needs	Managing discipline	Employee benefits	Managing discipline	Evaluating Performance
19	Evaluating training	Incentives	Nominating for Training	Managing discipline	Recruiting	Selecting people
20	Incentives	Evaluating training	Incentives	Counseling performance	Evaluating training	Managing Absenteeism
21	Selecting people	Nominating for training	Employee benefits	Nominating for training	New employee orientation	Evaluating training
22	Employee benefits	Counseling performance	Evaluating training	Evaluating training	Incentives	Salary
23	Recruiting	Managing absenteeism	New employee orientation	New employee orientation	Employee benefits	Recruiting

as a source of conflict in multinational companies; managing attrition in private sector companies; and the placement decisions in public sector companies.

Line managers' characteristics: Table 4 shows the comparative list of sources of conflict between HR department and line managers based on their level of management and functional areas.

a) Level of Management: Level of management to which line managers belong may give them a varied experience with HR. So, it is assumed that there might be variations in the source of conflict between HR department and line managers based on the level of management. Based on the experience and responsibilities managers handle, they are divided into three categories such as junior, middle and senior managers. There are significant similarities and dissimilarities in the perception of sources of conflict based on the level of management of the respondent managers. It is interesting to note that as far as top three sources of conflict are concerned, managers at junior and middle levels have placed the same areas of conflict, whereas senior level managers have differed with them. Designing the performance appraisal process is the top one source of conflict between HR department and senior level line managers, whereas the basis of promotions is the top one source of conflict for junior and middle level managers. Salary is the top two source of conflict for junior and middle level managers, whereas it is basis of promotions for senior managers.

With regard to top three source of conflict, junior and middle level managers have placed the basis of transfers, whereas it is managing discipline for senior managers. With regard to fourth place, middle and senior managers together have placed managing attrition as a source of conflict between them and HR department. However, according to junior managers handling employee grievances is the fourth top source of conflict. Interestingly, these three levels of managers differ with respect to fifth reason of conflict between them and HR department. Human resource planning is the fifth top reason for senior managers, whereas it is grievance handling for middle level managers and evaluating employee performance for junior managers.

b) Functional Areas: The respondent managers in functional areas of management such as operations, sales and marketing are considered for this study. From the comparative table, it can be seen that there are significant differences in their views with respect to sources of conflict between them and HR department. Basis of promotions is the top one source of conflict for the operations managers, whereas salary is the top one source for sales and marketing managers. With regard to second position, these two types of managers have two types of sources. Salary is the second top reason for the conflict for operations managers, whereas it is the basis of promotions for sales and marketing managers. Operations managers and sales and marketing managers have joined together with respect to third top source

Table 4: Sources of Conflict Based on Line Managers' Characteristics

Rank	Junior Managers	Middle managers	Senior Managers	Operations	Sales and Marketing
1	Basis of promotions	Basis of promotions	Designing performance appraisal	Basis of promotions	Salary
2	Salary	Salary	Basis of promotions	Salary	Basis of promotions
3	Basis of transfers	Basis of transfers	Managing discipline	Basis of transfers	Basis of transfers
4	Handling grievances	Managing attrition	Managing attrition	Managing attrition	Designing performance appraisal
5	Evaluating performance	Handling grievances	Planning Human resource	Handling grievances	Managing attrition
6	Driving appraisal process	Designing performance appraisal	Basis of transfers	Designing performance appraisal	Driving appraisal Process
7	Managing attrition	Driving appraisal Process	Evaluating performance	Driving appraisal process	Evaluating performance
8	Designing performance appraisal	Planning careers	Placing people	Evaluating performance	Handling grievances
9	Assessing training needs	Evaluating performance	Salary	Planning careers	Placing people
10	Planning human resource	Placing people	Planning careers	Planning human resource	Planning careers
11	Planning careers	Terminating people	Driving appraisal process	Assessing training needs	Terminating employees
12	Placing people	Counseling performance	Recruiting	Placing people	Planning human resource
13	Nominating for Training	Managing absenteeism	Handling grievances	Nominating for Training	Assessing training needs
14	Selecting people	Assessing training needs	Nominating for training	Selecting people	Recruiting
15	Terminating employees	Planning human resource	Assessing training needs	Managing absenteeism	Counseling Performance
16	Managing discipline	Recruiting	Selecting people	Terminating employees	Managing discipline
17	Managing absenteeism	Selecting employees	New employee orientation	Managing discipline	Selecting people
18	Counseling Performance	Incentives	Terminating employees	Recruiting	Incentives
19	Recruiting	Employee benefits	Managing absenteeism	New employee orientation	Managing absenteeism
20	Incentives	Evaluating training	Incentives	Counseling performance	Employee benefits
21	Evaluating training	Managing discipline	Employee benefits	Evaluating training	Nominating for Training
22	Employee benefits	Nomination for Training	Evaluating training	Incentives	Evaluating training
23	New employee orientation	New employee orientation	Counseling performance	Employee benefits	New employee orientation

of conflict, indicating that it is the basis of transfer decisions. As far as fourth and fifth places are concerned, these two types of managers have two different sources. The fourth source of conflict is managing attrition for operations managers and designing performance appraisal for sales and marketing managers. The fifth reason is handling employee grievances for operations managers and managing attrition for sales and marketing managers.

There is no clear HR policy and procedure in many of the Indian private sector undertakings.

Summary mean scores of respondents based on the nature of business, ownership of the organisations, their functional areas, and levels of management is presented in Table 5. It is significant to note that the level of conflict between HR department and line managers in services sector is relatively higher when compared to manufacturing and IT/ITES organisations. This might be because of relatively higher scores in the sources of conflicts such as career planning, basis of transfer decisions, salary, incentives, employee benefits and managing employee discipline. Ownership-wise mean scores indicate that line managers in private sector organisations have relatively higher level of conflict with HR department, compared to public sector and multinational companies. This is possible because there are clear HR policies and procedures in public sector companies. Multinational companies generally get the HR manual from the head

offices, inform the employees and implement the manual. However, there is no clear HR policy and procedure in many of the Indian private sector undertakings. This would have been the reason for line managers in private sector undertakings for giving higher scores on the items such as salary, basis of promotions and transfers, career planning, and performance appraisal. Subsequently higher level of conflict could be seen in the private sector. With respect to functional areas, it seems that there is no difference in the perceptions of line managers working in operations and sales and marketing areas. But managers in maintenance function have relatively higher level of conflict. As far as level of management is concerned, it is observed that the lower the level of management, the higher the level of conflict. Junior managers have indicated higher levels of conflict on the items such as basis of promotions, salary, and basis of transfers, grievance handling and performance appraisal. Consequently, a higher level of conflict could be seen in junior managers when compared to their counterparts.

Conclusion & Managerial Implications

Overall, it is found that there is a moderate level of conflict between HR department and line managers.

The study leads to the conclusion that the basis of promotion decisions, salary, basis of transfer decisions, managing attrition and grievance handling are the top

Table 5: Levels of Conflict: Means Scores of Organisational and Respondents' Characteristics

SL. No	Item	Mean score	Standard deviation
1	<i>Nature of business</i>		
	a) Manufacturing	2.44	0.26
	b) IT/ITES	2.34	0.37
	c) Service	2.58	0.23
2	<i>Ownership</i>		
	a) Multinational Companies	2.33	0.31
	b) Private sector	2.70	0.42
	c) Public sector	2.31	0.20
3	<i>Functional Areas</i>		
	a) Operations	2.42	0.27
	b) Sales & Marketing	2.40	0.32
4	<i>Level of management</i>		
	a) Junior	2.54	0.32
	b) Middle	2.41	0.28
	c) Senior	2.24	0.23

five sources of conflict between HR department and line managers. New employee orientation programme, employee benefits, training evaluation, and incentives are the least sources of conflict. Overall, it is found that there is a moderate level of conflict between HR department and line managers. The study also concludes that there are differences in the level of conflict based on nature of business, ownership, functional areas, and level of management and sources of conflict. Comparative analysis leads to the conclusion that managers at junior level have a higher level of conflict when compared to their counterparts. Line managers in service organisations and private sector have higher level of conflict with HR department compared to their counterparts. It is natural that in the present dynamic and complex business environment, when people work together to achieve common goals of their

organisation, conflicts are inevitable. However, it is always desirable to minimize the level of conflicts. The problem often lies in misperception and faulty communication between HR department and line managers (Phillips 1999). Until there is a clear understanding of what the line managers want from HR, it may be difficult to deliver it (King & Bishop 1991). Ultimately, what is required is that HR department should take the initiative to find out the expectations of line managers and meet all their reasonable expectations, and continue to have open, free and frank communication with line managers. This would help in strengthening the partnership relation of HR and line managers in carrying out HR activities in organisations.

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Appendix 1

S.N	Sources of Conflicts and the t-test Results			Nature of Business			Ownership			Functional Area		Level of Management		
	Items	Mean	SD	IT/ITES	Mfg ¹	Serv ²	MNC ³	Pvt ⁴	Pub ⁵	OPS ⁶	S&M ⁷	Senior	Middle	Junior
1	Planning human resource	2.41	1.21	2.14	2.4	2.93*	2.27	2.62	2.43	2.42	2.35	2.46	2.26	2.54
2	Recruiting	2.25	1.13	2.22	2.1	2.62	2.29	2.43	1.96	2.21	2.29	2.26	2.24	2.25
3	Selecting people	2.29	1.06	2.24	2.17	2.62	2.24	2.48	2.15	2.3	2.24	2.18	2.22	2.39
4	Placing people	2.41	1.2	2.32	2.32	2.81	2.31	2.52	2.47	2.36	2.55	2.41	2.37	2.46
5	New employee Orientation	2.07	1.16	1.74	2.21	2.38	1.84	2.28	2.25	2.18	1.79	2.13	1.98	2.13
6	Assessing training needs	2.39	1.17	2.28	2.48	2.38	2.32	2.48	2.4	2.41	2.29	2.18	2.29	2.56
7	Nomination for training	2.24	1.21	2.03	2.39	2.31	1.98	2.64	2.26	2.34	1.98	2.21	2.06	2.43
8	Evaluating training	2.11	1.15	1.89	2.2	2.33	1.94	2.43	2.08	2.12	1.94	1.85	2.16	2.19
9	Designing performance appraisal	2.65	1.28	2.87*	2.47	2.67	2.51	3.05**	2.45	2.61	2.79	2.64*	2.67	2.64
10	Driving appraisal process	2.58	1.25	2.67	2.46	2.69	2.36	3.13**	2.34	2.57	2.6	2.26	2.59	2.72
11	Evaluating performance	2.53	1.2	2.54	2.58	2.43	2.45	3.00**	2.15	2.5	2.58	2.41	2.37	2.74
12	Counseling performance	2.22	1.1	2.13	2.26	2.29	2.04	2.49	2.23	2.18	2.27	1.79	2.34	2.29
13	Planning careers	2.49	1.21	2.2	2.6	2.76	2.23	2.79	2.6	2.48	2.4	2.33	2.54	2.51

14	Basis of transfers	2.85	1.38	2.71	2.91*	2.95*	2.57	3.41**	2.7	2.85*	2.92*	2.44	2.85	3.02
15	Basis of promotions	3.07	1.33	3.07**	3.08**	3.07**	2.97*	3.54**	2.72*	3.08**	3.00**	2.59	3.04**	3.31**
16	Salary	2.94	1.33	3.14**	2.79	2.88*	3.14	3.43**	2.02	2.88*	3.03**	2.33	2.91*	3.22**
17	Incentives	2.16	1.19	2.01	2.18	2.38	2.25	1.98	2.21	2.07	2.19	1.97	2.21	2.2
18	Employee benefits	2.11	1.15	1.96	2.11	2.4	2.15	1.97	2.23	2.01	2.13	1.92	2.17	2.15
19	Handling grievances	2.66	1.21	2.57	2.75	2.62	2.59	2.85	2.55	2.65	2.56	2.21	2.67	2.84
20	Managing discipline	2.28	1.11	2.04	2.36	2.52	2.05	2.46	2.47	2.23	2.26	2.49	2.11	2.34
21	Managing absenteeism	2.25	1.14	2.14	2.36	2.21	2.16	2.54	2.09	2.26	2.15	1.97	2.3	2.33
22	Managing attrition	2.67	1.22	2.72	2.64	2.62	2.69	3.05**	2.19	2.72	2.61	2.46	2.71	2.72
23	Terminating employees	2.3	1.18	2.26	2.29	2.4	2.21	2.49	2.26	2.25	2.39	2.03	2.37	2.37

p<.01* , p<.05**

Mfg¹- Manufacturing, Serv² - Service, MNC³ - Multi National Companies, Pvt⁴ - Private, Pub⁵ - Public, OPS⁶ - Operations, S&M⁷ - Sales & Marketing