UNIVERSITI TEKNOLOGI MARA

ANTECEDENTS, MODERATORS, AND OUTCOME OF EMPOWERMENT OF THE LINE MANAGERS IN HUMAN RESOURCE ACTIVITIES

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Thesis submitted in fulfillment of the requirements for the degree of

Doctor of Philosophy

Faculty of Administrative Science and Policy Studies

April 2009
CANDIDATE'S DECLARATION

I declare that the work in this thesis was carried out in accordance with the regulations of Universiti Teknologi MARA. It is original and is the result of my own work, unless otherwise indicated or acknowledged as referenced work. This thesis has not been submitted to any other academic institution or non-academic for any other degree or qualification.

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ABSTRACT

Within Strategic Human Resource Management (HRM), empowerment is sponsored as a means to seek greater purpose and value for HRM in the organization. Even though the role of line in HRM is widely acknowledged, the devolution of greater powers by HR is enjoined as the way forward. It is claimed that the empowerment of line in HR matters, makes HR more business-minded and the line more people oriented. It is claimed that empowerment is necessitated by market conditions. This study investigated this development systematically through the identification of antecedents (intensity of market competition, organizational structure, role of the HR department, and inter-functional cooperation) and outcome (HRM effectiveness) of empowerment of the line managers in HR activities. This study also crucially examined the willingness of HR manager and readiness of line manager as moderators of the relationship between the antecedents and empowerment of the line. The data were obtained from 108 large manufacturing and service firms through mail questionnaire survey. The informants of this study consisted of HR and line managers. Returned questionnaires were only included organizations which were represented by HR manager and at least one line manager. Data collected were analyzed using principal components factor analysis, descriptive statistics, Cronbach's alpha, and Pearson correlations. Hypotheses were tested using hierarchical multiple regression analysis. Type of organization (manufacturing and service) is controlled for the purpose of testing the hypotheses because it may influence the dependent variable. The findings indicated that business partner role, employee champion role, and inter-functional cooperation had positive relationship with empowerment of the line. Additionally, it was found that centralization is negatively related to empowerment of the line. Contrary to expectations, intensity of market competition, formalization, and administrative expert role were not significantly related to empowerment of the line. In testing the effect of outcome variable, results of this study showed that empowerment of the line had positive relationship with both the effectiveness of the HR roles and the effectiveness of the HR contributions. Further, the results indicated that the willingness of HR manager and readiness of line manager did not significantly moderate the relationship between the antecedents and empowerment of the line. The study by testing important claims in the discipline helps to clarify important conceptual and theoretical points. The practical implications of the study as well as suggestions for future studies are also presented.
DEDICATION

My beloved husband, Zikri Muhammad
Son, Muhammad Faris Ezany bin Zikri
Daughter, Nur Farisah Ezaty binti Zikri

My beloved parents,
En. Mohd. Yusoff bin Che Ahmad
Pn. Khatijah binti Mohd. Yusoff

My beloved parents-in-law,
Tn. Haji Muhammad bin Isa
Pn. Raja Sapiah binti Raja Deraman

My beloved brothers, sisters, in-laws and colleagues
ACKNOWLEDGEMENTS

Bismi-Llahi-R-Rahmani-R-Rahim
(In the name of Allah, The Most Beneficent, The Most Merciful)

This work is the result of a long journey to fulfill a life goal. First of all, I thank to Allah S.W.T. for giving me the ability to carry out the work that is set before me. I consider myself richly blessed to have the opportunity to do research that will prove truly helpful in the lives of many other people. Alhamdulillah (praise to Allah).

Highest thanks to my parent and siblings who always encouraged me to pursue my goals, to work hard and never give up. They loved and believed in me. My father taught me to pay attention to detail, advice which has served me well in my work career and academic studies. He was very proud of me.

To my husband, Zikri Muhammad, my deepest thanks go to him for his ongoing tolerance, patience, unending love, and unconditional support given me these three years. His constant support during difficult and trying times reinforced my resolve. He is my inspiration and role model! He was my rock!

My children, Muhammad Faris Ezany and Nur Farisah Ezaty filled me with joy, frustration, and hope throughout this process. Hopefully my effort will encourage them always strive to never give up and to always reach for their goals no matter the circumstances. They will always fill me with pride.

Great appreciation is expressed to all those who offered me their assistance and words of encouragements during the completion of this study. Sincere thanks go to my main supervisor, Professor Dr. Hj. Hazman Shah Abdullah for his constant support, patience, good ideas, and his thoughtful suggestions and guidance. Special thanks to my co-supervisor, Assoc. Prof. Dr. Nooraini Mohammed Ismail for being responsive and for your warm support.

I also thank Assoc. Prof. Dr. Jasmine Ahmad (Dean of the Faculty of Administrative Science & Policy Studies, UiTM), Assoc. Prof. Hj. Rozalli Hashim, Assoc. Prof. Dr. Nasrudin Mohamad, Dr. Abdul Rauf Ambali, and other faculty members as well as the support staff of the Faculty of Administrative Science and Policy Studies, UiTM, for their encouragement and kind assistance rendered me throughout my studies.

Associate Professor T. Ramayah (School of Management, USM) an early mentor, intellectual, teacher, and friend, took his precious time, again, and helped me to learn and apply statistics in a practical way. He also my role model for a scholar and teacher I hope to be. I will always be indebted to Dr Mohd Salehuddin Mohd Zahari (Faculty of Hotel and Tourism Management, UiTM) for his advice and invaluable critique as I struggled to improve my academic writing. Without his advice, motivation, and editorial skills, this doctoral experience would have been far less enjoyable and rewarding.