

*Abstract of Doctoral Dissertation*

## **Line and HR Executives' Perceptions of HR Effectiveness : A Study of Firms Operating in India<sup>1</sup>**

ARSHINDER SINGH CHAWLA\*

### **I. Introduction**

IN THIS FAST-changing globalized world, it has been realized by business experts and scholars that in order to sustain and prosper, an organization needs to maintain its competitive advantage so as to constantly improve its performance and consistently compete with its competitors. Existing literature indicates that strategic HRM (SHRM) is an effective means to enhance an organizational competitive advantage, which in turn effects overall firm performance. Implementation of HR practices mostly rely on line managers' actions, the existence of disparity between line managers' perceptions of HR effectiveness and those of HR managers is likely to have an impact on the effectiveness of HR practices. In present times of downsizing, reengineering, and outsourcing, it becomes obvious that HR executives' perception regarding effectiveness of HR function in terms of its services, roles, and contributions may not be shared by their line colleagues.

Very few efforts have been made till now, to recognize factors that can explain how line managers differ in their attitudes towards HRM. A considerable amount of research is needed to shed light on the influence of the characteristics of HR function that is responsible for variation in the perceptions of HRM among its various stakeholders. Building on the premise that difference in line and HR managers' perceptions is likely to reflect the status and role of HRM in a given country, it becomes apparent to examine how line and HR executives view the importance and effectiveness of the HR function.

---

1 The Thesis was submitted to Guru Jambheshwar University of Science and Technology, Hisar, Haryana in May 2018, for the award of Ph.D. Degree awarded in 2019, under the supervision of Dr. S.C Kundu, Professor, Guru Jamsheshwar University of Science and Technology, Haryana School of Business, Hisar, 125001, Haryana, INDIA

\* Additional Director General of Police (Administration and IT) Haryana, Police Headquarter, Sector 6, Panchkula, Haryana 134109, INDIA