

UNIVERSIDADE DE LISBOA
Instituto Superior de Economia e Gestão



**THE RISE OF THE LINE MANAGER
THE ASSOCIATION BETWEEN HUMAN RESOURCES
MANAGEMENT AND ORGANISATIONAL
PERFORMANCE**

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A thesis especially carried out for a PhD in Management

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ABSTRACT

Human resources (HR) policies are an important component of HR systems, as they influence employees' behaviours and attitudes, which, in turn, generate positive effects on performance.

This research contributes to the study of HR policies and its association with organisational performance (OP), by: i) presenting a literature review, which highlights the points of agreement and limitations in the literature; ii) exploring the influence of intermediate variables in this association, and; iii) emphasising the importance of employees' perceptions and line managers' empowerment on the said relationships.

To achieve these objectives, four studies were carried out, each of which is described in a full chapter. The first chapter reviews the literature and offers some insights up until the advanced theory on the HR-performance linkage. In addition, it examines the literature and establishes the basis for the remaining chapters.

The second chapter studies the impact of HR policies on OP. It highlights the potential influence of employees' outcomes by exploring some of the intermediating variables, namely employees' attitudes and behaviours.

The third chapter addresses employees' perception regarding HR policies and the link to OP. It offers new insights on how employees perceive policies and how these perceptions are likely to boost performance.

The objective of the last chapter is to understand the meaningfulness of line manager influence. The results suggest that HR policies should be employed by line managers to actively manage the HR process in support of managerial actions and to control employee's outcomes.

In summary, this research highlights the fact that it is not enough to just have a set of HR policies in place, but that it is also important to take an interest in how these policies are implemented and perceived. Employees' perceptions regarding the reasons why management adopts certain HR policies has a consequence for employee attitudes-behaviour-unit performance.

Keywords: Human resources management, perceptions, mediation, line managers, performance

RESUMO

As políticas de recursos humanos (RH) têm um papel importante no sistema de RH, contribuindo com efeitos positivos no desempenho influenciando comportamentos e atitudes dos colaboradores.

Este trabalho tem como objetivo contribuir para o estudo da associação RH-desempenho organizacional (DO), nomeadamente: i) apresentar uma revisão da literatura, destacando pontos de concordância e limitações; ii) explorar o efeito das variáveis mediadoras; iii) destacar a influência dos chefes de serviço (chefes) na construção das percepções dos colaboradores; e iv) examinar a interação chefe-subordinado.

A investigação é constituída por quatro estudos. O primeiro estudo, revê a literatura sobre a relação RH-DO e desenvolve a sua ligação com base na teoria. Este capítulo leva o leitor a conhecer os princípios do tema e revela a sua visão sobre o futuro do tema.

O segundo estudo analisa o impacto que as políticas de RH têm no DO. Os resultados suportam um modelo, em que a associação é mediada, ou seja, de forma indireta.

O terceiro estudo contribui para preencher a lacuna na literatura sobre a percepção dos colaboradores. Apresenta novos “*insights*” sobre como os colaboradores percebem as políticas e como suas percepções podem impulsionar o DO.

O último estudo tem como objetivo compreender a relevância do chefe. Nomeadamente, na gestão das expectativas e percepções dos seus subordinados. Os resultados da investigação, sugerem que as políticas de RH são utilizadas, pelos chefes, como “ferramentas”, permitindo controlar os resultados desejados. Os chefes são responsáveis pelas interações com os seus subordinados, tendo as suas ações impacto na prestação dos subordinados.

Concluindo, a investigação demonstra que a mera existência de políticas de RH é insuficiente; Logo, tanto o processo, como a sua aplicação, tal como, antecipar o impacto que provocam nos colaboradores são fundamentais. Com esta investigação pretendemos clarificar a associação entre gestão de RH e o DO.

Palavras-chave: Gestão de recursos humanos, percepções, mediação, chefes de serviço, desempenho

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LIST OF ACRONYMS

AMO	Ability, Motivation, Opportunity to perform
AVE	Average Variance Extracted
BS	Business Strategy
CFA	Confirmatory Factor Analysis
CFI	Comparative Fix Index
CR	Composite Reliability
EO	Employee Outcomes
HR	Human Resources
HRM	Human Resources Management
HRP	Human Resources Practices
LMX	Leader-Member Exchange
MI	Modification Indices
MSV	Maximum Shared Variance
MV	Management Values
NIESR	National Institute for Economic and Social Research
OP	Organisational Performance
RBV	Resource-Based View
RMSEA	Root Mean Square Error of Estimation
SHRM	Strategic Human Resources Management
SPSS	Statistical Package for Social Sciences
SRMR	Standardised Root Mean square Residual
WE	Work Engagement
λ	Standardised Factor Loading
χ^2	Chi-square

PART I: INTRODUCTION

1. Thesis structure

This thesis comprises three parts. The sequence and structure of these parts are as follows:

Part I: Introduction

This chapter presents the aims of the research and the research questions and describes both the conceptual and methodological frameworks of the research project. It also shows the purpose and justification of the research, and its relevance to theory.

Part II: Research studies

The second part refers to the empirical studies. Study 1, “THE ASSOCIATION BETWEEN HUMAN RESOURCE MANAGEMENT AND ORGANISATIONAL PERFORMANCE: A LITERATURE REVIEW”, presents the theoretical basis of the research. It reviews the literature addressing the linkages between human resources (HR) policies and organisational performance (OP). Study 2, “HOW DOES WORK ENGAGEMENT MEDIATE THE ASSOCIATION BETWEEN HUMAN RESOURCES MANAGEMENT AND ORGANISATION PERFORMANCE?” is a quantitative study which examines employees’ attitudes and behaviours, highlighting the influence of employees’ work engagement (WE) on the HR policies-OP relationship. Study 3, “EMPLOYEES' PERCEPTIONS AND THE LINK BETWEEN HUMAN RESOURCE MANAGEMENT AND ORGANISATIONAL PERFORMANCE: A CONCEPTUAL VIEW”, is a theoretical study that examines the perceptions of employees regarding HR policies. Finally, Study 4, “THE LINK BETWEEN HUMAN RESOURCES MANAGEMENT, MANAGEMENT VALUES AND ORGANISATION PERFORMANCE: UNLEASHING LINE MANAGERS’ POTENTIAL”, is a

quantitative study which examines the central role of line managers and employees in the HR policies-OP link.

In detail, Study 1 is the starting point for initiating the association between HRM and OP and related intermediating variables. After presenting the theoretical exposition of the context in which the research is based the Study 2 emerge with the focus on line managers and how they interact with employees leading to HR-related outcomes. Line managers capability to stimulate, or disrupt, such desired HR-related outcomes have a significant impact on the overall performance of a given organisation and required an in-depth analysis. Study 3 through a critical analysis of the existing literature on employees' perceptions offered new perspectives helpful for bridging the gap through a more comprehensively examine the role of employees' perceptions of HR policies and the link to OP. Study 4 put on the agenda line managers influence as a critical element in the system responsible for exchanges with employees resulting in performance effects.

Part III: General discussion

The third part presents a reflection on the most important contributions of this research, integrating the theoretical and practical implications. This chapter discusses the overall findings. The structure of the chapter is guided by each specific objective of the study, where for every objective, the researcher presents a summary and an explanation of the findings vis-à-vis the previous empirical findings and theoretical explanations. It also points out the limitations and future research avenues to further explore the HR policies-OP relationship.

2. Motivation and purpose of the study

Considering the various studies and research options in human resources management (HRM), our decision was to study line managers' interpretations and employees' perceptions. To circumscribe our study, we delimited the focus of our attention to just those perceptions of the interactions between HR policies and OP. This thesis focusses on enhancing the understanding of how employees' perceptions of HR policies are associated with performance outcomes.

Despite the growing evidence of the positive influence of HR policies on OP, there are still many unanswered questions with regards such an association (Purcell, Kinnie, Hutchinson, Rayton, & Swart, 2003). Some researchers have proposed that HR policies are associated with employees outcomes (EO) through their influence on employee attitudes and behaviours (e.g., Huselid, 1995; Wright, McCormick, Sherman, & McMahan, 1999; Wright, McMahan, & McWilliams, 1994), however this chain still needs to be empirically supported and explained.

Furthermore, scholars have recommended that future studies examine the personal level of the outcome of staff's perceptions of a given organisation's HR system (Khilji & Wang, 2006; Nishii et al, 2008). The assumption is that employees who have positive perception of their organisation's HR policies are more likely to become more engaged with their current jobs, and thereby become more productive (Snape & Redman, 2010; Conway & Monks, 2009). A positive perception in relation to organisational support is likely to translate to a higher level of engagement by employees and improved OP.

From a managerial viewpoint, it is vital to understand the extent to which certain HR policies impact on OP. Despite this progress, a great deal of attention has only been directed to the managerial perspective and little attention has been given to employees' perspectives in relation to HR policies and their influence on OP (Wright & Nishii, 2013).

This gap calls for the need to include employees' perception in the strategic management study, particularly when examining the influence of HR policies on employee performance (Jiang et al, 2017).

This research focusses on the attributions of HR policies, as it assumes that a variety of policies interact to shape employees' attitudes (Sanders et al, 2008). The current line of research defends that managers have a crucial role in stimulating employees' efforts and in shaping HR related outcomes effectively. The question of HR policies is largely unexplored, and thus the main goal of this thesis is to analyse the relationship between employees'/line managers' perceptions of HR policies on the one hand, and to determine the contribution of line managers on OP on the other hand.

Research Question

The purpose of this study is to:

- i) Understand the relationship between the perceptual differences of employee-manager with regards HR policies and their perception of performance, specifically:
 - a. To understand how employee-manager perceptual differences are related with regards HR policies, employees' WE, and managers' perception of performance.
 - b. Does the relationship between employee-manager perceptual differences with regards HR policies and employees' WE affect managers' perception of performance?
- ii) To explore the association between management values (MV) and employee-manager relationship and both HR policies and OP, precisely:

- a. Does leader-member exchange (LMX) mediate the relationship between HR policies and OP?
- b. Do MV moderate the relationships between HR policies and LMX, HR policies, and OP, and also LMX and OP?

The specific research questions include:

- i) What is the relationship between employees and line managers' perceptions of HR policies and OP?
- ii) Does employees' WE mediate the relationship between employee-manager perceptual differences with regards HR policies and manager's perception of performance?
- iii) Does LMX mediate the relationship between HR policies and OP?
- iv) Do MV moderate the relationship between HR policies and LMX?
- v) Do MV moderate the relationship between HR policies and OP?
- vi) Do MV moderate the relationship between LMX and OP?

Objectives

In order to answer the research questions, we defined the following objectives:

- i. Understand why employees' outcomes of HR policies (i.e., attitudes and behaviours) are still not regarded to be an assumption in the theoretical framework;
- ii. Reveal possible directions for future study;
- iii. Explore how employees' outcomes influence performance (e.g., WE);
- iv. Disclose when the influence of perceptions, individual characteristics, and shared perceptions among organisation and staff (i.e., employees and line managers) are likely to strengthen the link between HR policies and performance;

- v. Explore the role of line managers and their capabilities to make choices which influence organisational and EO;
- vi. Explore new approaches to management, as well as new social dynamics and ways to manage people; and also to understand how these factors contribute to build and maintain competitiveness.
- vii. Explore the effect of MV on LMX, HR policies, and performance;

CHAPTER I – THE CONCEPTUAL FRAMEWORK

The scope of this research project comprises three main areas of study: HR policies, EO, and OP. HR refers to the management of people within organisations, focussing on policies and on systems. EO refers to the impact that HR policies have on employees, and OP refers to the results, or outputs, that a specific organisation intends to achieve, i.e., the goals and objectives. These three topics are interrelated in the four papers which constitute this doctoral thesis and are covered in detail in the following section. The studies that comprise this work aim to improve the knowledge of the process of a HR system in relation to OP resulting from line managers' interpretations of employee's perceptions regarding formal and informal HR policies.

1. Human Resources Management

HRM has become an essential part of business schools (Storey, 1992). HRM is mainly concerned with the management of people within organisations, focussing on policies and systems.

The concept of *human resource* was initiated by Drucker (1954). The author believed that the worker was a resource with unique characteristics not present in other resources, i.e., “the ability to coordinate, to integrate, to judge and to imagine” (Drucker, 1954, p. 263). Therefore, the human resource has self-sufficiency, i.e., the ability – and the desire - to determine their own course, contrary to the other resources used by managers.

The term HRM is derived from the concept of *personnel management*. HRM in fact intends to give *personnel management* a strategic perspective. In the beginning, *personnel management* was mainly related with administrative activities, such as recruitment,

reward systems, promotion, etc. Nowadays, HRM is regarded as a strategic business partner, based on the assumption that it contributes to the success of a business.

1.1. The definition of Human Resources Management

Essentially, the term HRM has advanced from being a definition more related to *personnel management*, e.g., activities designed to arrange and coordinate HR within an organisation (Byars & Rue, 2004), management decisions and actions which impact on the relationship between the organisation-employees link (Beer, Spector, Lawrence, Quinn Mills, & Walton, 1984). The development of the concept of HRM is based on the strategic assumption that HRM needs to go beyond employment or industrial relation. Complementary, Boxall and Purcell (2000, p. 183) affirm that: “HRM includes anything and everything associated with the management of employment relationships in the firm”.

The keywords *anything* and *everything* in the above description highlight the power of the concept. Taking the employee-organisation relationship to the next level of trust and developing a psychological contract implies that employees can be involved in participating in areas which are not directly covered in their employment contract, which thus ensures a suitable work life balance.

However, according to Storey (1995), HRM is mainly about policies, i.e., “a distinctive approach to employment management which seeks to achieve competitive advantage through the strategic deployment of a highly committed and capable workforce, using an integrated array of cultural, structural and personnel techniques”. The main contribution in this definition is that HR need to be carefully selected, developed, and motivated. Among other characteristics, HRM tends to increase the level of employee satisfaction. Therefore, HRM is of strategic importance and HR policies should be integrated in the business strategy (BS).

Table 1 shows the main difference between *personnel management* and *human resource management*, according to Torrington, Hall, Taylor and Atkinson (2020).

Table 1. Personnel Management contrasted with Human Resource Management

Characteristics	Personnel Management	Human Resources Management
Time and planning perspective	Short term	Long term
	Reactive	Proactive
	<i>Ad hoc</i>	Strategic
	Marginal	Integrated
Psychological contract	Compliance	Commitment
Control systems	External controls	Self-control
Employee relation perspective	Pluralist	Unitarist
	Collective	Individual
	Low trust	High trust
Prefers structures/systems	Bureaucratic/mechanistic	Organic
	Centralised	Devolved
	Formal defined roles	Flexible roles
Roles	Specialist/professional	Largely integrated into line management
Evaluation criteria	Cost minimisation	Maximum utilisation (human asset accounting)

Source: Torrington et al (2020)

Thus, HRM must focus on the following: a) activities related to human relationships, both formal and informal, within and throughout the organisation; b) people, just as any other economic factor, who are considered not to be a cost, but rather an investment (e.g., training and development) with the aim to create competitive advantages; c) policies, which in turn yield both improved economic performance and greater human development, which is aligned with BS.

HRM is in effect an extension of *personnel management*, based on the challenge to retain and maintain highly qualified employees for a longer period. Consequently, organisations are aware that manpower, and their needs, come first.

1.2. Human Resources in organisations

It is important to emphasise that HR roles can be carried out by two different functions, depending on the context. For instance, line managers in organisations are regarded as HR managers, as line managers are assumed to engage in HR tasks (McCarthy, Darcy, & Grady, 2010). Their position of authority and their close contact with the personnel places them in the best position to know how they should be developed, or even rewarded. However, line managers' effectiveness and efficiency depend on how the HR system is organised and managed in organisations. Essentially, it is not the line managers' responsibility to design and carry out HR activities such as recruitment & selection and the implementation of employment regulations (Harris, 2001). Rather, it is the HR manager who is responsible for the organisation of these activities. This involves designing organisation procedures, and defining contractual terms, both for recruitment and selection, and all tasks related to managing people through organisational activities.

However, the conflict between roles is inevitable. Both types of manager, e.g., line managers and HR professionals, need to work together and be involved in the same HR assignment (Pombo & Gomes, 2020b). Furthermore, the process of translating organisational goals into HR policies and practice and the subsequent impact of HRM on staff attitudes and behaviour relies on a common effort from both HR professionals and line managers. Some HR activities, such as recruitment and selection, require mutual attention, i.e., the sharing of responsibilities for carrying out HR practices, which are translated into HR roles.

1.3. Human Resources system

A range of meanings has been attributed to the HR system in the existing research. HR systems represent a multi-level construct (Arthur & Boyles, 2007), which drives employee's performance and are connected to organisational resources. Lado and Wilson (1994, p. 701) define a HR system as being a “*set of distinct but interrelated activities, functions, and processes that are directed at attracting, developing, and maintaining (or disposing of) human resources*”.

1.4. Human Resources Policies and Practices

The following section highlight the differences between HR policies *versus* practices, as these are closely-related concepts which often misinterpreted.

HR policies are formal rules, guidelines, and procedures. Policies represent specific guidelines for HR managers and staff in general on various matters concerning employment, which state the intent of the organisation with regards different aspects (Folger & Cropanzano, 1998).

HR policies, being one component of the HR system, concentrate on the organisation goals and strategies through stimulating employees' attitudes and behaviours (Arthur & Boyles, 2007). Nevertheless, when implemented, policies progress from the theoretical plan to a pragmatic scenario – which reflects the changes of policies into practices. The influence of the theoretical scenario which were in effect *guiding actions* now progress to impact on employees' behaviour and changes in a different way – which is known as *practices* (Huselid & Becker, 2000; Wright & Boswell, 2002).

1.5. Strategic Human Resources

Strategic human resources management (SHRM) focuses on the changing nature of an organisation's environmental, i.e., HR plans and strategies are aligned within the context of the organisation's values and objectives. SHRM requires interpretation and adjustment to ensure the most suitable fit between HRM and organisation goals and it thus involves constant interaction with the external environment (Armstrong M. , 2009).

To perform a strategic role, HRM needs to add tangible value to the organisation's effectiveness and efficiency (Jackson, Schuler, & Jiang, 2014). HR can become a valuable strategic partner which helps the organisation achieving its goal, where the focus is the creation of a sustained competitive advantage (Barney, 1991).

Nevertheless, the HR department often finds itself excluded from the strategy formation process. For HR strategy is more often regarded to be the implementation of organisational strategies (Torrington et al, 2020). However, the capability to implement strategic plans is an important feature of successful HRM (Torrington et al, 2020). Employees are a key resource when it comes to merging organisational strategy with HR strategy and thus the HR department needs to adopt a proactive attitude towards policies, planning and compensation strategies and should add value to the management of the organisation (Adeniji & Osibanjo, 2012).

Four main theoretical approaches regarding strategic HRM can be identified. The understanding of these theories enables strategic HR decisions to be made. In other words, there is a need to confront current assumptions and thinking to potentially open a new range of possibilities, whereby the concept of strategy leads to learning - both in terms of content and process.

1.5.1. The universalistic perspective

This perspective, which is also known as “best practice”, maintains that a typical set of HR policies exists which can be applied in any organisation, and that these have a greater effect on performance when they are used in the right combination, and that such a combination generates synergies (Combs, Liu, Hall, & Ketchen, 2006; Boxall & Macky, 2009). This stream first assumes that policies have an additive effect (MacDuffie, 1995), and then posits that synergies occur when one policy reinforces another. A considerable amount of research has identified an assortment of policies (e.g., Pfeffer, 1998; Arthur, 1994; Appelbaum, Bailey, Berg & Kalleberg, 2000). An underlying assumption in these studies is that such policies are universally applicable and are successful.

Criticism of this research stream has also been fierce, especially because it tends to neglect environment contingencies (Boxall & Purcell, 2011). There is also a lack of consensus regarding the best match of HR policies, as well as the importance of certain policies (Hutchinson, Neugebauer, Mather, & Moore, 2013). As a result of these and other criticisms, an alternative approach has paid more attention to the context in which policies are used.

1.5.2. The contingency perspective

For the contingency perspective, which is otherwise known as “the best fit”, there is no unique formula, i.e., it proposes that the effect of HR policies on OP depends on the organisation’s context, culture, and BS (Wright & Snell, 2005). A source of competitive advantage is likely when potential skills are shaped by a match between internal HR processes, policies, and external market in BS (Wright, Gardner, Moynihan, & Allen, 2005). To achieve OP, decision-makers have to figure out the best approach, i.e., they cannot merely use the reward policies from other organisations as benchmarks, as these

depend on contingent circumstances (Gross & Friedman, 2004). In other words, there is no best way to structure BS to achieve competitive advantage, but rather similar and coherent combinations of elements which can result in different performance outcomes (Bowman & Carter, 1995). The contingency approach argues that the effectiveness of HR policies depends on how closely they are aligned with the internal and external environment of the organisation (Boxall & Purcell, 2011). Heffernan and Flood (2000, p. 128) postulated that employee's "*competencies and their role in helping organisations cope with the changing environment*", which is related to the need to ensure a conversion of interest between HR strategy and BS. Accordingly, contrary to the universalistic perspective, the contingency perspective states that there is not "one best way" of managing people, but rather that the organisation should take into account factors such as its strategy, location, sector, size, and the nature of the work itself (Hutchinson et al, 2013).

One criticism which is often levelled at the contingency perspective, is that it tends to over-simplify organisational reality, i.e., by attempting to relate one dominant variable to another internal variable, it tends to assume a linear, non-problematic relationship (Waiganjo, Mukulu, & Kahiri, 2012). However, this tends to grow in complexity when calculating all the contingent variables, or when discovering the majority of the interconnections and also the way in which changes in one variable have an impact on others (Purcell, 2002).

1.5.3. Configurational perspective

The configurational perspective is the most complex perspective when compared to the two previous theoretical frameworks (Delery & Doty, 1996). This perspective is also known as "HRM as bundles", i.e., the impact of HRM on OP is dependent on the adoption

of an effective combination of HR practices (MacDuffie, 1995), depending on corresponding organisational contexts - where the key is to determine which are the most effective practices in terms of achieving a better level of business performance (Guest & Hoque, 1994; Delery & Doty, 1996; Huselid & Becker, 1996; Katou & Budhwar, 2007). Such bundles of complementary practices are held to produce substantially greater performance effects than individual HR practices (Ichniowski, Shaw, & Prennushi, 1997).

Thus, contrary to the universalistic perspective, the configurational perspective “*comprises single practices combined in an additive manner*” (Gooderham et al, 2008, p. 2048), i.e., it involves more complex typologies of ideal types of HRM systems than those found in universalistic approaches.

A key theme which emerges regarding “best practices” is that individual practices cannot be implemented effectively in isolation (Storey, 2007), but rather it is crucial for individual practices to be combined into integrated and complementary bundles (Waiganjo et al, 2012). MacDuffie (1995) argues that a “bundle” creates the multiple, reinforcing conditions that support employee motivation - given that employees are likely to possess the necessary level of knowledge and skills to carry out their work effectively (Stavrou & Brewster, 2005). In the configuration school, cohesion is believed to create synergistic benefits - which in turn enable the organisation’s strategic goals to be met.

1.5.4. Contextual perspective

This perspective offers a global explanation, which accounts for different environments, including geographical and industrial contexts which results in a more complex perspective (Martin-Alcazar, Romero-Fernandez, & Sánchez-Gardey, 2005). It considers the relationship between the strategic HR system and its context and integrates a macro-social framework with which it interacts (Martin-Alcazar et al, 2005). In

summary, strategies are supported by performance targets which consider internal as well as external environment influences.

Additionally, the change of perspective by including the nature of HR extends the responsibility of the HR specialist to the rest of the managers, especially line managers (Brewster, Larsen, & Mayrhofer, 1997).

To conclude, as resumed by Martin-Alcazar et al. (2005, p. 641), “*HRM is understood as something broader than managerial decisions. It is considered as part of a bigger social macrosystem that both influences and is influenced by the HRM strategy*”.

In fact, many unanswered questions regarding HR policies have only recently been recognised, e.g., the role of employees (Pombo & Gomes, 2018). Despite this growing evidence of the positive influence of HR policies on OP, empirical evidence is still scarce. The current trend in the area is to recognise the importance of employees, i.e., leaders and followers, and hence the variety of new interactions which are bound to happen (Pombo & Gomes, 2018). To advance the theory on the HR policies-OP linkage, insights from main theories are introduced.

1.6. The main theories which support the Human Resources Policies-Organisational Performance relationship link

The following five theories support the relationship between HR policies and OP and also the view that employees can be valuable resources for the organisation.

1.6.1. The Resource-Based View

In their review of the literature regarding the HR policies-OP relationship, Boselie et al (2005) suggested that two of the most important theories are the Resource-Based View

(RBV) and Ability, Motivation, Opportunity to perform framework (AMO). Regarding RBV, Barney (1991) distinguishes between competitive advantage and sustained competitive advantage, where the word “sustained” is used to define the extent to which a strategy is more or less difficult to be copied by rivals. Allen and Wright (2008) noted that organisations need to study their internal resources, both physical and intellectual. For human capital is the organisation’s most important asset, as it holds the strongest potential to generate value and thus help the organisation to perform better than its competitors. According to Snell and Dean (1992), human capital adds value to the organisation as it creates a higher potential for productivity – which is provided by: i) greater levels of relevant knowledge, and; ii) skills. As a result, past research has tried to identify and evaluate the potential of these various resources to generate competitive advantage (Lopez, 2005). In order to retain and motivate employees, the organisation must try to achieve a connection between HR strategies and BS (Hsieh & Chen, 2011), which is inspired through the implementation of appropriate HR policies. The objective of these policies is to induce desired employee behaviours and to ensure the success of HR strategies.

1.6.2. The Ability, Motivation, and Opportunity to perform framework

The second theory focusses on high performance work systems, where the central elements are the Ability, Motivation, and Opportunity to perform (Appelbaum et al, 2000). Guest (1997), and Becker, Huselid, Pickus, and Spratt (1997) all advocated an approach which draws on the expectancy theory (Vroom, 1964; Lawler, 1971) as a basis for finding the core elements of HR policies content and its link to OP. This approach, which is called the AMO theory, is in its essence a universalistic perspective. The assumption is that the correct HR policies generate motivation and the commitment of

employees. This theory provides one possible basis for developing a more coherent rationale regarding the link between HR policies and OP (Guest D. E., 1997).

The AMO framework is therefore a powerful conceptual tool for understanding the ability and involvement of employees in the organisation, as well as their commitment and work-related efforts and energy, and thus it also provides an understanding of how the organisation can be more proactive and more closely linked with learning, innovation, and knowledge (Jackson et al, 2014).

According to MacDuffie (1995, p. 199), economic performance is likely to improve once these three conditions are met: *“when employees possess knowledge and skills that managers lack; when employees are motivated to apply this skill and knowledge through discretionary effort; and when the firm’s business or production strategy can only be achieved when employees contribute with such discretionary effort”*. Patterson, West, Lawthom, & Nickell (1997, p. 13) agree with some of MacDuffie’s conditions, i.e., that HR policies can improve OP by: i) increasing employee skills and abilities; ii) promoting positive attitudes and increasing motivation, and; iii) providing employees with expanded responsibilities in order that they can make full use of their skills and abilities and achieve consensus at the common playing field level. To achieve such effort, Baird and Meshoulam (1988, p. 122) stated that there must be synergy between a set of managerial practices, i.e., *“researchers must treat practices as systems and practitioners must select measures that “fit with and support each other””*. Jiang, Lepak, Hu, and Baer (2012) conducted a meta-analysis which focussed on the type of mediating paths which use the AMO framework. They found that *“different types of HR practices influence important outcomes through different paths - suggesting that the components of HR systems are not perfectly interchangeable with one another in terms of the mechanisms of their impact on the workforce”* (Jiang, Takeuchi, & Lepak, 2013, p. 1449). The AMO framework is

therefore a powerful tool for understanding the ability and involvement of employees in the organisation, as well as their commitment and work-related efforts and energy, and thus it also provides an understanding of how an organisation can be more proactive and closely linked with learning, innovation, and knowledge (Jackson et al, 2014).

The main tenet of the AMO theory is that HR policies introduce changes in employees' abilities, motivations, and opportunity to perform, which, in turn, positively influence OP (Purcell & Hutchinson, 2007). When examining the evidence which links abilities to performance, in effect, only one induces qualification, i.e., technical know-how, as a replacement for ability. A series of influential research projects has also strongly indicated a link between ability and business productivity, e.g., Ghebregiorgis and Karsten (2007), who affirmed that ability increases productivity, which, in turn, is strongly correlated with performance. Several well-known "matched plant" studies (see Keep, Mayhew & Corney, 2002) of the National Institute for Economic and Social Research (NIESR) considered the impact of workforce skills and development on productivity, together with a range of other factors, such as investment in capital equipment and maintenance practices for matched comparator establishments. An alignment between higher skills and higher productivity was identified, particularly at the intermediate skills level, suggesting that a more highly-qualified and educated workforce is associated with greater productivity, greater innovation, and better quality products and/or services. Furthermore, according to Redmond (2010), motivation arises from a person believing that they will get what they want (desired outcomes), which, in turn, emphasises individuals' personal perceptions of the environment and subsequent interactions. This raises awareness of people's expectations in work settings.

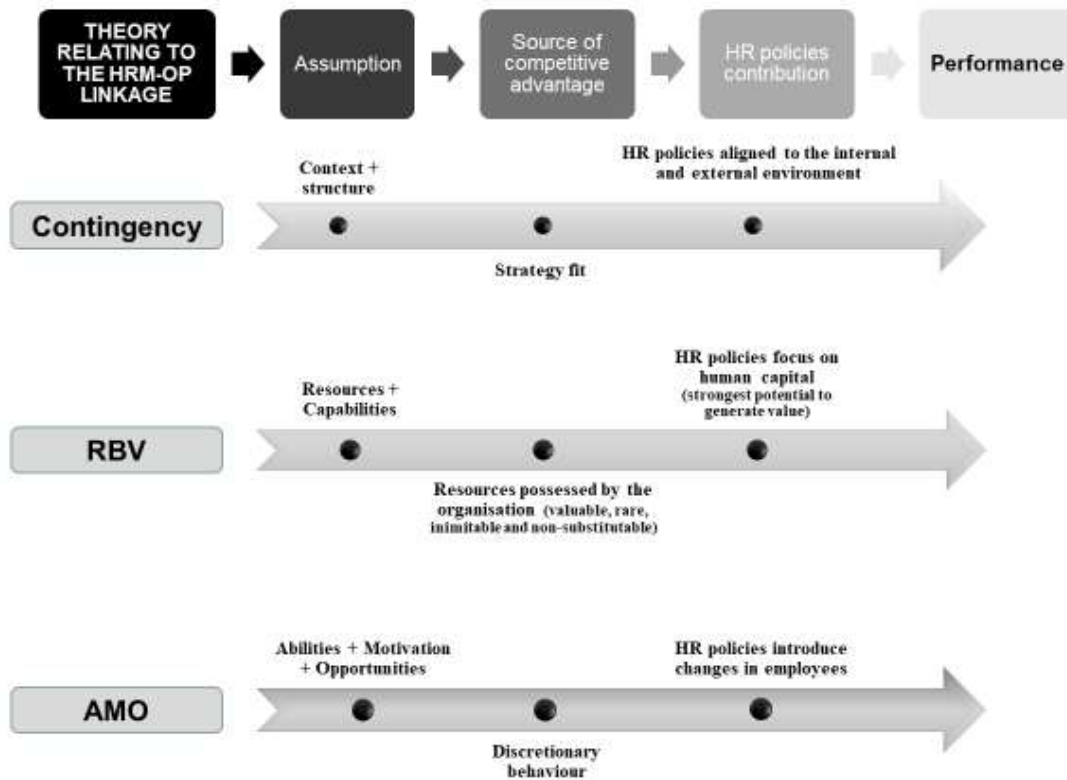
The expectancy theory proposes that work motivation is dependent on the perceived association between performance and outcomes, i.e., individuals modify their behaviour

based on their calculation of anticipated outcomes (Chen & Fang, 2008). Although the expectancy theory is very focussed on motivation, it is based on the way that motivation is related with performance. Even though motivation contributes to commitment and job satisfaction, it is also mediated by the way management applies HR policies and how these are accepted by employees. Guest (1997) suggests that to achieve more promising performance at the individual level, employees must not only be motivated, but they also need to possess the necessary and correct mix of skills, abilities, and knowledge.

Ultimately, opportunity to perform is concerned with abilities and skills that are provided to employees, and which are relevant for the tasks that exist in the organisation. The opportunity is seen as the vehicle to transfer technical skills, an example being when employees can apply their abilities to their job. The lack of opportunities is likely to contribute to a decrease in overall performance. In this sense, selective selection, intensive training, encouraging active employee participation, conducting thorough performance assessment, and establishing incentives linked to performance, are all HR practices which are related to better OP, by means of their impact on the development and motivation of employees (Jackson et al, 2014; Jiang et al, 2013).

The AMO theory provides a useful explanation of the causal linkages between HR policies-OP relationships, following the advice by Guest in 1997, to generate better theorisation about these topics. The quality of this theory lies in the fact that it consists of statements which deliver predictions and explanations (Fleetwood & Hesketh, 2008). Figure 1 schematises the above-mentioned theories which relate to the HR policies-OP linkage.

Figure 1. The theoretical perspectives of the Human Resources Policies-Organisational Performance linkage



Source: Authors

1.6.3. The Social Processing Theory

Another important issue arising from these considerations is that line managers play a crucial role in the HR policies-OP linkage, because they influence employee perceptions, interpretations, and affective reactions to HR policies. Based on the social information theory, Pombo and Gomes (2019) advanced knowledge regarding how employees' perception about HR policies influences OP.

The social processing theory further suggests that individuals use information obtained from others within their social setting to formulate their attitudes, perceptions, and behaviours. It also postulates that social settings influence employees' perception of HR policies (see also Wright & Nishii, 2013). In addition, the social processing theory

can be used to explain how people perceive and interpret HR policies (Wright & Nishii, 2013).

This model offers a valuable theoretical framework for both integrating and intellectualising deliberate and automatic processes within organisations (Wyer, 2012). The model asserts that people tend to be motivated to communicate with each other to develop unambiguous and unwavering interpretations of their meanings and events. The theory further posits that individuals use information obtained from others within their social setting to form their attitudes, perceptions, and behaviours. The social information processing theory postulates that social setting influences employees' perception of HR policies.

Furthermore, the social information processing theory has been used to explain the occurrence of mutual perceptions among staff, which arise from the exposure to similar information regarding the work environment and communication with one another (Lam, Huang, & Janssen, 2010). The theory has been widely employed to explain the impact of social setting, for example, the impact of co-workers and leaders on staff's perceptions, attitudes, or job satisfaction (Bhave, Kramer, & Glomb, 2010). In addition, the social processing theory can be used to explain how people perceive as well as interpret HR policies (Wright & Nishii, 2013). Within a work environment, co-workers together with managers can be perceived as the immediate social setting for staff.

As such, HR perceptions of co-workers and managers are expected to relate to the staff's perceptions due to several reasons, as shown in Table 2.

Table 2. The theoretical perspective of the influence of individuals' behaviours

Theoretical perspective	Brief description	Author
Employees perceptions of HR policies occur through their social setting	Individuals use information obtained from others within their social setting to form their attitudes, perceptions, and behaviours.	Bhave et al, (2010)
Sharing perceptions among staff of HR policies	Employees' interactions among co-workers and managers are likely to result in mutual perceptions among staff through information exchange and communication.	Jiang, Hu, Liu, and Lepak, (2017); Kehoe and Wright, (2013); Aryee, Walumbwa, Seidu, and Otaye, (2012); Lam et al (2010)
Employees' perceptions of HR policies are based on individual differences	Employees' perceptions about HR policies are likely to be affected by individual characteristics, such as needs, values, personality, demographic attributes, and contextual characteristics (co-workers, work teams, and leaders).	Nishii, Lepak and Schneider (2008); Wright and Boswell, (2002); Guest (2011)

Source: Pombo and Gomes (2019, p. 48)

1.6.4. Social Exchange Theory

The basic idea behind the social exchange theory is that employees' relationships characterized by the inner circle of communication are more likely to reveal a close connection and a mutual willingness to cooperate (Cohen, Ben-Tura, & Vashdi, 2012). Employees, as part of the group, feel the need to give back to the organisation if they perceive their relationship with it as fulfilling. Such connection entail undetermined commitments and may be represented in the form of higher levels of WE. It is likely that employees that distinguishes as part of the group would reveal more positive and frequent social exchanges than out of the group employees.

Figure 2 schematises the behaviour exchanges between line manager-employees.

Figure 2. Line managers-employees behaviour exchanges



Source: Based on the work of Cropanzano, Anthony, Daniels and Hall (2017)

Overall, social exchange theory is based on the nature of relationships with reciprocated behaviours, i.e., the interaction between two parts that adds value to each other. Such fuelled relationship with reciprocated behaviours brings some of the individual and group performance effects that are likely to result in economic and social outcomes.

1.6.5. The Attribution Theory

The attribution theory is also used to understand employees' perceptions of HR policies. The attribution theory was proposed by Kelly in 1973 (Gardner & Wright, 2009), but it was only after the 1980s that it started to be used widely in the field of HR (Rebecca, Amanda, Julia, & Kerstin, 2017).

The attribution theory emphasises how individuals make casual explanations of settings around them, as well as the consequences of their beliefs. It assumes that people behave just like inexperienced scientists who aim to understand the reasons for outcomes (Gardner & Wright, 2009). Applying this reasoning in the context of HRM, it can be said that employees tend to make sense of the expected attitudes and outcomes. Line managers are responsible for the communication of HR policies to employees, i.e., for the signals provided (Alvesson & Kärreman, 2007; Den Hartog et al., 2013). In addition, line

managers' attributions of HR policies can differ from, and precede, employees' attribution of the same HR policies. This means that managers' attribution of HR policies spill over and influence employees' attributions (Rebecca et al, 2017, p. 30). Some studies (e.g. Greenberg, 2003; Korsgaard, Brodt, & Whitener, 2002) suggest that managers' behaviours and HR policies are equally responsible for influencing individuals' attributions of HR policies. Individuals are likely to arrive at accurate attributions in cases when the perceptions of the stimuli-effect relationship are mutual. Finally, with regards attributions-based perspectives, HR staff need to assure that HR policies are convenient-perceived and are interpreted by both line managers and employees alike. This occurs through open communication, which ensures that messages regarding the purpose of policies and procedures are clearly received by line managers and are therefore transmitted to employees (Rebecca et al, 2017). Effective HR policies are likely to enhance the overall commitment of the staff (Gardner & Wright, 2009).

2. Human Resources Policies dimensions

Over the years, researchers have found empirical evidence that specific HR policies (e.g., training and development, performance appraisal, career development, communication, participation in decision making, bonus and incentives, recruitment and selection, teamwork, workplace safety, and union relations) (Sanders, Dorenbosch, & Reuver, 2008) can affect performance directly. However, there are countless combinations of possible HR policies which can result in identical organisational outcomes (Delery & Doty, 1996). As HRM depends on the context in question, it cannot be generalised and there is no one formula of applicable HR policies which can define HRM.

Even so, the main policies listed above can be seen to reflect the objectives of this thesis. Table 3 offers a brief description for each of these policies.

Table 3. A summary of the dimensions of the Human Resources policies summary

Author	Dimensions	Summary
Sanders et al. (2008)	Recruitment and Selection	Process of attracting individuals with appropriate qualifications and characteristics
	Training and Development	Process of modification of behaviour through learning events, programmes, and instruction
	Performance Appraisal	Process of assisting employees achieve further growth and development
	Career Development	Process of improving an individual's skills, knowledge, and experience
	Communication	A way of installing an organisation's rules and goals
	Participation in Decision-making	Process of empowering employees
	Bonus and Incentives	Process of inspiring employees to go beyond what is expected

Source: Authors

2.1. Recruitment and Selection

Recruitment and selection represent the process of attracting individuals with appropriate qualifications and characteristics to apply to work for an organisation (Mondy, 2008). Having received enough applicants, the next process is that of choosing the right individual.

2.2. Training and Development

Training and development is the process of the modification of behaviour through learning events, programmes, and instruction (Armstrong, 2001). This process enables

individuals to attain the desired levels of skill, knowledge, attitudes, and competence (Ghalamkari, et al., 2015). In addition, training and development for a specific task is carried out to enhance HR quality, organisational adaptability, diversity, and the potential to develop high-level dynamic capabilities (Ghalamkari, et al., 2015).

2.3. Performance Appraisal

Performance Appraisal is the regular evaluation of employees' performance. Its purpose is to understand the abilities and the conduct of an individual with the objective to bring about further growth and development (Boxall, Purcell, & Wright, 2007; Dessler, 2002).

2.4. Career Development

Career development is the process of improving an individual's skills, knowledge, and experience in anticipation of future opportunities for achieving the career obligations of both their current and future jobs effectively (Konrad & Linnehan, 1995).

2.5. Communication

The purpose of communication is to relay information among staff and from the organisation. Effective communication enables individuals to beware of the organisation's rules and regulations and goals. Furthermore, it has an influence on productivity by increasing individuals' morale and through creating a positive work atmosphere (Dessler, 2002; Mathis & Jackson, 2003).

2.6. Participation in Decision-making

It is established that employees represent a source of knowledge. Involving these resources in the decision-making process empowers employees and creates multiple beneficial outcomes for employees, e.g., commitment, satisfaction, engagement, and others (Sarbapriya & Ishita, 2011). An increase in responsibility expands employees' skill base, preparing them for additional responsibility in the future (Kwon, Bae, & Lawler, 2010).

2.7. Bonus and Incentives

Bonus and incentives are developed to encourage staff performance and behaviours (Fombrun, Tichy, & Devanna, 1984). Bonuses are a motivation tool. Such a mechanism inspires employees to go beyond what is expected of them, especially when they are rewarded for this achievement, e.g., by being paid a bonus.

3. Management Values

MV are defined as fundamental beliefs and assumptions that guide employees' behaviours (Rokeach, 1973). For clarity, MV are referred as professional, organisational, corporate or institutional values. According to Denison (1990) organisations will achieve better performance outcomes to the extent that consistency in translation of core values is developed within HR policies. Organisation that do not focus on specific MV but are filled with a multiplicity of views may cause disruption among employees and become less able to reach agreement with diverse points of view. MV should offer employees guidelines for making value-based daily decisions. Therefore, an evaluation of the current value considerations is important in determining what is needed.

In summary, for beneficial MV employees must share the same values as the organisation. In this regard, MV considered in the thesis are based on the Portuguese Air Force where data from a survey was carried out with line managers and employees. Main MV considered in the following thesis are described below.

Table 4. A summary of the dimensions of Management Values summary

Source	Dimensions	Summary
Portuguese Air Force 2017 annual report ¹	Loyalty	Ongoing relationship, self-interested feature of the relationship it characterizes.
	Integrity	Consistent and uncompromising adherence to strong moral and ethical principles and values.
	Competence	Ability to perform accordingly.
	Excellence	Quality of being outstanding or extremely good.

Source: Authors

3.1. Loyalty

Loyalty characterizes a valuable, ongoing relationship with another colleague or organisation (Whitener, 1998). It is the recognition that one best serves one's interests by forgoing actions contrary to the goals from the other part. Thus, loyalty is a constant, self-interested feature of the relationship it characterizes.

3.2. Integrity

Integrity is the practice of being honest and having strong moral principles (Steneck, 2006). It is regarded as the honesty and truthfulness or accuracy of one's actions.

¹ CEMFA, 2017. Diretiva n.º 04/2017 - Diretiva de Planeamento da Força Aérea 2017-2022. Alfragide: CEMFA

3.3. Competence

Consist of a combination of skills, knowledge, attitudes, and behaviours required for effective performance in a given context, situation or role (Woodall & Winstanley, 1998).

3.4. Excellence

Is related to high quality levels. It is perceived by others and by us as a superior service based on merit.

4. Leader-Member Exchange

Existing theoretical and empirical evidence that LMX relates to OP (Gerstner & Day, 1997; Ilies, Nahrgang, & Morgeson, 2007; Judge, Piccolo, & Ilies, 2004; Rhoades & Eisenberger, 2002).

Table 5. A summary of the dimensions of Leader-Member Exchange summary

Author	Dimensions	Summary
Graen & Uhl-Bien (1995)	Out-group	Relationship defined by the employment contract and characterised by low levels of trust and obligations.
	In-group	Relationship characterised by feelings of diffuse obligation, mutual trust, respect, liking, reciprocal influence.

Source: Authors

LMX began about 30 years ago where the interactions were divided by low, e.g. out-group (formal job description relationships), and high quality, e.g. in-group (based on how well they got along with the leader; expanded role relationship). In cases when employees are motivated by immediate self-interest, demand repayment within a

particular time period, only do what is defined as part of their job description, such a relationship is characterised by low levels of trust and obligations, which results in a “low quality relationship” (Graen & Uhl-Bien, 1995). Low-quality LMX relationships are defined by the employment contract, and do not imply long-term or open-ended and diffuse obligations with little or no social engagement. Out-group members are more likely to be given routine assignments, to receive high supervisory control, and to feel more unsatisfied about their work, as well as to have less opportunities and to have high turnover intentions (Bolino, 2007; Pelletier, 2012). In this relationship an employee can go beyond the call of duty but must know in advance what to get in relatively immediate return. On the other hand, high quality relationships are characterised by feelings of diffuse obligation, mutual trust, respect, liking, reciprocal influence and less in need of an immediate economic return (Liden & Maslyn, 1998). The emphasis is on socio-emotional aspects of exchanges, i.e., the other partner will return.

5. Performance Outcomes dimensions

The adoption of HR policies has been the focus of various scholars. The effect of HR policies on competitive advantage has been acknowledged (Tannenbaum & Dupuree-Bruno, 1994). Similarly, other aspects of HR policies have also been considered. More recently, other organisational outcomes have been identified, such as productivity and efficiency (MacDuffie, 1995; Delery & Doty, 1996; Snell, Youndt, & Wright, 1996; Pfeffer, 1998; Collins & Clark, 2003). Additionally, EO which have an effect on attitudes and behaviours have been highlighted (Khilji & Wang, 2006; Nishii et al, 2008), e.g., employee commitment (Maheshwari & Vohra, 2015), organisational commitment (Allen & Meyer, 1990), organisational citizenship behaviours (Bettencourt, Gwinner, & Meuter,

2001), innovativeness behaviour (Price & Ridgway, 1983), job satisfaction (Kim, Price, Mueller, & Watson, 1996), and WE (Schaufeli & Bakker, 2003), amongst others.

Since the purpose of HR policies is to impact directly at the employee level, when this is carried out properly, positive performance outcomes are likely.

5.1. Employee Outcomes

HR policies influence the behaviours of employees, which results in outcomes. In this way, to understand “the relationship between HR policies and EO, it is critical to draw logical inferences concerning the HR-performance causal chain as a whole” (Kehoe & Wright, 2013, p. 369).

The description of this construct lists the main EO, followed by a brief description of each one. These employees’ outcomes can be seen to reflect the objectives of this thesis. Table 6 offers a brief description for each outcome.

Table 6. A summary of the dimensions of Employee Outcomes

Author	Dimensions	Summary
Based on the work of several researchers, such as: Allen and Meyer (1990); Bakker (2003); Kim et al. (1996)	Organisational Commitment	Individual psychological attachment to the organisation.
	Org. Cit. Behaviours	Positive attitudes and behaviours of employees towards job roles and the organisation in general.
	Innovativeness Behaviour	Activities aimed at generating and implementing ideas.
	Job satisfaction	Emotional state resulting from job/experience appraisal.
	Work engagement	Positive, fulfilling, work-related state of mind.

Source: Authors

5.1.1. Organisational Commitment

Organisational commitment can be summarised as being the individual psychological attachment to the organisation. This commitment plays a central role in the clarification of labour relations and can be associated with positive results for the organisation and relations. Employees perceive this output in the form of three mind-sets, namely: i) affective, i.e., reflecting emotional ties; ii) normative, i.e., perceiving obligation, and; iii) continuance, i.e., perceiving sunk costs in relation to a target (Allen & Meyer, 1990).

5.1.2. Organisational Citizenship Behaviours

Organisational Citizenship Behaviours can be described as the positive attitudes and behaviours of employees towards job roles and the organisation in general (Bateman & Organ, 1983). These behaviours are not enforceable by the organisation, i.e., they are not demanded by formal job responsibilities (Farh, Zhong, & Organ, 2004), but are rather attitudes which originate from the disposition to make an effort towards furthering the success of an organisation and to achieving a harmonious environment.

5.1.3. Innovativeness Behaviour

Innovation is present when employees demonstrate a certain behaviour (e.g., innovative behaviour), which translates to carrying out activities aimed at generating and implementing ideas. HR policies intended to retain and motivate those employees who have the most impact on organisational innovativeness, as it is these who promote creativity among employees. Creativity precedes innovation, i.e., ideas must be implemented in a meaningful way. According to Amabile (1996), innovation is “the successful implementation of creative ideas within an organisation”. Furthermore,

innovation is related to the process and outcomes, whereas innovative behaviour emphasises the contribution of employees to the innovation process (De Jong & Den Hartog, 2007).

5.1.4. Job Satisfaction

According to Locke (1976, p. 1300), job satisfaction is an “emotional state resulting from the appraisal of one's job or job experiences”. Furthermore, job satisfaction is related to an individual's characteristics, i.e., a person's unique circumstances, such as needs, values, and expectations. Therefore, individuals evaluate their jobs based on the factors which they regard to be important for them.

5.1.5. Work Engagement

WE can be defined as “*a positive, fulfilling, work-related state of mind. Engagement refers to a more persistent and pervasive, cognitive state that is not focused on any object, event, individual, or behaviour*” (Schaufeli & Bakker, 2003, p. 4-5).

5.2. Performance

OP involves analysing actual output, or results, of an organisation as measured against the planned outputs, or objectives. This concept refers to how well an organisation is doing in terms of attaining its vision, mission, and goals. There is a lack of consensus regarding many aspects of OP, however much attention needs to be paid as to how it is assessed.

Studies have assessed very different organisational outcomes - ranging from financial performance and productivity to employee commitment and absenteeism, through to

customer satisfaction (Den Hartog & Verburg, 2004). Paauwe (2004) affirms that this lack of consensus origins from the fact that OP is a multifaceted concept, where, similar to Delaney and Huselid (1996), the dependent variables of Paauwe’s research measure the perception of OP in relation to an organisation’s competitors (Tzafir, 2005).

This section cites the main dimensions of performance, followed by a brief description. These perceptions of performance can be seen to reflect the objectives of this thesis. Table 7 offers a brief description for each performance indicator.

Table 7. Performance dimensions summary

Author	Dimensions	Summary
Based on the work of several researchers such as Tzafir (2005), and Dany et al (2008)	Customer Satisfaction	Influences consumer behaviour and enhances sales. Assessing customer attitudes regarding products or services.
	Growth	Sales growth, export growth, revenue growth, and other organisational growth indicators which are subject to employees’ perceptions.
	Market Share	Increase of sales in a specific market.
	Product/service to Market	Employees’ perceptions regarding an organisation’s products or services in relation to its competitors.
	Customer Retention	Preserving the business relationship.
	New Customer Attraction	Customers segments are identified and are encouraged to place orders.

Source: Authors

5.2.1. Customer Satisfaction

Customer satisfaction regards the assessment of customer attitudes regarding products or services. It is related to influences on consumer behaviour and enhances sales. Therefore, the accurate measurement of customer satisfaction is a predictor of performance. Perception regarding customer satisfaction is postulated to be one of the main indicators of performance.

5.2.2. Growth

This variable can have multiple interpretations. There is no single determinant of performance that may fully clarify all areas of the concept. Different dimension, such as sales growth, export growth, revenue growth, and others, are all subject to employees' perceptions. The importance of the performance construct is that it integrates effectiveness related with measures related to issues such as customer satisfaction and organisational growth.

5.2.3. Market Share

Market share refers to the percentage of sales of a company in a specific market within a specific period. Therefore, individuals evaluate segmental increase of sales of their organisation based on their awareness.

5.2.4. Product/service to Market

Several factors affect employees' perceptions regarding their organisation's products or services in relation to its competitors. Some of these factors include advertising, social media, customer service, reviews and critiques, and public relations. Therefore, by considering the various factors that can influence employees, the resulting judgement should apply a weighting to what is considered the most valuable factor.

5.2.5. Customer Retention

Customer retention regards maintaining the business relationship which is established between the organisation and the customer.

5.2.6. New Customer Attraction

When potential customers segments are identified organisation can then direct efforts and resources towards targeting new customers. This process is followed to encourage customers to place orders.

This chapter offers the conceptual and methodological frameworks of the research project. Such concepts are common throughout the research studies. For consistency reasons the main concepts and methodological frameworks were advanced.

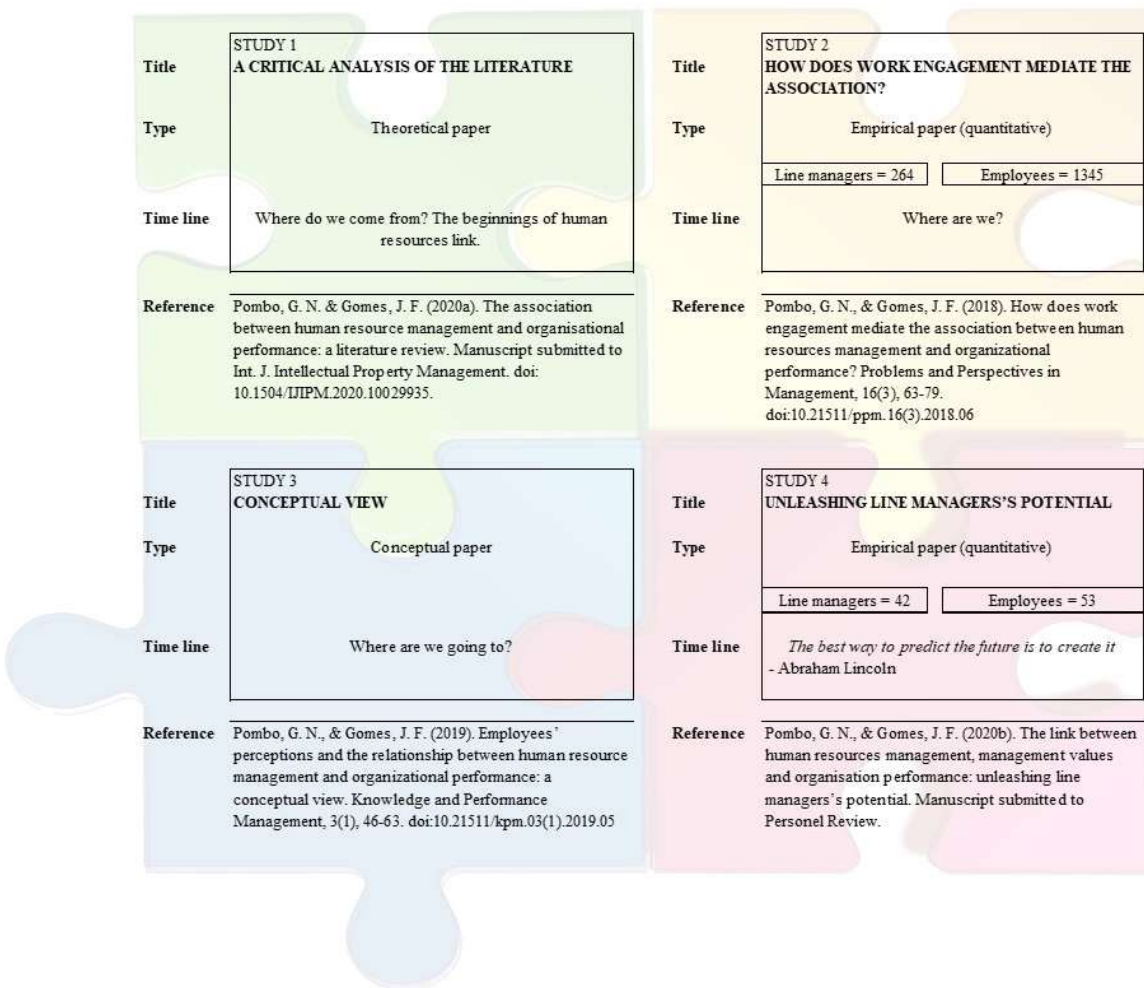
CHAPTER II – METHODOLOGICAL FRAMEWORK

This thesis research aims to improve the knowledge of the process of a HR system in relation to OP resulting from line managers' interpretations of employees' perceptions of formal and informal HR policies. This chapter briefly presents the research design, the research context, a methodology overview, and, finally, the complete structure of the thesis.

3. Research design

This research project includes two theoretical papers and two quantitative studies (Figure 3).

Figure 3. Research Design



Source: Authors

First, a theoretical study was developed of the advancements in knowledge and possible directions for future study regarding the association between HR policies and OP, which relates to Objectives i and ii.

Next, we developed a second study which enabled the collection of quantitative data focussing on the perceptions of employees' attitudes and behaviours, which highlights the potential influence of employees' outcomes, e.g., WE. Data comes from a survey applied in Portugal, Norway and Denmark. The justifications for targeting employees and line managers in these countries is to represent European diversity in the service,

production, and consumption services sectors. This second study reveals the indirect effect of HR policies in answering Objective iii of our research project.

In the third study of our research we developed a conceptual paper, with the aim of filling the gap in the literature on employees' perception regarding HR policies and the link to OP, which is thus relative to Objective iv. Lastly, on the fourth study, our project focussed on the collection of quantitative data related to: i) line managers' decisions and exchanges with employees, which is related to Objectives v and vi of our research project, and; ii) the collection of employees' perceptions regarding MV, which is relative to Objective vii. Data comes from a survey applied in the Portuguese Air Force to all pilots operating (targeting employees and line managers) on the eleven operational aeronautical squadron. The reasons for changing from an civil organisation to a military organisation context was based on the idea that HR policies specific to the military sector could enable a better understanding of the underlying reasons for high commitment outcomes, e.g., permanent availability to actively perform in defence of one's country, and, if necessary, to sacrifice one's life itself. This is a yet-to-be-researched subject area which could help to understand the premises of building a strong HRM system for both civil and military contexts. In summary, our research investigates methods for creating a strong HR system.

4. Research context

The first quantitative study was carried out in several industry sectors, ranging from energy and water, to transport, communication, and finance and business organisations. 32 organisations were studied in Portugal, 4 organisations in Norway, and 4 organisations in Denmark. The second quantitative study analysed 11 operational aeronautical squadrons of the Portuguese Air Force, all over Portugal.

5. Target population and study sample

The target population is composed of line managers and employees. Data were collected in two different phases.

The quantitative data in the second study were collected from a secondary source, drawn from a world-wide research survey which was carried out in 2014. Secondary data has some advantages when compared to a primary data, one of them being that it is collected on a regular or continuous basis, which enables researchers to carry out longitudinal, international comparative studies and assures the rigor that diverse social context comparisons require. Furthermore, reanalysing previously-collected data can also lead to new results which are based on new theories - which can result in new relevant conclusions or even confirm previous results.

In a second phase, the quantitative data were collected between July, 2018 and January, 2019, comprising 95 individuals.

6. Data analysis

The quantitative approach is used to identify and present the data and any observable indicators and trends. This research is generally appropriate when it is possible to collect quantifiable measures of variables and inferences from samples of a population (Creswell, 2014).

As stated, the focus of this research is to understand the process of a HR system in relation to EO resulting from management intentions and from following line managers' interpretations, as well as from the match of the perceptions of both line managers and employees regarding formal and informal HR policies in the organisational context. This research used quantitative methods to address the research questions, namely to understand the perceptions and attributions of HR policies, MV, and OP by line managers

and employees. As this research was exploratory in nature, it was intended to form a foundation from which further, similar studies can be carried out. The data were collected through a questionnaire, whereby telephone and email contacts were established with employees and both the objective of the study and the procedure for collecting data were explained and reinforced during the online version questionnaire. According to the destination country, the questionnaires were administrated in two languages: Portuguese or English. The data were drawn from both primary (e.g., study 4) and secondary (e.g., study 2) data sources. The data obtained were analysed for reliability, validity, adequacy, and suitability in answering the research questions, with the objective to enhance the reliability and validity of the study.

We chose to use the survey method, as it provides a quantitative description of trends, attitudes, and opinions of individuals (Creswell, 2014). The data from the survey were analysed by means of parametric statistical tests and operations, using the Statistical Package for Social Sciences (SPSS) software.

PART II: RESEARCH STUDIES

STUDY 1: THE ASSOCIATION BETWEEN HUMAN RESOURCE MANAGEMENT AND ORGANISATIONAL PERFORMANCE: A LITERATURE REVIEW

Where do we come from? The beginnings of human resources link.

Pombo, G. N. & Gomes, J. F. (2020a). *The association between human resource management and organisational performance: a literature review*. Manuscript submitted to Int. J. Intellectual Property Management. Doi: 10.1504/IJIPM.2020.10029935.

Abstract

This paper reviews the literature on the relationship between human resource management and organisational performance, and offers some insights ranging from the ability-motivation-opportunity (AMO) framework and the social processing theory, through to the advance theory on the HR policies-OP linkage. The text highlights how individual factors such as individual perceptions and interpretations influence organisational outcomes. Furthermore, the paper argues that even though the design and conception of well-designed HR policies and processes are important, the application and implementation of such policies and processes by direct and middle managers also exert a powerful influence on performance. In fact, leadership by direct and middle management can play a crucial role by distorting, reinforcing, or stimulating how employees perceive and interpret HR policies and the whole HR policies-OP linkage. In turn, this influences various individual outcomes. This study ends by offering important insights regarding the linkages between the HRM system and direct and middle managers on the one hand, and between these managers and employees on the other hand.

Keywords: human resource management, line managers, link, outcomes, perceptions, performance

1. Introduction

The literature on strategic HRM has long argued that to achieve competitive advantage, the HR system must connect to OP (e.g., Savaneviciene & Stankeviciute, 2012a; Jackson et al, 2014). However, despite some empirical support and theoretical advancements, many unanswered questions regarding such association still remain (Hiltrop, 1999; Purcell et al, 2003), especially as to *how* such an association works.

The focus on the HR policies-OP linkages was initiated in the 1980s, when Fombrun et al (1984), and Miles and Snow (1984) explored the linkages between company BS and HR policies. Ten years later, substantial empirical evidence had been gathered, showing a positive impact of the former on the latter (Arthur, 1994; Huselid, 1995; MacDuffie, 1995; Delaney & Huselid, 1996). Particularly relevant was Huselid's (1995) seminal work, which showed that the adoption of an increased number of HR policies was associated with higher OP. Delery and Doty's research (1996) also supported this conclusion.

Notwithstanding these initial encouraging results, there were other studies which did not confirm this relationship (Gerhart, 2005). The contradictions were attributed to the fact that most studies carried out during the 1990s used a mix of different HR policies, based on the idea that the HR policies-OP link is a multidimensional set of elements (practices, instruments, and techniques) "*that can be combined in different ways to obtain an infinite number of possible configurations*" (Martin-Alcazar et al, 2005, p. 637). Hiltrop, J. (1999, p. 635) stated that "*there is little real evidence that HRM policies and practices are improving organisational performance*". The lack of evidence was justified by the low degree of effect that varies from study to study - according to the "*list of 'effective' practices*" (Hiltrop, 1999, p. 629). There is not a single optimum combination, but rather there are several potential different combinations which can lead to similar

results, i.e., different combinations of HR policies can lead to the same organisational results and can still be efficient (Delery & Doty, 1996). Whilst confirming the equifinality principle in the HRM field (Gresov & Drazin, 1997), this idea triggered researchers to search to discover how such policies combine to produce effective HR, and which contingencies could affect these combinations (Ehnert, 2009). This would suggest that there is a need to construct a better theory of HRM (Guest, 1997). Research has slowly shifted its attention to the mediating mechanisms through which HR policies influence OP (Batt, 2002), and this has become a very important current research stream (Boselie, Dietz, & Boon, 2005; Combs et al 2006). Examples of some theories in this new stream include, amongst others, the RBV of the firm (Barney, 1991) and the human capital theory, which both highlight the value of human capital to organisations. HRM research has accordingly taken a new direction and started placing employees at the centre of research work, as performance is presumably largely dependent on employees' willingness to work according to the company's guiding values and its mission. Jackson et al (2014) findings are consistent with the main idea that strategic HR practices influence employee behaviour and generate positive effects on individual performance, which in turn influences organisation performance. Collective-level variables were also introduced as mediators and additional theories were called upon to improve knowledge in this field, including the social exchange theory (e.g., Sun, Aryee, & Law, 2007) and macro variables were also introduced, such as climate (e.g., Chuang & Liao, 2010), leadership (e.g. Ilies et al, 2007), managerial style and organisational culture (e.g., Katou & Budhwar, 2007).

Following these initial studies, recently several theoretical frameworks have contributed towards advancing knowledge about the HR policies-OP link. Examples (Guest D. E., 2011) include the AMO theory, proposed by Appelbaum et al (2000), which

is derived from the expectancy theory (Vroom, 1964) and also from Barney's (1991) RBV of the firm. Jiang et al (2012) conducted a meta-analysis focusing on mediating paths, using the AMO framework - the benefit of this theoretical approach being that the concept of discretionary effort provides an explanatory mechanism for divergences between espoused and enacted policies. Their results suggest that different types of HR policies influence various outcomes, through different paths. In other words, different sets of HR policies are likely to impact the same outcomes in a heterogeneous way (e.g., Batt & Colvin, 2011; Gardner, Wright, & Moynihan, 2011; Gong, Law, Chang, & Xin, 2009; Shaw, Dineen, Fang, & Vellella, 2009; Subramony, 2009). In turn, HR outcomes can mediate the influence of HR policies on productivity, quality, service, safety, innovation, and other operational outcomes, which then affect financial outcomes (Jiang et al, 2012).

Regardless of all these recent advancements, the HR policies-outcomes link still has grey areas (Wright & Boswell, 2002). For example, in the literature, the potential influence of employees' perceptions and outcomes or management expectations, have been systematically forgotten. Pombo and Gomes (2018), placed these criteria back on the agenda for line managers vs. employee's relationship for future development. Such topics appear to be attracting a growing number of researchers, who examine the key role of workers in shaping the associations between the variables under analysis. Our study is included in this new line of research, as it questions how line managers and employees shared the perception of how HRM influences the HR policies-OP linkages.

Firstly, this section aims to review the literature by focusing on intermediating variables, whilst emphasising the influence of EO, i.e., employee attitudes and behaviours, rather than the traditional financial indicators (e.g., Huselid, 1995). Secondly, this review highlights that what matters is not the existence of a well-designed policy, but rather how it is applied by front-line managers, i.e., the text argues that there is a

considerable difference between exposed and endorsed strategies. Thirdly, it highlights that front-line managers have a crucial role in applying employees' efforts and ability to elicit discretionary behaviour. In sum, the central argument is that these two classes of employees (front-line managers and employees) are critical to understanding the links between HRM and OP. Based on a thorough literature review, this review posits a set of propositions, which could be used for future research in this area.

The next section presents the main theoretical developments, focussing on theory, outcomes, and on the link between HR policies and performance. This is followed by a section on the role of the worker, and finally, the conclusion presents a summary of the new ideas put forward in this paper.

2. Theoretical framework

Although considerable progress has been made regarding research into HRM and OP, Guest (2011, p. 10) asserts that *we probably need to move away from the “big research” concept*. Rapid changes and new trends have emerged which result in the emergence of complex challenges and demands at a fast pace (Pombo & Gomes, 2018). Research sophistication runs the risk of becoming an end in itself - for researchers need to focus on the basic questions which remain unanswered about how to measure HR policies and HR implementation (Guest D. E., 2011). To understand these unresolved mysteries (Gerhart, 2005), a better theory of HR policies, of outcomes, and of the link between them must exist (Guest D. E., 1997). Over the years, researchers have found empirical evidence which confirms that specific HR policies (e.g., training & development, performance appraisal, career development, communication, participation in decision making, bonus and incentives, recruitment and selection, teamwork, workplace safety, and union relations; (Sanders et al, 2008) can all affect performance directly. However, such a link is probably neither linear nor unidimensional, which presents additional and significant challenges for researchers and practitioners alike (Lengnick-Hall, Lengnick-Hall, Andrade, & Drake, 2009). Additionally, Hiltrop (1999, p. 634) stressed the existence of *“methodological problems with the studies that have tested the link between HRM and organisational performance”*. To explain the link between HRM and OP, researchers have focused on the following three main normative theories: the universalistic, contingency, and configurational theories.

2.1. Human Resources Policies-Organisational Performance Link: a set of propositions

From the previous arguments, the result is that HR policies should: i) promote high skills and abilities, i.e., through selection and investment in training; ii) stimulate motivation, through for example, employee involvement and performance-related pay, and; iii) provide an appropriate role structure and role perception, through for example, job design and extensive communication and feedback (Guest D. E., 1997). HRM acts as a form of power or knowledge to discipline employees' understanding of work and employment, i.e., to align employees' capacity to carry out their practical work (Boxall et al, 2007). According to Lepak, Liao and Erika (2006), the most often-used sets of mediating variables are categorised as "employee skills" (employee competences, including cooperation), "employee attitudes" (motivation, commitment, satisfaction), and "employee behaviour" (retention, presence). Selection and training systems should, above all, reinforce employee ability, whereas compensation, performance appraisal, and internal career opportunities should amplify motivation, although it is also acknowledged that the full effect of a HR policies-OP link is more complex than previously thought (Lepak et al, 2006). Evidently, a consistent theory that bridges and interlinks HR policies-OP is required (Guest D. E., 1997). Organisations without these HR practices are most likely to fail to guarantee a high level of these individual and group outcomes. When hiring employees, salaries are used as an exchange for worktime and effort. However, HR practices go beyond such expected minimum effort and worktime, as the goal is to achieve discretionary behaviour, i.e., diligent and dedicated employees take the employee-organisation relationship to a level beyond that of formal contracts (Besanko, Deanove, Shanley, & Schefer, 2013). In addition, research that has studied the influence of separate policies may have failed to capture any synergetic effects that emerge from having

integrated HR systems in place. In sum, the following proposition aims to capture these ideas:

Proposition 1. HR policies and systems are crucial for driving employees' skills, motivation, and promoting opportunities. Discretionary behaviour will likely occur when such complementary resources and capabilities are formed.

From the above discussion, it becomes clear that HR policies are linked to outcomes through employees and their interpretations of the HR policies-OP link (Guest D. E., 1997). Research on HR policies-OP has been mainly focussed on organisational-level analysis. Wright & Boswell (2002) stressed the importance of considering research at the individual level, and the need to extend the research spectrum to an employee perspective, instead of just financial performance indicators. Accordingly, research should try and understand how employees perceive and react to policies, and to what extent existing HR policies are in employees' best interests (Ramsay, Scholarios, & Harley, 2000). Several questions emerge from this main question, namely: i) to what extent is employee welfare a desired goal for the organisation? (Peccei, 2004); ii) when does discretionary behaviour occur? And; iii) does the perception of the environment and subsequent interaction arise due to a person's expectations? In the end, it is not enough to have good practices if they are not well implemented (Bowen & Ostroff, 2004).

Recent research by Purcell and Hutchinson (2007) has taken a huge step forward in helping to clarify some of these complex mechanisms. The next section presents how employees' outcomes have become the critical instrument which helps to explain the link.

2.1.1. The role of employees (followers)

Theories of personal values, motives, and individual differences have been neglected in most of the research on the HR policies-OP link (Wright & Boswell, 2002; Guest, 2011). The existence of high-efficient or high-commitment HR policies is important for OP, however it is not enough, in fact, the way that such policies are implemented should also be carefully thought through (Nehles, Terhalle, van Riemsdijk, & Looise, 2010).

Recently, other authors have emphasised this last point-of-view by highlighting how HR policies are communicated and disseminated among employees (Sanders, Shipton, & Gomes, 2014). Less attention has been given to the perception of employees regarding OP (Kehoe & Wright, 2013). Employees' perception is related to their attitudes (Pombo & Gomes, 2018), such as job satisfaction and their commitment to the organisation, amongst others. Employees are therefore an important element in the overall equation since they actively perceive and interpret organisational activities. Cafferkey et al. (2018, p. 3026) highlighted the importance of research which: *“brings workers back into the debate by exploring employees' opinions of, and subsequent reaction to, HRM initiatives”*. Similarly, recent studies emphasise that *“the understanding of how employees' perceptions of HR policies are associated with performance outcomes”* (Pombo & Gomes, 2019, p. 47). Employees' perceptions, interpretations, and behaviours are all key to comprehending the HR policies-OP link. Employees are crucial for achieving productivity, however their views of organisational activities are often ignored or taken for granted (Purcell, 2002). According to Awosanya and Ademola (2009), the strongest influencing factor which shapes employees' perception originate from managerial actions and behaviours. This means that employees are likely to have an important effect on OP (Lengnick-Hall et al, 2009).

This concept of intended versus implemented HR policies is discussed further in the following section.

2.1.2. Intended policies vs implemented practices

Evidence shows that actual HR practices (implemented) are not always in line with HR policies (intended) (Hope-Hailey, Farndale, & Truss, 2005). Intended HR policies often start with a communication from top management (Alvesson & Kärreman, 2007), as they differ according to the diverse levels of competence, motivation, and opportunity of line managers (Purcell & Hutchinson, 2007). On the other hand, there are actual HR practices which are in effect implemented in the department by line managers (Khilji & Wang, 2006). Therefore, we offer the following proposition:

Proposition 2. The greater the fit of intended-implemented HR policies with systems, the stronger is the influence of HR policies on EO.

However, emerging new policies are not likely to change employees' attitudes, in that the implementation is not sufficient to create an impulse behaviour if the effectiveness of those practices is not experienced (Choi & Lee, 2013). Employee perceptions are important, not only because of the tangible effects of the HR policies which are likely to be mediated by employees' subjective cognitions and interpretations (Bowen & Ostroff, 2004), but also because often significant differences exist between implemented and intended policies (Gerhart, 2005). Liao, Toya, Lepak and Hong (2009) reached a similar conclusion, suggesting that employees can have different experiences to that which is reported by managers. According to Purcell (2002, p. 2): "*it is not so much what you do, but the way that you do it*". Pombo and Gomes (2018, p. 66) have a similar view and

affirmed that “*the way management applies*” has differences on “*how these are embraced by employees*”. Choy & Lee (2013, p. 589) highlight the need for line managers to “*manipulate appropriately*” HR policies, in order to achieve desirable organisational outcomes. Employees’ attitudes, as well as their interpretations of HR policies, represent a key means of establishing the relationship between HRM and OP (Li, Rees, & Branine, 2019).

The research of Bowen and Ostroff (2004) has provided the launch point for future developments which suggest that the relationship between the main constructs should focus on individual and organisational levels, i.e., on the linkages between them, as well as on the role of HR implementers. This means that line management should be considered in research. Nishii and Wright (2008) argue that disengagement probably exists regarding intended HR policies as reported by line managers and the effect of the actual HR policies which are imposed on employees.

However, the causes for the existence of a gap between intended-implemented practices are still unknown. Existing research has explored the obstructing factors for implemented-intended HR practices. These factors are likely to play a role in the gap between intended and implemented practices. Indeed, line managers’ tasks are conditioned when *time is an issue* (Bos-Nehles, Riemsijk, & Looise, 2013, p. 866), or when contradictory priorities between operational tasks, commercial goals, and HR responsibilities are requested (Hope-Hailey, Famdale & Truss, 2005; Whittaker & Marchington, 2003). This combination of insufficient time and pressure to achieve organisational and operational goals can result in overload and exhaustion for line managers (McConville, 2006; McGovern, Gratton, Hope-hailey, Stiles, & Truss, 1997; Whittaker & Marchington, 2003). Exhaustion can result in limiting the performance of

HR responsibilities. Disagreements between line managers and HR managers can also lead to intended practices not being fully implemented as intended.

HR policies, similar to recruitment and selection, should be aligned with line managers' needs. A disagreement between HR specialists and line managers regarding employees' profiles could be the result of a need to transform the recruitment process by empowering line managers with autonomy to choose personnel. This means that line managers have a possible role conflict in trying to reconcile their HR responsibilities on the one hand, while also being open and receptive to the realities of employee experiences on the other hand (Harney, 2014). Accordingly, it is not unlikely that line managers have to develop or make some adjustment to their own practices. In certain situations, line managers are closer to the employees and can therefore deal with the various traits of employees which could be important for motivation (Latham & Ernst, 2006). According to Choi and Lee (2013), line managers should adjust HR practices to reflect employees' needs and expectations in order to reinforce the HR policies-OP link. Agreement among HR managers-line managers in leveraging resources for the intended practices is important (Piening, Baluch, & Ridder, 2014). Ostroff and Bowen (2016) suggest the need to implement HR policies in a way that clearly sends signals to employees with regards what is expected, valued, and will be rewarded, thus enabling common interpretations. This means that employees' expectations are an important proposition for the interpretation gap (Piening et al, 2014). What triggers each employee, e.g., motivation or satisfaction, is not standardised and differs among employees – which creates issues which must be addressed differently. Indeed, Nishii et al (2008) point out the fact that the perception that key actors have about the intentions behind such policies is just as important as the existence of policies in the organisation.

Understanding employees' approaches and their reactions towards performance evaluations is likely to contribute to employees' expectations. Employees need accurate and precise HR policies. The HR-OP link is likely to be tighter when strategic decisions occur for a common good, such as the decision to stop profit sharing resulting from the need to adjust the organisation to external market conditions versus top management desire to cut costs. When employees perceive that an HR practice (e.g., profit sharing) is no longer being carried out, then the level of active involvement by employees is likely to drop. However, the level of contributions made by employees to HR practices determines the level of acceptance. Strategic decisions are likely to be effective if they are perceived to be fair and are supported top-down by organisational level. It is expected that employees will show a positive reaction towards their workplace if they perceive fair treatment. Therefore, both HR managers and line managers should guarantee that employee perceptions of HRM and their subsequent attitudes are the desired and required ones (Appelbaum et al, 2000; Purcell et al, 2003; Coyle-Shapiro, Kessler & Purcell, 2004). It is possible that congruence regarding perception will lead to more powerful communication, increased group member satisfaction, increased team performance, and greater organisational effectiveness (Bondarouk, Looise, & Lempsink, 2009).

However, from an organisational perspective, the formation of desired employee attitudes and behaviours can only be achieved if HR policies are clearly perceived and interpreted as originally intended by the organisation (Bowen & Ostroff, 2004). According to Kinnie, Hutchinson, Purcell, Rayton and Swart (2005), HR policies can add value when employees' perceptions are positive, which is likely lead to an improvement in attitude and behaviour.

2.1.3. The burden of responsibility: Line managers

If HR managers are the key to conceiving and designing HR policies, they are even more important for implementing those very same policies. For example, with regards to performance appraisals, from the employees' perspective, what matters is not the existence of a well-designed policy, but rather how such a policy is applied by those carrying out the appraisal - who are usually line and direct managers. In sum, "*employees are an important element in the overall equation, as they actively perceive and interpret HR activities*" (Pombo & Gomes, 2018, p. 66). HR policies can be developed properly, however if line managers fail to implement these policies successfully at shop floor level, they will not be effective, or they will just be partially effective (Nehles, Riemsdijk, Kok, & Looise, 2006). Accordingly, the responsibility for HR policy implementation lies with the line managers (Nehles et al, 2010). Line management role ambiguity and conflict have been particularly noted in the realm of performance appraisal, which is in part due to a lack of line management training and buy-in, which is manifested by poor commitment to fulfilling HR responsibilities (Harris, 2001). This delegation of HRM decisions to line managers commonly results in a "*greater scope for disparity and inconsistencies between the policy formulated at a senior HR level and the actual decisions taken by line managers*" (McCarthy et al, 2010, p. 160). Evidence further shows that HR responsibilities are increasingly decentralised and are devolved to line managers (Kulik & Bainbridge, 2006). As a result, the way that HR policies which are designed by HR professionals are implemented by line managers has become an important determinant of success or failure (Nehles et al, 2010). The implementation of HR policies by line managers is likely to have a higher impact on employee behaviour, e.g. by increasing motivation or satisfaction, than the design of the HR policies themselves by HR professionals. A misalignments of consensus between line mangers and HR professionals

makes it difficult to send consistent messages to all employees, with the objective to promote shared perceptions of practices (Ostroff & Bowen, 2016). Line managers do not just “*bring policies to life*” (Hutchinson, Kinnie, & Purcell, 2002, p. 22), but rather they are compromised in the sense that the way policies are implemented is related to the way that employees perceive these policies to impact on behaviour. Overall, as argued by Pombo & Gomes (2018, p. 67) “*line managers serve as critical intermediaries, shaping HR practices and overall performance*”. Consequently, we offer the following proposition:

Proposition 3. The stronger the specific support given to line managers by HRM, then the more efficient and successful will be HR policies and systems are implemented throughout the organisation.

Line managers play a critical role in influencing employee attitudes and behaviours through the way they understand and apply the designed policies, and hence they can be vital in making the difference between low performing and high performing organisations (Hutchinson & Purcell, 2003). The element responsible for connecting the HR system with employee experiences is the activity and the entrusted role of line managers. The role of the line manager in encouraging a collective culture becomes critical in the shaping of employee perceptions (Pombo & Gomes, 2018).

Previous empirical research has focused on employees’ perceptions about the impact of HR policies and on the idea that they passively react to such policies. The implicit assumption is that what managers’ report is the same as what is experienced by employees. However, this can be highly misleading, as what managers and employees perceive and make of HR policies can be different (Bondarouk et al, 2009). This

alignment starts with the designation of the intended policies which best fit the organisation. As a basic function of management is investing effort to achieve the optimum EO, line managers should take into consideration those employee interests which will most likely contribute to shaping the climate and effectiveness of the working environment. However, when employees are exposed to policies, certain adjustments are likely to be required, based on each one's interpretation and personal experiences. Furthermore, it is important to bear in mind that every person has a unique frame of reference and that the interpretation of policies is dependent on certain factors which are not related to the immediate situation. For this reason, line managers must take adequate steps to take notice of those employee's values, beliefs, and attitudes which will affect the perceptual process.

This field work reduces the frequency of misalignment of managers' and employees' perceptions, making EO dependent on how well they are aligned with the perceptual process. Finally, line managers should be a part of a system which helps employees achieve success, thereby fully engaging the workforce and encouraging the entire organisation to focus and successfully achieve goals together.

2.1.4. Employees' attitudes toward the manager: Sensegiving

The way objects are perceived by employees depend on the attributes of the object itself, the context within which it is perceived, and also the characteristics of the perceiver (Brunswik, 1956). Hence, employees' perceptions about HR practices are likely to be affected by numerous internal and external factors. For example, leadership by direct and middle management can play a crucial role by distorting, reinforcing, or stimulating how employees perceive and interpret HR policies and, in fact, the whole HR policies-OP link. What influences employees is not the presence of an impressive HR policy, but rather the

way it is applied to them by their line managers (Purcell, 2002). Line managers need to shape employees' understanding of a common or shared perception, i.e., sensegiving (Gioia & Chittipeddi, 1991). Rather than focus on tangible factors, such as plans, costs, and processes, it is more important to focus on the intangibles, i.e., values and relationships (Smith, Plowman, & Duchon, 2010). Managers thus serve as critical intermediaries in shaping how HR policies are converted into practices, which in turn influences overall performance (Currie & Procter, 2005). Therefore, we offer the following proposition:

Proposition 4. The higher the perceived or shared perceptions between employees and their line managers, the higher is the commitment from employees to their supervisors.

The way line managers reinforce the company's core values (Smith et al, 2010), is also part of HRM, which implies that individual outcomes are highly mediated by direct supervision (Purcell, 2002). The social work context (Ferris, et al., 1998) is fundamental for provoking discretionary effort - whereby employees perceive HR practices through the example given in enacting them by their line managers (Purcell & Hutchinson, 2007). In turn, the social system smooths access to relevant information, as line managers do not need to invest much effort in control and it also encourages collective action (Evans & Davis, 2005, p. 759). Previous research has revealed that leaders can influence individual, group, and OP (Judge et al, 2004). Furthermore, leaders are essential for setting the direction and for creating a culture of success. For without leaders, strategies would be harder to implement (Purcell, 2002).

Furthermore, Ferris et al. (1998, p. 239) suggest the presence of *social interaction processes*, whereby individual employees determine organisational reality and meaning

from relationships, norms, and values within the group, in an intra-organisational environment. Takeuchi, Chen and Lepak (2009, p. 5) support this view, and suggest that shared meaning occurs due to “*social and structural stimuli operating on all members at the same unit (e.g. exposure to similar norms, leadership, and HR practices)*”. The assumption is that leaders influence performance at some macro level through their relationship with individuals and groups who contribute to the achievement of broader organisational goals. The observation that leadership relates to positive outcomes provides an important contribution to understanding *how* employees react to policies. However, we still need to find the answer to *why* leadership proposes these outcomes. Pfeffer (1998) describes two core outcomes: i) substantive, i.e., decisions and resource allocations, and; ii) symbolic, i.e., attitudes, sentiments and perceptions. Achieving symbolic outcomes improves line managers’ chances of obtaining substantive outcomes. For instance, when line managers engage in activities that reinforce the company’s values: i) for people, i.e., “*valuing and respecting workers includes a sincere caring for workers’ growth, caring for their development, shifting attention to workers’ needs, reminding workers that they are valued and they are worth the company’s investment*” (Smith et al, 2010, p. 229); ii) openness, i.e., “*communicating an attitude of openness*” (Smith et al, 2010, p. 231); iii) being positive, i.e., creating a workflow positive intended to be contagious, and; iv) being part of a community, i.e., shaping employees’ views and beliefs about their organisation and through organisation boundaries. To shape employees’ sensegiving, line managers have to invest in a tremendous effort to engage with their values, i.e., the meaning of a common or shared perception (Gioia & Chittipeddi, 1991). On the other hand, a non-common or non-shared perception will likely result in ambiguous and subjective HRM practices (Bowen & Ostroff, 2004). Therefore, “*collective interpretation that employees draw from ambiguous situations is not the one*

intended by the organisation” (Bowen & Ostroff, 2004, p. 214). In sum, shared meaning leads to better organisational effectiveness (Kaše, Paauwe, & Zupan, 2009) and the successful implementation of HRM innovation and changes (Bondarouk et al, 2009). In such a scenario, employees are more likely to experience positive sentiments and feelings of trust, respect for authority, and commitment to the organisation. For this reason, the focus of future research should not only be on aggregative efforts, but should also consider employees’ self-perception (Schaubroeck, Lam, & Cha, 2007), their attitudes toward the leader (Jung, Yammarino, & Lee, 2009), their job perceptions (Arnold, Turner, Barling, Kelloway, & McKee, 2007), and their commitment to their supervisor (Chadwick, Super, & Kwon, 2014).

These ideas highlight the potentially-critical influence of employees’ perceptions on their own attitudes and behaviours, and hence researchers’ attention should be directed towards examining HR policies from the employees’ perspective (Jiang et al, 2013) and should emphasise the way immediate line managers and team leaders apply HR policies. In sum, the relationship between managers and employees is critical for expanding knowledge regarding the mediation effects linking HR policies-OP.

To become consistent with organisation objectives, there is a need to ensure an alignment between organisation characteristics, line managers, and HR policies which focus on intermediating variables which emphasise the influence of EO, as well as on the key issues within strategic HR research (Jiang et al, 2013).

3. Discussion

Empirical research has confirmed that HRM and OP are related (Hiltrop, 1999; Kehoe & Wright, 2013; Cesário, 2015; Pombo & Gomes, 2018), which supports the idea that HRM serves as a value creation function (Savaneviciene & Stankeviciute, 2012a).

Furthermore, perceptions of HR policies were found to have an impact on the outcomes of employees and organisations (Li et al, 2019). What is missing in the research, though, is an understanding of how these variables are associated.

In this paper, we complement previous literature reviews by focusing on causality issues (e.g., Guest, 2011; Paauwe & Boselie, 2005) through which a system of HR policies relates to OP, via different mediators. Three ideas were advanced to explore potential development paths in HR research, namely: i) fit between intended-implemented policies; ii) HR managers-line managers' relationship, and; iii) line managers-employees sharing common perceptions (sensegiving).

Researchers' interest should be directed to examining HR policies-OP from the employees' perspective (Jiang et al, 2013), e.g., employees' self-perception (Schaubroeck et al, 2007), employees' attitudes toward the leader (Jung et al, 2009), employees' job perceptions (Arnold et al, 2007), employees' interpretations/reactions of HR systems (Nishii & Wright, 2008; Purcell & Hutchinson, 2007), and employees' commitment to their supervisor (Chadwick et al, 2014). Employees' perceptions, interpretations, and behaviours are the key to comprehending the HR policies-OP link. Without examining employees' interpretations, the mediating role of EO in the link between HR systems and OP is, at the most, abstract (Jiang et al, 2013).

The link between AMO and discretionary behaviour seems to be crucial. The assumption is that employees with high levels of organisational commitment and/or job satisfaction are more motivated and are likely to manifest profitable discretionary behaviour. The presence of HR policies that recognise employees' efforts is likely to provide comfort and enhance discretionary behaviour. HR policies should not only be perceived during the recruitment and selection process, or for performance evaluation, but they need to be more at hand, offering a compelling reason for the employee wanting

to work for the company, i.e., emphasising skills training, workplace flexibility options, commitment to diversity, know-how maturity, leadership development, and, finally, to show clear evidence that opportunities exist, and that people are truly central. HR professionals should design policies to stimulate the skills and capabilities of their employees by promoting the right behaviours and by creating a supportive environment where knowledge is applied.

Furthermore, we cannot disregard that leadership by front-line managers has a crucial role in applying employees' efforts and on the ability to elicit discretionary behaviour. As line managers vary significantly with regards how they understand HRM, it figures that the perceptions of employees with regards to policies will also vary. Line managers need to connect espoused values with enacted values, i.e., by constantly shaping how employees view the organisation through the "everyday sensegiving" (Smith et al, 2010). In sum, line managers serve as critical intermediaries, shaping the actual HR policies, and, in effect, overall performance. What is more, line managers provide employees much more than just tangible assets, as their sensegiving, intangible values, and relationships mean that employees are more likely to become even more engaged in their job and with the organisation (Gruman & Saks, 2011; Smith et al, 2010). Employees are likely to show a positive reaction towards their workplace if they perceive they have been fairly treated. The way the job is done, the speed, care, innovation, and style of job delivery, as well as other discretionary behaviours, are all associated with supervision, where line managers play a vital role in setting the direction, i.e., they influence employee attitudes and behaviours by the way that they propose policies, and thus create a culture of success (Purcell, 2002). When HRM makes sense to employees, work-related attitudes and behaviours turn out to be more effective (Sanders et al, 2014). Differences in perceptions can be the result of employees making sense of the practices in their own way of thinking,

which, in turn, are affected by their background. Contributions made by employees to HR practices determine the level of acceptance. This means that employees' expectations are an important proposition of the interpretation gap (Piening et al, 2014).

This research suggests that line managers with poor leadership skills are more likely to have a negative impact on employees and could even damage a company's reputation. Furthermore, HR policies which are designed by HR professionals, do not necessarily produce the desired impact on employee behaviour, motivation, and satisfaction. Low leadership skills are likely to affect a company's ability to retain employees and contribute to lower levels of employees' morale, which makes it harder to achieve and fulfil established organisational outcomes, e.g. productivity, quality, and efficiency.

Line management role ambiguity and conflict have both been particularly noted in the realm of performance appraisal - in part due to lack of line management training and also to poor buy-in, which is manifested by weak commitment to implementing HR responsibilities (Harris, 2001). This delegation of HRM decisions to line managers commonly results in a greater scope for disparity and inconsistencies between the policy formulated at a senior HR level and the actual decisions taken by line managers (McCarthy et al, 2010, p. 160). This means that line managers have a possible role conflict while trying to reconcile their HR responsibilities on the one hand, while also being open and accommodating of the realities of employee experiences on the other hand (Harney, 2014). Accordingly, it is not unlikely that line managers should develop or adjust their own practices.

Even though there has been a great deal of research focused on understanding the association between the HR policies-OP link, several questions still seem to exist which have not yet been answered. As a first step of this stream of research, scholars need to carefully consider line managers' impact on employees' outcomes. Furthermore, certain

questions need to be answered to provide greater confidence regarding the validity of findings and the resulting implications for practice. However, a key question remains unanswered: ‘how do line managers’ actions and reactions influence employees as far as HRM is concerned?’ Furthermore: ‘is there a match between line managers’ views of HRM and employees’ views?’ Finally: ‘are HR professionals’ intentions really reflected in line managers’ implementation of HR practices?’ We encourage the investment of greater effort in examining line managers’ empowerment, where they perform HR responsibilities on the one hand, yet also manage employees’ expectation on the other hand.

Nevertheless, researchers assume that growing complexity will not open the “black box” (Savaneviciene & Stankeviciute, 2012a). Raising the bar in terms of involvement in research methods and statistical analysis will not make the model more insightful - in fact it will do quite the opposite - it runs the risk of fragmentation, whereby, in the short term, it is likely that research will cease to be accessible to practitioners and policy makers (Guest D. E., 2011).

4. Conclusion: towards an integrated view of Human Resources Management

Overall, this paper contributes to the literature on HRM and OP by: i) presenting a review of the literature, highlighting points of agreement, and revealing directions for future study; ii) identifying limitations in the literature, especially with regards to a lack of consensus among researchers regarding HR policies, outcomes, and how these are connected; iii) identifying several possible theoretical frameworks, with a focus on the AMO theory and social processing theory, which may help to understand *how* employees react to policies; iv) emphasising line managers as a critical element of the system, which helps to understand the role of leadership, and; v) placing employees’ perceptions at the

centre of the argument. By adopting a multilevel perspective, we reviewed existing research from different perspectives and different levels, i.e., the interactions between HR managers, line managers and employees.

Future research needs to investigate in more detail precise mechanisms, as is eloquently put by Jackson et al (2014, p. 31) when they state that “*seeds planted during the founding years remain dormant*”, and therefore researchers’ attention in the future should be directed towards examining HR policies from the employees’ perspective (Jiang et al, 2013). We purposefully cast a wide net and went beyond what is considered to be an opportunity to begin to unlock the “black box”. Our approach to the line managers’ role in HRM offers new insights into the HR-OP link in general, as it can be used to understand the meaningfulness of line managers’ empowerment, which leads to bottom-up messages and to shaping top-down perceptions.

Overall, it seems that the potential influence of EO offers a partial solution to the complex challenge of meeting the need to understand the link between HR policies-OP. More research is required to specify these outcomes and to clarify how HR content is perceived. What is missing is a profound understanding of the dynamic process by which line managers shape employees’ attitudes and behaviours, i.e., “*the way management applies them, and by how these are embraced by employees* (Pombo & Gomes, 2018, p. 66). Both researchers and practitioners need to focus on mediating mechanisms through which HR policies can influence OP, otherwise, a lack of focus on key issues will likely condemn the HR-OP link to fall into the “black box” (Lengnick-Hall et al, 2009). Insights into such a dynamic association are required, which have now become a very important stream in current research.

**STUDY 2: HOW DOES WORK ENGAGEMENT
MEDIATE THE ASSOCIATION BETWEEN
HUMAN RESOURCES MANAGEMENT AND
ORGANISATIONAL PERFORMANCE?**

Where are we?

Pombo, G., & Gomes, J. (2018). How does work engagement mediate the association between human resources management and organisational performance? *Problems and Perspectives in Management*, 16(3), 63-79. doi:10.21511/ppm.16(3).2018.06

Abstract

The aim of this paper is to understand how employees' perceptions and behaviours contribute to understanding the association between human resources management (HRM) and organisational performance (OP). Over the past few decades, theory construction has lagged the intermediate linkages between HRM and OP, and therefore there are still many unanswered questions with regards to such an association. To sustain the HR policies-OP link we highlight the potential influence of employees' work engagement (WE), with the aim of exploring some of the intermediating variables, focusing on the perceptions of employees' attitudes and behaviours. This research emphasises that line managers have a crucial role to play in stimulating employees' efforts and in shaping HR-related outcomes. Line managers act as crucial intermediaries in determining how HR policies that lead to OP can be designed and administered. Nevertheless, line managers have the capability to disrupt or stimulate the system which has a significant impact on employees' engagement with the organisation. The empirical research is based on a sample of 1609 employees and 40 organisations, and was carried out in two settings. We found that both line managers and employees' perceptions of HR policies were positively related to line managers' perceptions of OP. The results also support a path model, whereby WE strengthens HR systems' associated with enhanced levels of OP. The discussion reviews the implications of these results and suggests future directions for research.

Keywords: HRM-performance linkage, line managers, perceptions, suppression, work engagement.

1. Introduction

As a result of rapid changes and new trends in the business environment, the business world has been facing challenges and demands at a fast pace. Traditional sources of competitive advantage are necessary, but are not sufficient (Savaneviciene & Stankeviciute, 2012a). As a result, research needs to explore new approaches to management and new social dynamics and ways to manage people, as well as to understand how these factors contribute to build and maintain competitiveness (Gonçalves & Neves, 2012). Human resource management (HRM) represents a key organisational function to achieve competitive advantage (Boudreau & Ramstad, 1998), and its contribution to the overall OP is increasingly acknowledged (Budhwar, 2000). This has led research to look into those HR practices that are associated with OP (e.g., MacDuffie, 1995; Gooderham, Parry & Ringdal, 2008), as well as other dimensions in the HRM system that are linked with performance, such as the HR process (e.g., Sanders et al, 2014), HRM strength “as part of building theoretical rationales” (e.g. Ostroff & Bowen, 2016, p.197), or even attributions made of practices (Nishii et al, 2008). In sum, the general view is that the way people are managed can make a difference (Colakoglu, Lepak & Hong, 2006; Adeniji, Osibanjo, & Abiodun, 2013).

Despite this growing evidence of the positive influence of HRM on OP, there are still many unanswered questions with regards to such an association (Purcell et al, 2003). Some researchers have proposed that HR policies are associated with employees' outcomes (EO) through their influence on employee attitudes and behaviours (e.g., Huselid, 1995; Wright et al, 1999; Wright et al, 1994), however this chain still needs to be empirically supported and explained.

The above association, and in indeed the whole research stream is made more difficult by a single fact that has only recently been recognised: the role of employees has been largely neglected, which is quite surprising, as employees are the usual target of most HR

policies and practices. Delmotte (2008, p. 107) captures this gap, when he says that “each employee makes his own construction of reality”, which means that the content of HRM intentions are probably perceived differently by employees. Therefore, within the same HR policies and practices, different employees will have distinct perceptions of reality, and consequently will exhibit heterogeneity in behaviours and results. This new trend has less to do with denying the role of HR policies and practices but is more about recognising that human beings are active players in organisations, and hence variety in behaviours and performances are bound to happen everywhere, the whole time.

An ambitious challenge is also to expose the “way”, i.e., which HR policies influence OP? Delmotte’s quote points to the need to pay attention to the active role played by employees with regards to the individual and social construction processes within organisations, including the way HR policies influence OP. Savaneviciene & Stankeviciute (2012b) had already alerted to the intervening variables that compose the “black box” in HRM, and subsequently researchers have been proposing various mediation variables in the HR policies-OP linkage (Becker et al, 1997; Guest, 1997; Purcell et al, 2003; Wright & Nishii, 2006). Some of the previous studies have provided the stepping off point for future developments, focused on the role of line managers. Line managers plays an important role in determining the actual form that HR policies take in practice that is likely to influence OP (Currie & Procter, 2005). Therefore, line managers become part of the system, with impact on the increase of performance (Hutchinson & Purcell, 2003). Furthermore, the way employees’ attitudes are shaped is the key issue of all HRM and performance linkage models, and there has been a dearth of research evidence based on employees’ responses to HR (Macky & Boxall, 2007).

The current research focuses not only on the HRM content, but also on HR practices, as it assumes that a variety of HR practices interact to shape employees’ attitudes (Sanders

et al, 2008). Furthermore, this research also explores how employees contribute to the HR policies-OP relationship (Sanders et al, 2014). This means that HRM is not only about the content of what is conveyed to employees, but it is also about how such content is conveyed to them, as employees' attribution and sense-making processes are affected by the means (especially line managers) used to communicate organisational messages (Kelley, 1973; Weick, 1979). This raises the problem of the match between line managers' views of HRM, and the corresponding views of their employees about the same object. This problem is largely unexplored, and hence the main goal of this paper is to analyse the relationship between, on one hand, the differences in employees'/line managers' perceptions of HRM, and, on the other hand, employees' attitudes, behaviours, and performance.

This paper is comprised of five sections. The first section reviews the main literature, the key variables, and presents a set of hypotheses. The second part explains the model, as well as the constructs. The third section presents the method, including the data-collecting instruments and analysis procedures. The fourth section presents the results, and the fifth discusses the results and implications for practice, identifies the limitations, and presents suggestions for future studies.

2. Theoretical background and hypotheses

Early theorists writing about HRM have proposed that people have a basic need to understand behaviours and their main causes (Heider, 1958). Therefore, to understand what makes interaction meaningful, one needs to provide and relate actions to subsequent behaviours and attitudes (Kelley & Michela, 1980). The lack of explanation about how and why HRM influences OP is highlighted as being a critical limitation (Hutchinson, 2013), and it has been labelled by many as the "black box" of HRM.

Searching inside the “black box” requires specifying the HR causal chain (Purcell & Hutchinson, 2007). In recent years a number of theories have been put forward to explain the process by which HRM impacts on performance (e.g. Becker et al, 1997; Guest, 1997; Appelbaum, 2000; Bowen & Ostroff, 2004; Wright & Nishii, 2004; Boxall & Macky, 2009; Nishii et al, 2008; Paauwe & Richardson, 1997). The effectiveness of practices, e.g., the daily enactment of HR philosophies is more important than the occurrence of HR policies (Schuler, 1992), e.g., formal statements of an organisation’s intent which serve to directly and partially constrain employees’ behaviour and their relationship with their employer and their influence on employees’ behaviours and attitudes (Hutchinson, 2013). According to Becker, Huselid, Pinckus and Spratt (1997), HR policies influence the behaviours of employees, which are accordingly reflected in the performance of operational, financial, and share price outcomes. In this way, to understand “the relationship between HR practices and EO, it is critical to draw logical inferences concerning the HR-performance causal chain as a whole” (Kehoe & Wright, 2013, p. 369). But these are only inferences, which means that much is still left unexplained regarding *how* such connections unfold. The problem is amplified by the fact that employees’ attitudinal and behavioural responses to a HR system largely depend on employees’ perceptions of HR.

To understand this unresolved mystery (Gerhart, 2005), research needs to: i) elaborate on more precise mechanisms; ii) theorise deeply about HR policies, and; iii) explore linkages with outcomes (Guest, 1997; Savaneviciene & Stankeviciute, 2012a).

Following such plea, several theoretical frameworks have contributed to advance further knowledge about the HR policies-OP link. For example, Boselie et al (2005) suggested that two of the most important theories are the RBV and the AMO. While the former has mainly focused on the internal conditions that companies use to foster their

competitive advantage, the latter (Appelbaum et al, 2000) has provided a strong framework for understanding the HR policies-OP link.

Just as important as the ability, motivation, and opportunity provided to employees, is the focus on their perceptions. From this basic premise, scholars begin to explore attributes about “why” these practices were implemented in the first (Nishii et al, 2008) and how they convey employee’s expectations to line managers. In fact, employees modify their behaviours because of their calculation of anticipated outcomes (Chen & Fang, 2008). This calls attention to employees’ perceptions in work settings, and it is now the time to highlight the importance of line managers in the HR policies-OP linkage, as they may provide different experiences for employees, i.e., by shaping different affective HR reactions, or even enabling the discovery of different kinds of talent. Therefore, research has sought to identify the characteristics of what constitutes a favourable HR policies-OP association (Kehoe & Wright, 2013), focusing on the relationship between employees and line managers, which is finally starting to unlock the “black box” of the relationship between HR policies and EO.

2.1. The role of employees (followers)

According to Boselie et al (2005), research cannot advance with regards to the HR policies-OP link, if variables such as worker values, motives, and individual differences remain stubbornly neglected. These concepts are essential to understanding the HR policies-OP linkage (Wright & Boswell, 2002; Guest, 2011). Recently, some authors have started to recognise the role of such concepts, by pointing out the way HR policies are communicated and disseminated to employees (Sanders et al, 2014). Employees therefore are an important element in the overall equation, as they actively perceive and interpret organisational activities, including HRM activities (both HR policies and their

implementation/communication). Therefore, employees' behaviours and individual performance are more likely to be the product of three aspects: i) the fit between intended-implemented policies; ii) the support that HR gives to line managers, and; iii) line managers-employees sharing common perceptions (sensegiving).

Regarding employees' perceptions, it is important to highlight some of the developments of the last decade. The research of Bowen & Ostroff (2004) provided the stepping off point, by suggesting that the HR policies-OP link is better understood by focusing on individual and organisational levels, i.e., on the linkages between them, as well as on the role of HR implementers. This means that line managers should be considered in research. Wright & Nishii (2006) argue that there is likely to be a disengagement concerning intended HR policies as reported by line managers and the effect of the actual HR practices on employees. In fact, Nishii et al (2008) point to the fact that as important as the presence of practices in the organisation, is the perception that key actors hold about the intentions behind such policies.

The above suggests that the views of line managers about HR should be considered with regards to the HR policies-OP linkage, as they are likely to influence employees' perceptions regarding their motivation, abilities, and environments.

2.2. Growing centralisation by line managers

The responsibility of HRM implementation lies with the fact that line managers should implement HR policies (Nehles et al, 2010).

Therefore, whilst HR policies in modern organisations are designed by HR professionals, it is line managers who are accountable and responsible for implementing HRM at shop-floor level (Brewster & Larsen, 1992, p.412; Kulik & Bainbridge, 2006). This requires a high level of collaboration between those designing and those

implementing and is likely to be an important determinant of success (or failure) (Nehles et al, 2010). The implementation of HR policies by line managers is likely to have a higher impact on employee behaviour, motivation, and satisfaction, than the design of HR policies by HR professionals, i.e., line managers occupy a central position in accomplishing organisation goals and probably have a higher and more direct impact on employees' behaviours and attitudes. As line managers are in close contact with employees daily, greater involvement and more effective control can occur (Budhwar & Sparrow, 1997).

In sum, line managers serve as critical intermediaries, shaping HR practices and overall performance. Good communication helps to keep internal processes running smoothly and helps to create superior relationships with people (Jyoti & Sharma, 2017).

They can provide employees with much more than just monetary incentives or other tangibles resources, and with their sensegiving regarding intangible values and relationships to fully engage employees in their job and in the organisation (Gruman & Saks, 2011; Smith et al, 2010). The way the job is done, and the speed, care, innovation and style of job delivery, as well as other discretionary behaviours, are all associated with supervision, where line managers play a vital role in setting the direction, i.e., in influencing employee attitudes and behaviours by the way they put policies forward, and by creating a culture of success (Purcell, 2002). This delegation of HRM decisions to line managers will commonly result in a greater scope for disparity and inconsistencies between the policy formulated at department HR level on one hand, and, on the other hand, the decisions taken by line managers (McCarthy et al, 2010). This means that line managers are faced with a possible role conflict in trying to reconcile their HR responsibilities on one hand, while also being open and accommodating to the realities of employee experiences on the other (Harney, 2014). Therefore, line managers play a

critical role in influencing employee attitudes and behaviours by the way they put forward designed HR policies into practice, and they can be essential in improving organisations outcomes (Hutchinson & Purcell, 2003). Line managers play a key role by changing, reinforcing, or stimulating how employees perceive and interpret HR policies and the whole HR system. Line managers do not “just bring policies to life” (Hutchinson et al, 2002, p. 22), but they are compromised, in the sense that the way policies are implemented is related to how employees perceive these policies. This ongoing delegation of HRM implementation to line managers will certainly result in a “greater scope for disparity and inconsistencies between the policy formulated at a senior HR level and the actual decisions taken by line managers” (McCarthy et al, 2010).

In other words, although line managers can respond more effectively at the lower level (Budhwar, 2000), difficulties will also arise, due to various reasons, an example being line managers not willing to take up this responsibility, or having to add HR-related activities to several other actions already in course (Larsen & Brewster, 2003; Cunningham & Hyman, 1999; Martins, 2007). Line managers may even suffer exhaustion from assuming responsibility for HR tasks, or they can lack a broader organisational or long-term view. However, it is not unlikely that line managers should develop or adjust their own practices. In some situations, line managers are in close contact with employees and control the key environmental factors that motivate employees (Latham & Ernst, 2006). The mediating variable between HR system and employee experiences is the actions and behaviours of line managers. The role of the line manager in fostering a collective culture becomes critical for shaping employee perceptions.

Some limitations may occur when implementing HR policies, such as: i) a lack of desire to execute HR responsibilities; ii) incapability to transfer HR practices to the work floor, which results on an inefficient solution (Nehles et al, 2006); iii) tasks conditioned

when “time is an issue” (Bos-Nehles et al, 2013, p. 866), and; iv) when contradictory priorities exist between operational tasks, commercial goals, and HR responsibilities (Hope-Hailey et al, 2005; Whittaker & Marchington, 2003). Consequently, if employees feel that managers have breached their expectation, performance will decline (Coyle-Shapiro & Kessler, 2002). When employees are not satisfied, there is tendency that WE and commitment will be low (Ogbuanya & Chukwu, 2017). However, if employees feel psychological support, then higher job performance is likely to occur (Gould-Williams, 2007). Employees are understood to show a positive reaction towards their workplace if they perceive fair treatment. Much research focuses on understanding the association between the HR policies-OP link, even though several questions are still without a clear answer. From the above discussion, the assumption is that HR practices are linked to employees and their interpretations of the HR policies-OP link (Guest D. E., 1997).

2.3. Line managers and their commitment to employees

Additionally, the way line managers implement HR practices will influence employees’ perceptions of the effectiveness of HRM, which points to managers’ effort and effectiveness in contributing to employees’ engagement in the organisation (Gilbert, De Winne, & Sels, 2010). Those employees who experience high levels of WE are more likely to display positive workplace behaviour that will benefit the organisation (Albdour & Altarawneh, 2014). Hence, WE has a close relationship between job performance, organisational commitment and job satisfaction (Ogbuanya & Chukwu, 2017). WE can be defined as “*a positive, fulfilling, work-related state of mind. Engagement refers to a more persistent and pervasive, cognitive state that is not focused on any particular object, event, individual, or behaviour*” (Schaufeli & Bakker, 2003, p. 4-5). When HR makes sense to employees, work-related attitudes and behaviours turn out to be more effective

(Sanders et al, 2014). However, the influence on each employee need to be addressed differently. Differences in perceptions can be a result of employees making sense of the practices in their knowledge spheres, which are affected by their background. Attributions made by employees of HR practices will determine the level of acceptance. This means that employees' expectations are an important proposition for the interpretation gap (Piening et al, 2014). Line managers need to connect espoused values with enacted values, i.e., by constantly shaping how employees view the organisation through “everyday sensegiving” (Smith et al, 2010).

When line managers are willing to take up the responsibility of putting into practice the designed policies, then a supportive work environment will emerge. Furthermore, when successfully “executing performance appraisals, giving feedback, offering training to execute the job more accurately, and providing back up when a colleague falls sick will all give employees the feeling that they are supported and encouraged by their line managers to execute their job effectively, now, and in the future” (Gilbert et al, 2010, p. 7). Line managers can and should emphasise the importance of a positive teamwork environment at every level of the organisation. The goal is to achieve discretionary behaviour, i.e., employees working with diligence and dedication, taking the employee-organisation relationship to the next level of trust, and developing a psychological contract (Besanko et al, 2013). Nevertheless, the perception of a teamwork environment should be a one-on-one relationship between, on one hand, line managers and each of their employees, and, on the other hand, employees among themselves. Additionally, a positive workplace is essential for employees to get involved with the organisation's mission and values. Furthermore, an upbeat team-based environment characterised by sharing and open discussions will allow employees to contribute with their views and perspectives, and hence organisational goals are more likely to be attained. Even so, the

way employees react and perceive line managers' intentions will be heavily influenced by the relationship between the two (Boxall & Purcell, 2008). Based on this statement, we can formulate the following hypotheses:

Hypothesis 1: There is a relationship between employee-manager perceptual differences regarding HR policies, and manager's perception of performance. More specifically, the smaller the difference between employees' perceptions of HR policies and managers' perceptions of HR policies, the higher the managers' perceptions of performance.

Hypothesis 2: There is a positive relationship between employee-manager perceptual differences regarding HR policies, and employees' WE. More specifically, the smaller the difference between employees' perceptions of HR policies and managers' perceptions of HR policies, the higher the employees' WE.

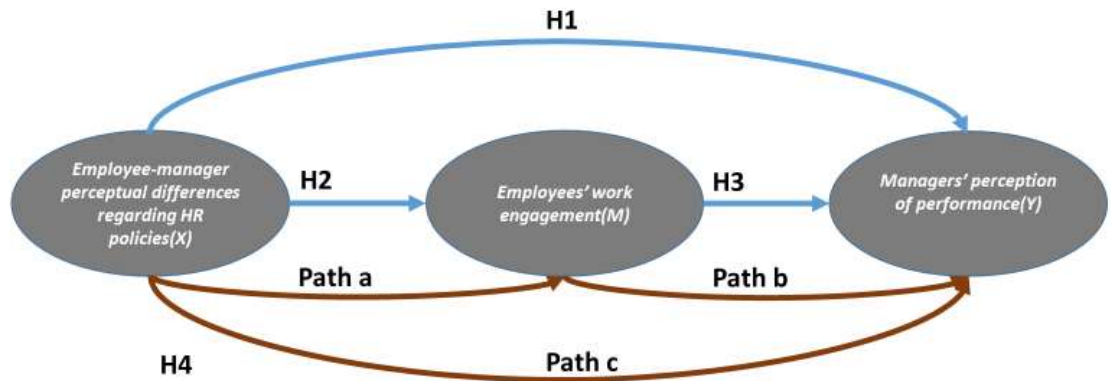
Hypothesis 3: There is a positive relationship between employees' WE and manager's perception of performance.

Hypothesis 4: Employees' WE mediates the relationship between employee-manager perceptual differences regarding HR policies (independent variable) and manager's perception of performance (outcome variable).

3. Research framework

Figure 4 presents the overall representation of the theoretical framework that depicts the relationship between HR policies, WE, and OP.

Figure 4. Research framework



Source: Authors

Mediation model

Supported by the literature review, the proposed mediation model is aligned with the guidelines provided by Baron and Kenny's (1986) concerning the definition and status of a mediator. The mediation model explains why employee-manager perceptual differences regarding HR policies are related to managers' perception of performance, in which one variable is hypothesised to be intermediating the relation between an independent antecedent and an outcome (Fairchild & Mackinnon, 2009).

This model, presented in Figure 4, has three variables and two causal paths feeding into the outcome variable (Y), i.e., the direct impact of the independent variable (X) the "path c", and the impact of the mediator (M) on the "path b" (Baron & Kenny, 1986).

4. Method

According to Baron and Kenny (1986, p. 1176), a variable act as a mediator when it follows this criteria: i) employee-manager perceptual differences regarding HR policies is correlated with managers' perception of performance (path c), i.e., a simple regression analysis with X predicting Y to test: $Y = \beta_0 + \beta_1 X + e$; ii) employee-manager perceptual differences regarding HR policies is correlated with employees' WE, using the employees' WE as a dependent in the regression equation (path a), i.e., a simple regression analysis with X predicting M to test: $M = \beta_0 + \beta_1 X + e$; iii) employees' WE is correlated with managers' perception of performance (path b), i.e., a simple regression analysis with M predicting Y to test: $Y = \beta_0 + \beta_1 M + e$, and; iv) employees' WE affects managers' perception of performance, using managers' perception of performance as the dependent variable in a regression equation and employee-manager perceptual differences regarding HR policies and employees' WE as independents (path c'), i.e., a multiple regression analysis with X and M predicting Y: $Y = \beta_0 + \beta_1 X + \beta_2 M + e$. Lastly, in step iv), mediation is likely to be supported if the effect of employees' WE (path b) remains significant after controlling for employee-manager perceptual differences regarding HR policies. If employee-manager perceptual differences regarding HR policies is not statistically significant, when employees' WE is controlled, then the finding supports total mediation. However, if employee-manager perceptual differences regarding HR policies are significant, then the finding supports partial mediation.

Sobel (1982) tests were also conducted to further support the mediation model, as proposed. This test is designed to assess whether a mediating variable (employees' WE) carries the effects of the independent variable (employee-manager perceptual differences regarding HR policies) to a dependent variable (managers' perception of performance). The computed statistic measures the indirect effect of the independent variable on the

dependent variable by way of the mediator. Reported p-values are obtained from the unit normal distribution, under the assumption of a two-tailed test of the hypothesis that the mediated effect equals zero in the population using -1.96 as the critical values which contain the central 95% of the unit normal distribution (Preacher & Hayes, 2004). Under this test, a significant p-value indicates support for mediation. Finally, Aroian's (1947) test of mediation was used to further verify the results, as provided in Table 12.

4.1. Constructs and measures

Employee-manager perceptual differences regarding Human Resources policies

We adhere to the research stream on HR policies-OP link that uses for the first construct the differences between line managers and employees, as far as HR policies are concerned. The appropriateness of deviation scores for estimating differences between measures units continues to be a source of diversities (Edwards J. R., 2001). However according to Smith and Tisak, (1993) deviation scores are both reliable and unbiased. Weighing arguments by both positions and recognizing the grounding of our research we judged deviation scores appropriate for use.

These were calculated based on the research by Sanders et al (2008), in which line managers and employees were asked to indicate, on a six-point scale, their level of agreement with the content of 17 sentences linked to five HRM practices/policies: i) extensive training; ii) internal mobility; iii) participation; iv) pay performance, and; v) employee security. Sample items include *I am often asked to participate in decisions*.

Upon data collection, the database was organised in three steps. In the first step data was arranged by organisation (40 organisations): for each organisation the researchers computed the mean of line managers' answers to of the 17 items; in the second step it was calculated the average value for all managers within each organisation. Steps 1 and

2 resulted in 40 different values, which denoted the mean average of manager's perceptions as far as the aggregate 17 items were concerned.

In the third step, these values were used to calculate the perceptual difference between line managers and employees: for each organisation, the researchers computed the difference between each employee's aggregated value regarding the 17 items, and the correspondent managers' aggregated value. This resulted on a new variable: "employee-manager perceptual differences regarding HR policies".

Employees' work engagement

The second construct is employees' WE, measured using Schaufeli and Bakker's (2003) scale. The employees' WE scale consists of nine items, and employees were asked to indicate, on a six-point scale, their level of agreement with three constituting aspects of WE: i) vigor; ii) dedication, and; iii) absorption. Each participant indicated the extent to which he/she agreed with the statements, such as "I really "throw" myself into my job". An aggregated measure of WE were used in the hypotheses testing.

Managers' perception of performance

Finally, the six dimensions of managers' perception of performance (customer satisfaction; growth; market share; product/service to market; customer retention; new customer attraction) were measured using indexes previously offered by other researchers, such as Tzafrir (2005), and Dany et al (2008). Such indexes require respondents to indicate the extent to which they perceive OP in comparison to competitors. This data was collected regarding line managers' perception only and is labelled "managers' perception of performance". Table 8 shows the constructs and their operational definition.

Table 8. The operationalisation of the research variables

Variables	Author	Scales	Items
Employee-manager perceptual differences regarding HR policies	Sanders et al (2008)	Extensive Training Internal Mobility Participation Pay Performance Employee Security	17
Employees' work engagement	Schaufeli and Bakker (2003)	Vigor Dedication Absorption	9
Managers' perception of performance	Based on the work of several researchers such as Tzafir (2005), and (Dany, Guedri, & Hatt, 2008)	Customer Satisfaction Growth Market Share Product/service to Market Customer Retention New Customer Attraction	6

Source: Authors

4.2. Internal consistency

Table 9 shows the values of Cronbach's alpha for all variables. Cronbach's alpha is a measure of internal consistency, i.e., how closely related a set of items are as a group. The alpha coefficients for the three variables are higher than 0.88, suggesting that the items have high internal consistency.

Table 9. Cronbach's alpha

Variable	Items retained	Cronbach alpha
Employee-manager perceptual differences regarding HR policies	17	0.910
Employees' work engagement	09	0.881
Managers' perception of performance	06	0.891

Source: Authors

4.3. Sample

The data comes from a survey to employee and line manager from 32 organisations in Portugal, four organisations in Norway and four organisations in Denmark, from several industry sectors, ranging from energy and water, to transport, communication, and finance and business. The justifications for targeting employees and line managers in these three countries is to embrace diversity in the service, production, and consumption services sectors. According to the country destination, the questionnaires were administrated in two languages, i.e., Portuguese or English.

There were 1855 sets of questionnaires distributed to line managers and employees, of which 264 are line managers and 1345 are employees, i.e., total of 1609 sets of questionnaires were returned, giving a response rate of 86.74%. However, after checking differences between employees' perceptions of HR policies and managers' perceptions of HR policies, and removing outliers, only 1331 questionnaires were properly completed and accepted for the study. More than 50% of participants are between 25 and 40 years old, and the majority has an academic degree.

The data obtained were analysed for reliability, validity, adequacy, and suitability in answering research questions. For this reason, the data is expected to enhance the reliability and validity of the study.

5. Results

5.1. Descriptive statistics and correlations

Table 10 presents the descriptive statistics and correlations of the variables comprising the study. The analysis of the results brings out the perceptual differences regarding HR policies between employee-line managers (mean = 0.424). As expected HR policies are related to WE ($r=0.369$, $p, 0.05$) and OP ($r=0.269$, $p, 0.05$).

Table 10. Descriptive statistics and correlation between variables

Variable	Descriptive Statistics		Correlations (R)		
	Mean	Std. Dev.	HR	WE	OP
Employee-manager perceptual differences regarding HR policies	0.424	0.817	1		
Employees' work engagement	4.388	0.787	0.369*	1	
Managers' perception of performance	4.497	0.641	0.269*	0.322*	1

Note: *Significant at the 0.01 level (2-tailed)

Source: Authors

5.2. Assumptions for a multiple regression

Statistical tests rely upon certain assumptions about the variables used in the analysis. Specifically, we will discuss the assumptions of normality, e.g., the Mahalanobis distance test and independence of sampling, e.g., the Durbin-Watson test for independence, linearity, homoscedasticity, and multicollinearity.

Absence of multivariate outliers is checked by assessing Mahalanobis distances among the participants. As the obtained result was 13.512, it means that the critical value of 13.816 is met, which indicates the normality of the data.

The second assumption is the Durbin-Watson test for independence. The Durbin-Watson Test is a measure of autocorrelation (also called serial correlation) in residuals from regression analysis. To be considered uncorrelated, the required Durbin-Watson statistic should be between 1.5 and 2.5 (Dufour & Dagenais, 1985). The Durbin-Watson $d = 1.675$ is between the two critical values of $1.5 < d < 2.5$, and therefore we can assume that there is no first order linear autocorrelation in the data.

The next assumption is linearity. A linearity test aims to determine if the relationship between independent variables and the dependent variable is linear. If there is good research in the regression model, then there should be a linear relationship between the independent variable and dependent variable. The linearity assumption can be tested with scatter plots. The obtained scatter plot follows a linear pattern (i.e., not a curvilinear pattern) which shows that linearity assumption has been met.

The next assumption is Homoscedasticity. The assumption of equal variances (i.e., assumption of Homoscedasticity) assumes that different samples have the same variance, even if they came from different populations. Breusch-Pagan (LM = 3.773; Sig. = 0.152) and Koenker (LM = 4.181; Sig. = 0.124) test the null hypothesis that error variances are all equal versus the alternative that error variances are a multiplicative function of one or more variables. Therefore, we do not reject the null hypothesis and can assume that the error variances are all equal.

Finally, the last assumption is Multicollinearity. Multicollinearity is a state of very high inter-correlations or inter-associations among independent variables. It is therefore a type of disturbance in the data, and if present in the data, the statistical inferences may not be reliable. Collinearity statistics output reveals tolerance higher than 0.1, e.g., 0.864 for HR policies and WE and a variance inflation factor lower than 10.00 e.g., 1.158 for

HR policies and WE, meaning that we do not violate this assumption. Therefore, multicollinearity does not remain a dire problem in this study.

5.3. Hypotheses testing

A two-step regression analysis was performed for each dependent variable. The first regression analysis was carried out to determine the relationship between employee-manager perceptual differences regarding HR policies and managers' perception of performance, as provided in Table 11. The R square value indicates that 7.2% of variance in managers' perception of performance can be explained by employee-manager perceptual differences regarding HR policies ($r=0.269$; $F=103.883$; $p<0.05$), i.e., *path c*. The regression results in Table 11 also show a very similar relationship between *path a* and *b*, i.e., the R square value indicates that 13.6% of variance in employees' WE can be explained by employee-manager perceptual differences regarding HR policies ($r=0.369$; $F=209.512$; $p<0.05$) and 10.4% of variance in managers' perception of performance can be explained by employees' WE ($r=0.322$; $F=154.237$; $p<0.05$), thus supporting Hypotheses H1, H2 and H3.

Table 11. Regression Analysis

Hypotheses	Path	F-value	β	t	Sig.*	Hypothesis support
1	<i>c</i>	103.883	0.0746	10.192	0.000	Asserted
2	<i>a</i>	209.512	-0.1867	-14.475	0.000	Asserted
3	<i>b</i>	154.237	0.176	11.419	0.000	Asserted

Note: *Significant at the 0.05 level (2-tailed)

Source: Authors

Four conditions are required for the existence of an effect of mediation (Baron & Kenny, 1986), the first three conditions are reflected in Table 11. First, the independent variable, employee-manager perceptual differences regarding HR policies, and the managers' perception of performance, dependent variable, are correlated (0.0746, $p < 0.05$). Second, the independent variable, employee-manager perceptual differences regarding HR policies, and the employees' WE, mediator, are correlated (-0.1867, $p < 0.05$). Third, the employees' WE, mediator, and the managers' perception of performance, dependent variable, are correlated (0.176, $p < 0.05$). Lastly, the effect of the independent variable on the dependent variable should change when the mediating variable is introduced. Table 12 offers a more detailed explanation about the last effect.

5.4. Mediating effect of the hypothesised model

To test whether a mediator carries the influence of an independent variable to a dependent variable we used the equation drawn from MacKinnon and Dwyer (1993) and from MacKinnon, Warsi, and Dwyer (1995):

i) Sobel test equation

$$z\text{-value} = a*b/\text{SQRT}(b^2*sa^2 + a^2*sb^2)$$

ii) Aroian test equation

$$z\text{-value} = a*b/\text{SQRT}(b^2*sa^2 + a^2*sb^2 + sa^2*sb^2)$$

iii) Goodman test equation

$$z\text{-value} = a*b/\text{SQRT}(b^2*sa^2 + a^2*sb^2 - sa^2*sb^2)$$

Table 12. Calculation for mediation tests

Test	Test statistic	Std. Error	Sig.*
Sobel	-9.46589007	0.00347690	0.00000000
Aroian	-9.45294819	0.00348167	0.00000000
Goodman	-9.47888525	0.00347214	0.00000000

Note: *Significant at the 0.05 level (2-tailed)

Source: Authors

The reported *p*-values (rounded to 8 decimal places) are drawn from the unit normal distribution, under the assumption of a two-tailed z-test of the hypothesis that the mediated effect equals zero in the population. +/- 1.96 are the critical values of the test ratio which contain the central 95% of the unit normal distribution. According to the *p*-value in Table 12, all the three tests confirm that there is mediation, i.e., the coefficient is significant.

We used the macro process for SPSS, version 2.15, written by Andrew F. Hayes. The macro process applies a bootstrapping test, i.e., a non-parametric method based on resampling with a replacement, which, in this case was done 5000 times. From each of these samples the indirect effect is computed, and a sampling distribution can be empirically generated. A confidence interval is computed, and it is checked to determine if zero is in the interval. If zero is not in the interval, then the researcher can be confident that the indirect effect is different from zero.

Table 13 shows the last condition, i.e., the step iv) described in Figure 4, which is required for the existence of an effect of mediation (Baron & Kenny, 1986). The effect of

the independent variable (e.g., employee-manager perceptual differences regarding HR policies) on the dependent variable (e.g., managers' perception of performance) should decrease for a partial mediation, or even approach zero for a total mediation, when the mediating variable (e.g., employees' WE) is introduced. The effect of employee-manager perceptual differences regarding HR policies on managers' perception of performance does not reduce the effect of the main effect, but rather it increases. Contrary to expectations, the effect of the independent variable on the dependent variable does not decrease for a partial mediation, or even approach zero for a total mediation. This means that the direct effect is subsumed by the mediation effect.

Table 13. Inconsistent mediation

	Coeff.	t	Sig.
Path c'	0.1245	17.922	0.000
a. Direct effect of X on Y			
Path a	-0.1867	-14.4745	0.000
Path b	0.2673	19.472	0.000
b. Indirect effect of X on Y			

Note: Output from process procedure for SPSS, version 2.15, written by Andrew F. Hayes

Source: Authors

Table 13 reveals what MacKinnon, Fairchild and Fritz (2007) refer to as 'inconsistent mediation'. The direct effect of employee-manager perceptual differences regarding HR policies on managers' perception of performance is thus likely to be overestimated because the indirect effect will tend to sum to total effects. The total effect is equal to the sum of direct and indirect effects. This pattern of coefficients indicates the presence of inconsistent mediation (i.e., a suppressor effect). Suppression focuses on the adjustment

of the relationship between the independent and dependent variables, but in an unusual manner, as the size of the effect increases when the suppressor variable is added. In the mediation framework, a suppressor model corresponds to an inconsistent mediation model where the mediated and direct effect have opposite signs. In other words, it cannot be directly computed as exposed in Table 13. Table 14 reveals the effects of the mediator in the research model, ignoring positive or negative relations:

Table 14. The effects of the mediator in the research model

Endogenous Variable (managers' perception of performance)			
Employee-manager perceptual Differences regarding HR policies	Indirect effect	Direct effect	Total effect
	0.0499	0.0247	0.0746

Source: Authors

In conclusion, the outputs mean that the mediator, employees' WE, significantly explained that managers' perception of performance was determined by the predictor (employee-manager perceptual differences regarding HR policies) with the help of the mediator, i.e., employees' WE does mediate the relationship between employee-manager perceptual differences regarding HR policies and managers' perception of performance.

It was also found that perceptions of HR policies rated by line managers were positively related to employees' perceptions and significantly associated with each other. These results are likely related to leadership and further highlight the importance of developing good relationships within staff, e.g. line managers and employees.

6. Discussion and conclusions

This paper examined how employee-manager perceptual differences regarding HR policies, employees' WE and managers' perception of performance are related and inquired as to whether the relationship between employee-manager perceptual differences regarding HR policies and employees' WE affected managers' perception of performance. Finally, it analysed the relationship between the match between employees and line managers' perceptions of HR policies. This study contributes to the unresolved black box mystery and fulfils the gap of employees' WE and its relationship to managers' perception of performance. This paper goes beyond the classic vision of the mediating role of employees' WE to investigate the relationship between employee-manager perceptual differences regarding HR policies and managers' perception of performance, by exploring employees'-line managers' perceptions of HR policies.

Specifically, our first result indicates clear support for the assumption that employee-manager perceptual differences regarding HR policies are related to managers' perception of performance (i.e., path c), which is consistent with most of the literature (Huselid, 1995; MacDuffie, 1995; Guest, 1997; Wright & Nishii, 2006; Savaneviciene & Stankeviciute, 2012a; Hutchinson, 2013; Sanders et al, 2014). Additionally, the study revealed an optimistic and significant relationship between employee-manager perceptual differences regarding HR policies and employees' WE (i.e., path a), which is the same for employees' WE and managers' perception of performance (i.e., path b), thus supporting part of the condition of mediation suggested by Barron and Kenny (1986). However, when the mediating variable is introduced, the effect of employee-manager perceptual differences regarding HR policies on managers' perception of performance was reduced, leading us to conclude that there is a mediation effect. In an inconsistent mediation, a suppression effect would be present when the direct and mediated effects of

an independent variable on a dependent variable have opposite signs (Cliff & Earleywine, 1994; Tzelgov & Henik, 1991). In our model we have an inconsistent mediation (Davis, 1985). The results of this study show that the effect of the employee-manager perceptual differences regarding HR policies on managers' perception of performance changes drastically. However, because of the inconsistent mediation phenomenon, i.e., suppression, it does not reduce the effect of the main effect but increases it (see Table 13). There is an adjustment of the relationship between the independent and dependent variables, but in an unusual way, where the size of the effect increases when the suppressor variable is added, meaning that the direct effect is subsumed by the mediation effect.

When HR policies are designed by HR professionals, the goal is to stimulate employees' skills and capabilities by promoting right behaviours. Moreover, employees' WE does mediate the relationship between employee-manager perceptual differences regarding HR policies and manager's perception of performance. However, we cannot disregard that leadership by front line managers has a crucial role in applying employees' efforts and ability to elicit discretionary behaviour. In sum, line managers shape the actual employee perceptions regarding HR policies and, moreover, they shape overall performance, and hence provide employees with support and resources to fully engage in their job and in the organisation (Gruman & Saks, 2011). However, this does not necessarily mean achieving OP through employees' WE, as every so often, ambitious HR policies may result in long-term exhaustion and diminished interest in work. The assumption is that when HRM makes sense to employees, work-related attitudes and behaviours will turn out to be more effective (Sanders et al, 2014). Additionally, studies point to the importance of matching employees'-line managers' perceptions of HR

policies (Nishii et al, 2008; Wright & Nishii, 2006) as this will allow organisations to achieve better managers' perception of performance.

Furthermore, the empirical work has demonstrated that employees' perceptions of HR policies significantly vary from managerial reports of the HR policies in use (Liao et al, 2009). Employees' perceptions of HR policies necessarily follow managers' HR policy implementation (Nishii & Wright, 2008). In this regard, results do not evidence different employees'-line managers' perceptions of HRM. This alignment of perceptions is most likely to occur at the beginning of the relationship, when line managers clarify and interpret HR policies, i.e., line manager's explanations are more likely to influence employees to count on such information and to construct expected HR policy reality. By concentrating employee's attentions on certain practices, line managers are structuring employees' attention (Salancik & Pfeffer, 1978). Therefore, further knowledge about which practices should be considered to enhance employees'-line managers' perceptions and how those practices are perceived is needed. Consequently, this research has both theoretical and practical reference value.

6.1. Implications for practice

Our results suggest that if line managers engage themselves in assuming their HRM role, they can be a powerful partner of the HR department in enhancing employees' WE, and this has an impact on performance. Additionally, as line manager's enactment of perceptions regarding HR policies and relations-oriented behaviour turn out to have an influence on employees, HR departments should work together with line managers and provide enough support and advice to line managers in their leadership tasks. Training activities should also embrace leadership development programmes to develop the leadership skills of line managers. Additionally, researchers should pay more attention to

contextual issues, e.g., the size of the organisation may emphasize the leading role of line managers. Specifically, the configuration of these factors, and others, may be used as a framework to enrich future research.

6.2. Limitations of the study and future research

Although this research has made several contributions to the knowledge, it has several limitations, as follow: a) the study measures the variables at a single point of time, i.e., cross-sectional design. Therefore, changes in the relationship between line managers-employees' perceptions were not covered in the study; b) it only includes individuals from Portugal, Norway and Denmark, and thus the generalizability of the results is restricted, and lastly; c) this study has only identified perceptual differences regarding HR policies.

Future research could examine the conceptual model used in this study, but with a larger sample size, in order that the outcomes can be generalized to a larger population. To the purpose of association, it would be interesting to replicate this study in a longitudinal design, so that it could be determined whether the match employees'-line managers' perceptions, in multiple variables, e.g., employees'-managers' perceptions of WE and performance, are conditions for shaping the actual form that transforms overall performance.

STUDY 3: EMPLOYEES' PERCEPTIONS AND THE LINK BETWEEN HUMAN RESOURCE MANAGEMENT AND ORGANISATIONAL PERFORMANCE: A CONCEPTUAL VIEW

Where are we going to?

Pombo, G. & Gomes, J. (2019). Employees' perceptions and the relationship between human resource management and organisational performance: a conceptual view. *Knowledge and Performance Management*, 3(1), 46-63.
Doi:10.21511/kpm.03(1).2019.05

Abstract

The current paper presents a review of the literature and advances a set of propositions concerning employees' perceptions on the relationship between human resource management and organisational performance. The paper is aimed at filling the gap in literature on the employees' perception regarding human resource policies and the link to organisational performance. Social information processing theory is used to advance the insights on how employees' perception about human resource policies may influence organisational performance. The review indicated that there is a positive relationship between employees' perceptions of human resource policies and overall performance of a given organisation. A positive perception of implemented policies influences various individual outcomes such as commitment, engagement, and satisfaction amongst others. Shared perceptions among the employees are also said to have a considerable impact on organisation's performance. Nevertheless, there is a need for further research to explore the link between human resource management and organisational performance in detail.

Keywords: Human Resources; Labour–Management Relations; Organisational Behaviour; Performance and Prospects.

1. Introduction

There is increasing attention on the effect of HR strategies on OP. This interest is based on the notion that HR need to be considered as a strategic factor. Additionally, HR policies can serve as a critical source of sustainable performance (Pombo & Gomes, 2018), particularly when aligned with the objectives of the organisation (Kehoe & Wright, 2013). Properly configured HR strategy has the potential to contribute to direct economic gains in OP, i.e., performance refers to the results, or outputs, intended by an organisation. Most of past studies have focused on positive impacts of HR policies on OP and towards strategic behaviours. Less attention has been given to the perception of employees on OP (Kehoe & Wright, 2013). Employees' perception is related to their attitudes (Pombo & Gomes, 2018) such as job satisfaction and the commitment to the organisation, amongst others. Recent empirical research suggests that employees' perception about resource management varies from organisation to organisation (Hinkin & Tracey, 2010; Liao et al, 2009).

According to Wang and Hwang (2012), perception is an attitude addressing HR policies in relation to recognition, pay, quality of working life, and promotion. Employees' perceptions of fairness have the potential to influence productivity as well as performance of an organisation (Li et al, 2019). When employees have the feeling that they are being treated fairly, they tend to be satisfied (Nadda, Rahimi, Dadwal, & Bhan Singh, 2014). Although policies generate commitment and job satisfaction, Pombo & Gomes (2018, p. 66) argued that policies are *also mediated by the way management applies them, and by how these are embraced by employees*. Additionally, perception is viewed as a process (Ofori, Sekyere-Abankwa, & Borquaye, 2012) where the individual relates the environment to the perceiver's potential action. Cesário (2015) recognises that research has shown a positive impact of HR policies on OP and behaviour effects,

however less attention has been dedicated to how HR policies relate to OP. In addition, past studies have ignored the impact of employees' perceptions of HR policies on OP. Similar stance had already been advanced by Boxall and Macky (2009), and Wright and Nishii (2013), who have further pinpointed that employees' perception to HR policies is scarcely used to examine the effects of HR policies on OP. Consequently, the current literature review aims at investigating how managers' and employees' shared perception of human resource management (HRM) influences OP linkages.

To assess the influence of HR policies on OP, past research has suggested that it is essential to consider how staff perceive real HR practices (Nishii et al, 2008; Snape & Redman, 2010; Maheshwari & Vohra, 2015). Cafferkey et al. (2018, p. 3026) highlight the importance of research that: *“brings workers back into the debate by exploring employees' opinions of, and subsequent reaction to, HRM initiatives”*. This paper focuses on enhancing the understanding of how employees' perceptions of HR policies are associated with performance outcomes. Scholars have recommended that further studies examine staff's perceptions on a given organisation's HR system (Khilji & Wang, 2006; Nishii et al, 2008). This is because the way employees perceive or experience their organisations' HR strategies, has an impact on their behaviours and attitudes (Pombo & Gomes, 2018). HR policies are perceived by staff as a commitment to the organisation. This, in turn, is reciprocated to the organisation by staff via positive behaviours or attitudes (Li et al, 2019). A positive perception in relation to organisational support is likely to translate to higher employees' engagement and improved OP (Pombo & Gomes, 2018). Moreover, they are likely to extend their stay in their current organisation as well as invest their effort in their positions. Employees who have positive perception of their organisational HR policies are more likely to become more engaged with their current

jobs and thereby become more productive (Snape & Redman, 2010; Conway & Monks, 2009).

Past literature shows that strategic HRM tend to enhance overall performance as well as reduce staff turnover (Guchait & Cho, 2010; Wheeler, Harries, & Harvey, 2010). Commitment-driven HR policies tend to yield superior results in OP and are focused on the long run mutual exchange relationships (Cooke & Saini, 2010; Thite, Wilkinson, & Shah, 2012). Employees' behaviour is largely influenced by perceptions of HR policies (Pombo & Gomes, 2018; Li et al, 2019). As such, there is a need to understand the how employees' perception affects the link between HR policies and OP outcomes. The current paper uses Social Information Processing theory and Attributions theory, to explore the following research problems:

- i. Does employee's attribution to HR policies change over time? Is this variation mediated by the relationship with line manager?
- ii. Do employees' attributions of HR policies affect relationships with line managers? Are employees' outcomes such as job satisfaction, career development and performance, mediated by the quality of this relationship?
- iii. Do line managers affect positively (or negatively) attributions of HR policies? Is this moderated by the leadership style? By the characteristics of the leader?

2. Review of literature

2.1. Human Resources Management-Performance Link: a set of propositions

According to Lepak et al (2006), the most usually employed sets of mediating variables are categorised as “employee skills” (employee competences, including cooperation), “employee attitudes” (motivation, commitment, satisfaction), and “employee behaviour” (retention, presence). Selection and training systems should, above all, reinforce employee ability, whereas compensation, performance appraisal, and internal career opportunities should amplify motivation (Úbeda-García, Claver-Cortés, Marco-Lajara, Zaragoza-Sáez, & Gascía-Lillo, 2018), but it is also acknowledged that the full effect of a HR policies-OP link is more complex than previously thought (Lepak et al, 2006). Evidently, a consistent theory that bridges and interlinks HR policies-OP is required (Guest D. E., 1997). Organisations without these HR policies will most likely fail to guarantee a high level of these individuals and group outcomes. Salaries are used as exchange for work time and effort. However, HR policies are used to go beyond such expected minimum effort and work time. The goal is to achieve discretionary behaviour, i.e. employees working with diligence and dedication taking the employee-organisation relationship to a level beyond formal (Besanko et al, 2013). Hence, employees’ behaviour and individual performance are more likely to be the product of three aspects: i) employees’ perceptions of HR policies; ii) the effect of employees’ shared perception of HR policies; and iii) individual differences that have been neglected in most of the research on the HR policies-OP link (Wright & Boswell, 2002; Guest, 2011). The next topics presents how employees’ perceptions have become a critical instrument that helps to explain the link.

2.2. Employees' perceptions of human resource practices and the link to organisational performance

HR policies are linked to outcomes via employees and their interpretations of the HR policies-OP link (Guest D. E., 1997). Research on HR policies-OP has been mainly focused on organisational level analysis. Wright and Boswell (2002) stressed the importance of considering research at the individual level and extending the research spectrum into an employee perspective. In sum proposition 1 aims to capture these ideas:

Proposition 1. The association between employees' perceptions of HR policies and overall performance tend to be different within the same organisation. In detail, the effects of HR policies on staff are organisational specific.

Organisations goal in establishing ideal HR policies

According to Young-Thelin and Boluk (2012), high performing organisations tend to pursue innovative HR policies. It is important for organisations to emphasize on intensive staff interaction, development, and training to improve their performance. In addition, the quality of the HR policies essentially influences the motivation levels in the organisation as well as its employees'. Sanders et al (2008), noted that it is important for staff to perceive HR policies as unique, relevant, and internally consistent. As such, organisations are urged to establish ideal HR policies that are suitable for them. HR policies that encourage employees to obtain new skills are often perceived as organisational support. This, in turn, enhances employees' commitment, engagement, loyalty and attachment to their organisation.

Supportive HR policies and the sense of (un)fairness

Sustained competitive edge requires dedicated as well as smart employees. HR policies that involve task interdependence inspire employees to seek information and emotional support from their co-workers. Additionally, human practices are a common source of staff's sense of fairness (Edwards M. R., 2009). Supportive HR policies tend to indicate management's enthusiasm to invest in staff capabilities. This induces employee affirmation and mutuality. Hence, HR policies such as involvement during decision-making, development opportunities, and fair rewards enhance organisational commitment and performance. Given that staff respond to HR policies, they are perceived as the source of OP (Frenkel, Restubog, & Bednall, 2012).

In his study, Yamamoto (2013) indicated that HR policies share common features. They are founded on the premise that a greater commitment to individual's job and OP are linked. HR policies further encourage staff to take part in management. Scheible and Bastos (2013) pursued a study with the aim of understanding how staff's perception of HR policies influences organisational entrenchment as well as commitment. He found that perception of HR policies is a primary determining factor of organisational commitment, which in turn has a great potential for enhancing OP. This is attributed to a strong acceptance, by employees, of organisational values and goals, and to the willingness to exert more efforts towards organisation success.

Psychological contract for retaining critical assets

Vermeeren, et al (2014) stated that HR policies serve as effective means of forging a psychological contract between employees and employers. Positive perceptions in relation to the organisation's HR policies are, therefore, critical variables and are likely to foster the overall commitment of the employees.

Employees' perceptions facilitate the translation of how HRM is deployed at organisation level (Veloso, 2010). Shaukat, Ashraf, and Ghafoor (2015) stated that HR policies tend to influence not only the perceptions of the employees but also the attitudes and organisational climate among other HR performance measures that result in enhanced OP. It is expected that HR policies tend to influence both organisational outcomes and staff outcomes. Organisations' can influence staff' perceptions of fairness through a well-written HR strategy asserting the significance of fairness. Staff further tend to exchange efforts and display substantial levels of commitment.

Guest (2011) postulated that employees' perceptions are largely neglected in most of the past HRM and OP studies. Nonetheless, the author noted that progressive HR policies entail training, staffing, and incentive compensations. Such HR policies are positively perceived by employees and hence have the potential of improving OP. Similarly, Frenkel and Lee (2010) assessed whether high performing work practices such as teamwork, training, and job security have an impact on OP among South Korean organisations. Their study showed that these types of HR policies contributed to enhanced performance. Additionally, Giaouque, Anderfuhren-Biget, and Varone (2013) examined the effect of human practices on OP in their study. They conducted a survey on Swiss cantonal public staff. The authors found out that the HR policies were tied to job satisfaction, organisational citizenship, and commitment. Furthermore, HR policies that were perceived to serve as intrinsic motivators were highly linked to OP.

Successful organisations influence HR policies or is it the other way around?

Hassan (2016) indicated that there is a positive correlation between HR policies and employees' performance. In addition, the performance of employees is directly linked to OP. Successful organisations tend to consider HR policies as a critical aspect that directly

influences the performance of their employees. HR policies applied by line managers on day to day basis tends to influence staff perception. Suttapong, Srimai, and Pitchayadol (2014) indicated that organisations are continuously deploying effective HR policies as a means of driving a high performance.

HR policies and the (in)direct impact in employees' outcomes

Stumpf, Doh, and Tymon (2010) investigated the role played by HR policies for individual as well as OP. A survey of 4811 staff from 32 units of 28 organisations was conducted across India. The authors focused on employees' perception of the effectiveness of precise HR policies and their relations with OP. They established that the perceived appropriateness of HR policies tends to influence employees' perceptions and potentially improved OP. Ansari (2011) postulated that HR policies in organisations serve as a critical factor that can enhance employees' commitment towards their organisations. It is expected that the perceptions of employees regarding HR policies such as support, fairness, and effectiveness influences their organisational commitment.

Ferguson and Reio (2010) examined the impact of HR policies such as profit sharing, training, and development on positive organisational output, that is, OP and job performance. The findings showed that organisations can leverage on employees' perception of HR policies to improve OP as well as job performance. Moreover, it is suggested that HR function can have a positive impact on the OP through the deployment of supporting organisation-based policies and processes that tend to motivate the staff. Additionally, Choi and Lee (2013) examined internal HR policies that affect OP. The authors explored the mediating impact of staff job satisfaction and show the impact of employees' perception of the usefulness of HR policies. The results revealed that there is a significant correlation between HR policies and OP. Besides, the findings indicated that

employees' perception of HR policies serves as a mediating link between HR and OP. The findings imply that employees' perceptions have a critical role in the association between HR policies and OP.

In their study, Tian, Cordery, and Gamble (2016) examined the impact of HR policies on employees' job engagement as well as job performance. Using AMO model, the authors projected that motivation-enhancing HR policies result in improved job performance. The findings revealed that HR policies significantly contribute to the formation and development of job engagement as well as employees' performance. The findings suggested that organisations can improve OP through the deployment of suitable HR policies.

Yadav and Yadav (2013) postulated that employee's perceptions as well as willingness to adapt to HR policies have a considerable impact on the performance of an organisation. Studying employees' perception enables organisations to understand their behaviour as well as their source of inspiration. Furthermore, Collins and Smith (2006) found out that there is a significant association between the success of an organisation and employees' perception. Additionally, the authors postulated that employees' perception and attitude are positively associated with HR policies in each organisation. Also, Garg and Punia (2015) provided that the perception of employees on HR policies is related to the overall organisational productivity and outcome. Employees who have a positive or a favourable perception about HR policies are critical towards organisational optimisation. Nevertheless, the differences in employees' perception are likely to arise as they tend to observe similar situations differently. Moreover, to some extent, the employees tend to perceive HR policies differently. The authors further indicated that it is employees' perception concerning the appropriateness of HR policies that tend to define value and utility of a given organisation. A positive perception of the given

practices tends to imply an effective execution and active participation of the employees. This, in turn, has the potential of enhancing cost effectiveness and innovation in the organisation (Garg & Punia, 2015).

Bui, Liu, and Footner (2016) focused on the perception of HR policies from an employees' perspective. The authors established that the perceptions of HR policies trigger job motivation and job attitudes. Nevertheless, mixed perceptions on HR policies implemented by an organisation might yield different outcomes (positive or negative). Tracey (2012) aimed at presenting an exhaustive explanation of the link between HR and OP. The author established that to realise a positive effect on OP, the HR policies are supposed to produce consistent, shared, and clear perceptions. This demonstrates that staff' perceptions have a key role towards the realisation of the desired outcomes in an organisation. This depends on whether the adopted HR policies cultivate a strong climate to realise high levels of performance. Tsui et al. (1997) as cited in Khan, Awang, and Zulkifli (2013) indicated that employees' commitment is positively associated with the interaction between HR policies and staff' perceptions. Furthermore, HR policies can build positive behaviours such as satisfaction as well as the commitment among the staff. Nevertheless, HR policies are also likely to yield negative behaviours, for example, turnover and absenteeism.

The perceived organisational support is relevant when it comes to examining employees' emotional commitment towards their respective organisations' (Kim & Ko, 2014). Staff tend to develop beliefs regarding how their organisations value them. Positive levels of perceived organisational support have the potential of facilitating the realisation of organisational goals. This is because employees can feel indebted to realising organisational goals due to a positive work attitude. There is strong evidence that HR policies tend to influence employees' perceptions concerning organisational

support. In addition, employees are likely to feel that they are greatly valued in their organisations' when the HR policies enhance employees' perceptions (Kim & Ko, 2014). Höglund (2012) indicated that HR policies normally send intentional signals to the staff. On the other hand, staff interpret as well as make sense to form an individual understanding.

Later, research should try to understand how employees perceive and react to policies, and to what extent existing HR policies care for employees' best interests (Ramsay et al, 2000). According to Awosanya and Ademola (2009), the strongest influencing factor shaping employees' perception comes from managerial actions and behaviours. This means that employees are likely to have an important effect on OP (Lengnick-Hall et al, 2009). The following discussion is captured by the concept of employees' shared perceptions.

2.3. Effect of employees' shared perception of human resource practices on organisational performance

Strong HR system sends consistent and unambiguous messages to help employees share a common understanding of what attitudes and behaviours are expected and rewarded (Jiang et al, 2017). Therefore, shared perception is important to enhance desired organisational goals through accumulated employees' attributes. Without a strong HR system, employees may construct their own understanding of HR policies, which may or may not be consistent with organisational intentions (Jiang et al, 2017). Consequently, the second proposition posits that:

Proposition 2. Shared perceptions act as a mediating factor between attitude-behaviour link by strengthening the obligation and reciprocity in the exchange relationship

HR policies that enhance the sharing among employees

More important than just having a set of HR policies in the organisation is how they are actually perceived by employees resulting in an attitude-behaviour link that results in OP (Jiang et al, 2017). According to Bergh, Connelly, Ketchen, and Shannon (2014), employees' shared perception of HR policies is said to have a significant impact on OP. For instance, the authors established in their study that a high commitment towards the HR policies through added value of the dedicated employees contributes to organisational effectiveness and, in turn, good performance. Employees' perception of HR policies tends to focus more on the needs of the consumers which is a common emphasis on OP. According to Bysted and Jespersen (2014), the shift of employees' perception on the HR policies focusing more on consumers' needs has given way to rational management where satisfaction and needs of the customers are central. This is said to result in more aggressive employees thereby improving performance. Furthermore, Elorza, Harris, Aritzeta, and Balluerka (2016) indicated that the changes in the perception of HR policies is said to diminish organisational levels and frontiers of the hierarchy which has implications on employees, mainly the scaling down of the promotion opportunities, employment stability, change in career as well as performance evaluation criteria. Thus, employees' perception, loyalty, and commitment towards an organisation may lessen.

In addition, HR policies that enhance the sharing of knowledge or a collaborative culture within an organisation are usually a win situation for both the employees and organisation. At employees' level, it usually acts as the learning tool where employees

can improve their skills. On the other hand, at organisational level, the policies influences employees' learning through sharing as well as creating new skills which result in improvement of organisational innovative capacity (Devloo, Anseel, De Beuckelaer, & Salanova, 2015). In essence, individuals' learning might have some positive impacts on the employees' intention to remain in the workplace thereby improving organisational knowledge capacity by maintaining the human capital pool. Individual employees' who perceive that the HR policies make them feel honoured and valued in their workplace will tend to reciprocate this through innovative behaviours and hard work which would assist in accomplishing organisational objectives. Furthermore, those employees that perceive HR policies are supportive of innovativeness would have a tendency of reciprocating this through their innovativeness which results in improved OP (Devloo et al, 2015).

Seeking to build a better organisation

Based on shared employee perception that it is them who structure innovative ability of the organisation through their resourcefulness, creativity, and intelligence, such HR policies could develop, identify, evaluate as well as reward organisational development and growth (Elorza et al, 2016). In addition, according to the norm of reciprocity, personnel are usually anticipated to trade their dedication and effort in implementing and generating some novel ideas for concrete incentives such as fringe benefits and pay, admittance to development programs and training as well as social-emotional benefits like care, information sharing, and support. Such policies that show commitment towards employees would make them reciprocate with greater levels of flexible behaviours. As a result, shared employees' perception of such HR policies would affect OP through improved innovativeness in employees and their high commitment towards their productivity (Bysted & Jespersen, 2014).

Employees' shared perception of the compensation system will probably increase employees' motivation for engaging in specific duties within an organisation. However, when such incentives are inherently intrinsic, employees might perceive such recompenses as a burden in doing work that they were performing out of curiosity or interest which could lessen their attentiveness in engaging in innovative work behaviour. This would, in turn, result in reduced OP. On the other hand, when employees perceive that their motivation is intrinsically motivated, they end up perceiving their work as an extra-role behaviour which will be rewarded. As a result, they end up feeling valued and recognised which makes them to engage in innovative work and perceive the work as extra-role that is going to be rewarded for extra effort (Cabello-Medina, López-Cabrales, & Valle-Cabrera, 2011). Bergh et al (2014) argued that employees require clear signals prior to engaging in innovative work since they consider such work to be risky. Therefore, the HR policies which provide financial rewards to employees are expected to encourage them to be innovative while conducting their work which results in increased organisational productivity.

Beugelsdijk (2008) argued that compensation positively influences improved OP since personnel who feel that their hard work is being compensated feel indulged in reciprocating with the unrestricted additional role exertions such as the innovative work. Thus, employees' shared perception of compensation provided by organisations might result in a sense of responsibility in giving the business exceptional input and knowledge or innovative suggestions for performance improvement. Cabello-Medina et al (2011) indicated that compensation is said to have a significant effect on employees' innovative behaviour since it could be an instrument of enhancing such behaviour and could also discourage unproductivity in an organisation by only rewarding those employees with innovative behaviours.

Employees perceive training and development as one of the organisational commitments to HR which make them feel the urge to reciprocate via positive behaviours and attitudes which are not contractually enforceable or rewarded (Bysted & Jespersen, 2014). In fact, the provision of training and development would signal that an organisation contemplates employees as valuable aspects of its production and that it is keen or eager to invest in them. As such, employees tend to respond to the training and development opportunity with some positive attitude towards an organisation which offers development (Elorza et al, 2016). As a result, such shared positive attitudes would lead to behaviours that are treasured for both the organisations' and employees. When personnel recognise training and development as a valuable and helpful opportunity, they feel well prepared for evolving their skills and talents and work hard towards improved OP (Cabello-Medina et al, 2011).

Share what you know: win-win solution

Employees' perception of information sharing is beneficial to an organisation. Based on the fact, that employees perceive sharing information pertinent since it might induce improvements by the others, might result in advantageous standards, signal low competitive conditions or result in an expectation of reputational and reciprocity impacts. In this case, employees shared perceptions that relevant information is shared with employees is anticipated to lead to higher level of innovative WE (Bergh et al, 2014). Nonetheless, sharing information helps employees to understand the objectives and goals of an organisation which assist them to associate with the set goals and help the organisation to accomplish those objectives. A study by Elorza et al (2016) indicated that organisations' not sharing their objectives and not boosting the sharing of information could achieve negative results since employees perceive such behaviour as procedurally

unfair. Indeed, employees feel trusted, supported, and treated fairly whenever an organisation encourages the sharing of information and they might even feel the need of reciprocating through innovativeness and hard work which, in turn, result in increased OP (Bysted & Jespersen, 2014).

Working environment and the recognition of support

Beugelsdijk (2008) argued that employees' perception of supportive supervision is also viewed to affect OP either negatively or positively. Supportive supervision is one of the high-commitment HR policies. Therefore, it is employees' shared perceptions that they should receive regular performance feedback from the supervisors since through regular feedback, employees feel encouraged in working hard to accomplish the organisational objectives. Bysted and Jespersen (2014) indicated that employees perceive supportive supervision as the key aspect that enhances their further development, application of ideas, and protection. Hence, employees experiencing supportive supervision have the feeling of being obliged to reciprocate by assisting their supervisors to accomplish the organisation's goals. The reciprocation towards supportive supervision increases their in-role performance and could result in performance beyond their formal job description as well as increased innovative and improved OP. Bergh et al (2014) postulated that supportive supervision results in more innovativeness amongst employees if individual employees also recognise innovative climate where creativities could be taken without any fear of ridicule. In such a scenario, employees would not just see their supervisors as supportive but would also view the wider organisation as supportive since it encourages employees being innovative by rewarding their efforts accordingly. Therefore, the more employees distinguish the climate as helpful, the stronger the impact of the employees' shared perceptions of the HR policies would be on OP.

The impact that the perceived HR policies have on employees' behaviours highly depend on employees' shared perceptions of their working environment. Consequently, the relationship between HR policies and OP is strengthened whenever employees recognise supportive climate which is valuable to their innovative and productive behaviour (Cabello-Medina et al, 2011). In addition, the perceived HR policies would strengthen OP more when employees concerned perceive that their work is valued, and their innovativeness is appreciated. Such policies could create an atmosphere of risk-taking and creativity amongst employees and would, in turn, result in more innovative behaviour and improved OP (Cabello-Medina et al, 2011).

According to Ostroff and Bowen (2016), HR policies are assumed to send signals as well as communications that staff tend to draw attributions. They then tend to cultivate an understanding regarding what is valued, rewarded, and expected. Superior HR systems entail mechanisms that normally make several practices salient, coherent as well as understandable. This has the potential of building consensus among the staff concerning the practices. Additionally, a climate of shared perceptions tends to arise among the employees. Nevertheless, there is a notion that the relationships between HR and OP is not likely to manifest without a collective understanding and perception of the existing practices among the employees. Besides, in the absence of strong HR policies, it is unlikely to experience shared perceptions. Consequently, it is challenging to realise enhanced OP (Ostroff & Bowen, 2016).

Kehoe and Wright (2013) asserted that shared perceptions tend to reflect in the context of HR policies. A strong HR system facilitates shared perspectives regarding the practices among the employees. Additionally, shared perceptions on HR policies normally promote mutual understanding of work processes thereby enabling the staff to act as a team to realise the set organisational objectives. The lack of shared understanding tends to hamper

coordination which makes it challenge to capitalise. Takeuchi et al (2009) stated that organisational climate can be termed as the shared perceptions among employees about practices, process as well as types of behaviour that tends to be supported and rewarded. The organisation climate is basically used to capture staff' perceptions regarding organisational procedures or policies. This facilitates the reflection of employee perceptions of what is important and what is to be rewarded by the organisation.

Given the significance of shared perceptions, it is important to devote effort to understand how individual characteristics may influence employees' perceptions and interpretations of HR policies. The next section highlights individual differences and its influence on perceptions.

2.4. Individual characteristics and the influence on performance

The way objects are perceived by employees depend on attributes of the object itself, the context within which is perceived, and the characteristics of the perceiver (Brunswik, 1956). Hence, employees' perceptions about HR policies are likely to be affected by individual characteristics. Consequently, the proposition reads as follows:

Proposition 3. Individual characteristics needs to be account on employees' perceptions, attitudes and behaviours to fully understand the HR policies-OP relationship.

Know your past to understand your future

Nishii and Wright (2008) suggested that individual's values, personalities, and past experiences can influence how employees seek and filter information to develop their HR perceptions. Values refer to stable life goals that people have, reflecting what is most important to them. Then, values that are important to people tend to affect the types of

decisions they make, how they perceive their environment, and their actual behaviours. Shaped in early life values will affect his or her employment. Moreover, whether individuals will be satisfied at a given job may depend on whether the job provides a way to satisfy their dominant values. Therefore, understanding employees at work requires understanding the value orientations of employees. Personality is another characteristic that can influence HR perceptions and understanding someone's personality gives us clues about how that person is likely to act and feel in a variety of situations. Judge and Higgins (1999) affirm that part of our career success and job satisfaction later in life can be explained by our childhood personality.

What is happening inside?

Kooij, Jansen, Dijkers and Lange (2010) highlighted that individual characteristics can affect the association between employees' perceptions of HR policies and work-related attitudes at the individual level. Employees' capabilities and needs required at work should be known by the supervisor (Subyantoro, 2009). So, it is important for management to create conditions that will encourage employees to perform their responsibilities with a sense satisfaction (Nawawi, 2001).

Individual characteristics are likely related to performance. Biographical characteristics as age is negatively related to performance, e.g., performance decline with increasing age. Therefore, individual characteristics can shape individual behaviours that influence motivation, initiative, and performance.

Mathis and Jackson (2006) affirm that there are four individual characteristics that affect how people can be accomplished include interest, identity, personality and social background. Furthermore, employees' proactive personality is related to personal goals and career success (Crant, 1995). Proactive staff may actively gather information of HR

policies from managers and thus are more likely to perceive HR policies as what are reported by their managers.

This suggests that employees' competency needs to be stimulated through HR policies to improve some outcomes. Furthermore, to increase employees' outcomes it is necessary to create a flexible work structure and clear HR policies those employees feel related.

The following table summarizes the propositions and the supporting literature highlighted in the currently chapter.

Table 15. Employees' behaviour and individual performance

SUPPORTING LITERATURE	SUMMARY
1) The association between employees' perceptions of HR policies and overall performance tend to be different within the same organisation. More specific, the effects of HR policies on staff are organisational specific	
<u>Organisations goal in establishing ideal HR policies</u> Sanders et al (2008)	Employees should perceive HR policies as unique, relevant, and internally consistent.
Young-Thelin and Boluk (2012)	Competitive organisations will likely stablish innovative HR policies.
<u>Supportive HR policies and the sense of (un)fairness</u> Edwards (2009); Frenkel et al (2012)	HR policies should be perceived as fair and equitable by employees.
<u>Psychological contact for retaining the critical assets</u> Vermeeren, et al (2014)	HR policies help bringing together both parts, i.e., employees and employer.
Bal, Bozkurt, and Ertemsir (2014)	HR are the key source of competitive edge in the organisations. HR policies should emphasize that employees are critical assets to the organisation.
<u>Successful organisations influence HR policies or is it the other way around?</u> Hassan (2016)	HR policies are positively correlated to employees' performance.
Suttapong et al (2014)	Organisations considers HR policies as a critical aspect that directly influences the performance.
<u>HR policies and the (in)direct impact in employees' outcomes</u> Stumpf et al (2010); Yadav and Yadav (2013); Collins and Smith (2006)	HR policies influence employees' perceptions and stimulate OP.

Ansari (2011)	Related HR policies with employees' commitment.
Ferguson and Reio Jr (2010); Bui et al (2016)	Suggested that HR function can have a positive impact on the OP through the deployment of supporting organisation-based policies and processes that tend to motivate the staff.
Choi and Lee (2013)	HR policies impact OP through an indirect effect that is mediated by employee's job satisfaction.
Tian et al (2016)	Related HR policies with job engagement and performance.
Garg and Punia (2015)	Related HR policies with employee's productivity, effective execution and active participation.
2) Shared perceptions act as a mediating factor between attitude-behaviour link by strengthening the obligation and reciprocity in the exchange relationship	
<i>HR policies that enhance the sharing among employees</i>	
Jiang et al (2017)	Strong HR system sends consistent and unambiguous messages to help employees share a common understanding of what attitudes and behaviours are expected and rewarded.
Jiang et al (2017)	How HR policies are perceived by employees result in an attitude-behaviour association.
Bergh et al (2014)	Shared perception of HR policies contributes to organisational effectiveness.
Elorza et al (2016)	Sharing perceptions diminish organisational levels and frontiers of the hierarchy with benefits in the employees' perception, loyalty, and commitment.
<i>Seeking to build a better organisation</i>	
Elorza et al (2016)	Shared employee perception will cause organisational development and growth.
Bysted and Jespersen (2014)	Shared employees' perception of HR policies that show commitment will likely affect performance through improved innovativeness in employees and their high commitment towards their productivity.
Cabello-Medina et al (2011); Bysted and Jespersen (2014); Elorza et al (2016)	Employees perceive training and development as a signal that organisation contemplates them as valuable resource. As such employees respond with positive attitudes.
<i>Share what you know: win-win solution</i>	

Bergh et al (2014)	Employees sharing relevant information between employees is anticipated to lead to higher level of innovative WE.
Bysted and Jespersen (2014); Elorza et al (2016)	Organisations' not sharing their objectives and not boosting the sharing of information could achieve negative results since employees perceive such behaviour as procedurally unfair.
<u>Working environment and the recognition of support</u> Beugelsdijk (2008)	Employees' perception of supportive supervision is also viewed either negatively or positively.
Bysted and Jespersen (2014); Bergh et al (2014)	Perceived support from supervision is a key aspect that enhances employee's further development, application of ideas, and protection.
3) Individual characteristics needs to be account on employees' perceptions, attitudes and behaviours to fully understand the HR policies-OP relationship	
<u>Know your past to understand your future</u> Nishii and Wright (2008)	Individual's values, personalities, and past experiences can influence how employees seek and filter information to develop their HR perceptions.
Judge and Higgins (1999)	Affirmed that part of our career success and job satisfaction later in life can be explained by our childhood personality.
<u>What is happening inside?</u> Kooij et al (2010)	Highlights that individual characteristics can affect the association between employees' perceptions of HR policies and work-related attitudes at the individual level.
Nawawi (2001)	Line managers should create conditions that will encourage employees to perform their responsibilities with a sense satisfaction

Source: Authors

3. Discussion

The focus of the review was to present propositions offering potential directions for future research. The review of the past studies indicates that there is a link between how HR policies are perceived by employees and OP (Kehoe & Wright, 2013; Cesário, 2015; Pombo & Gomes, 2018). Additionally, perceptions of HR policies were found to have an impact on the outcomes of employees and organisations (Li et al, 2019). Substantial evidence to some extent supports the relationship between employees' perception and high-performance levels of organisations. Nevertheless, many of the studies reviewed have used managerial reports. Therefore, there is a need to comprehensively examine the role of employees' perceptions of HR policies and the link to OP.

The literature review has demonstrated that indeed there is a link between HR policies and the performance of organisations. This is attributed to the fact that HR policies tend to serve as a means of triggering OP, i.e., according to Li et al (2019, p. 1424) *high performance and innovative HRM practices predicted enhanced financial and market performance*. Nevertheless, there is minimal research on employees' perception of HR policies and the link to OP (Boxall & Macky, 2009; Wright & Nishii, 2013). Empirical research has confirmed that employees' perceptions of HR policies are related to job satisfaction as well as their commitment. Nevertheless, the current paper highlighted that employees' perception regarding HR policies may sometimes vary from one organisation to another (Hinkin & Tracey, 2010; Liao et al, 2009). Additionally, was revealed that employees' perception of fair HR policies is likely to boost the productivity as well as the performance of an organisation. Furthermore, was suggested that there is need to examine the impact of HR policies on OP through the lens of employees' perception in detail. A few scholars have recommended that additional studies need to be

conducted to ascertain the relation between staff' perception on HR policies and how this links to OP (Khilji & Wang, 2006; Nishii et al, 2008).

Employees' attitudes too as well as interpretations of HR policies form a key means of establishing the link between HRM and OP (Li et al, 2019). Thus, it is necessary to conduct an exhaustive study on the mediating role played by employee's perceptions when it comes to the association between HR and OP. Additionally, HR policies are largely meant to boost staff motivation, job satisfaction, and competence which, in return, are likely to improve a OP (Jiang, et al., 2012; Messersmith, Patel, Lepak, & Gould-Williams, 2011).

There is a supposition that effective HR policies tend to enhance employees' overall organisational commitment and motivation. Additionally, the presence of HR policies that recognises and rewards staff' effort is likely to yield improved performance of an organisation. As such, organisations need to formulate HR policies that stimulate employees' sense of support by the organisation. This has the potential of enhancing OP in the long run. The research suggests that HR policies that are positively perceived by employees are likely to have a significant impact on OP. Therefore, successful organisations normally consider employees' perceptions of implemented HR policies to be significant.

In some instances, employees tend to share perceptions of HR policies. Shared perceptions are perceived to have a significant impact on the overall OP. This is a clear indication that mutual perceptions play an important role towards the attainment of an organisations' desired outcomes. This further facilitates the cultivation of a strong organisational environment that contributes to the achievement of a high-level performance (Tracey, 2012). Shared perceptions can enhance employees' commitment when it comes to the accomplishment of organisations' goals, e.g., shared positive

perception of fairness is likely to foster staff' attitude to further improve their commitment to the organisation (Pombo & Gomes, 2018). In general, there are positive correlations between the degree to which organisations execute HR policies and OP, i.e., according to Pombo & Gomes (2018, p. 66) *by the way management applies them, and by how these are embraced by employees.*

Hereafter, individual characteristic can influence HR perceptions and should be considered. The latter is related to performance. Therefore, understanding someone's values and personalities is likely to help gathering knowledge to develop HR policies more accurate. Hence, attitudes and behaviours (Pombo & Gomes, 2018) are likely to be affected by individual characteristics and perceptions about HR policies. Some characteristics can help predict behaviours that influence motivation, initiative, and the overall performance. The research paper established that the selection of HR policies has proved to be strategic towards the performance of organisations. As such, HR managers are supposed to concentrate on developing favourable policies as they are linked with OP. In sum, employees' perceptions are bear on the process of information influenced by individual's values, personalities, and past experiences. Hence, employees' perceptions about HR policies are likely to be affected by individual characteristics.

4. Conclusion

The goal of this paper was to take a step toward identifying and addressing the influence of employees' perceptions on HRM. Nonetheless, the paper revealed that there is a gap concerning employees' perception of HR policies and the link to OP. The existing studies have not exhaustively considered the role of employees' perceptions on HR policies in improving OP (Khilji & Wang, 2006; Nishii et al, 2008). New perspectives for framing research question also may prove helpful for bridging the gap between a more

comprehensively examine the role of employees' perceptions of HR policies and the link to OP. Pombo and Gomes (2018, p. 65) suggested that to understand this unresolved mystery researchers should *explore linkages with outcomes*. The available studies suggest that there is an association between perceptions of HR policies and the overall performance of a given organisation. Social information processing theory and attribution theory were used to explain the anticipated associations. In addition, the social information processing theory posits that it is sensible to project the influence of social setting on employees' perceptions concerning the HR policies in an organisation. Various studies reviewed were mainly on the link between employees' perceptions of HR policies and OP. Additionally, the review of existing literature in relation to the effect of shared perceptions was also conducted. Finally, the characteristics of the individual were also considered to the research. Nevertheless, the existing literature was considered insufficient.

Generally, this text proposed that HR policies when positively perceived, enhance employees' job satisfaction and commitment. Additionally, it was highlighted in the analysis that shared perceptions of HR policies among the employees are positively related to OP. Nevertheless, it is possible for different employees, with different characteristics, to have varying perceptions concerning the existing policies. Therefore, it is important for future researchers to direct their efforts towards establishing the association of HR policies and OP by examining the role played by employees' perceptions. This has the potential of offering new insights on how employees perceive implemented policies and how their perceptions are likely to boost the performance of the organisation either positively or negatively. As such, it is important for future researchers to consider and specify the outcomes as well as clarify how HR policies are being perceived. The need for detailed study is based on the fact that there is missing in-

depth understanding of how employees perceive HR policies and how this is likely to shape their attitudes and commitment which, in turn, enhance OP (Kehoe & Wright, 2013). Such insights are needed to present new views of the connection between HR policies and OP.

**STUDY 4: THE LINK BETWEEN HUMAN
RESOURCES MANAGEMENT, MANAGEMENT
VALUES AND ORGANISATION
PERFORMANCE: UNLEASHING LINE
MANAGERS'S POTENTIAL**

The best way to predict the future is to create it

- Abraham Lincoln

Pombo, G. N., & Gomes, J. F. (2020b). The link between human resources management, management values and organisation performance: unleashing line managers's potential.

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Abstract

This paper offers new insights into the human resources (HR) - organisational performance (OP) link through focussing on line managers' and employees' exchanges (LMX). It highlights line managers' capabilities to make choices which influence organisational outcomes. In fact, HR responsibilities are increasingly decentralised and are delegated to line managers. As a result, the role of line managers is critical in interpreting and communicating signals from top management to employees. A model which relates LMX, management values (MV), HR policies, and OP is tested, using data from a survey which was carried out with line managers and employees of the Portuguese Air Force. The results suggest that line managers who carry out HR activities are a critical element in the system. Line managers' decisions are responsible for exchanges between line managers and employees, and these exchanges bring about some of the individual and group effects of HR management, including, maybe, performance effects. As future research, an empirical and theoretical model for examining the relationship among MV, LMX and HR policies and also their contributions in predicting OP needs to be further explored.

Keywords: Communicating signals, HRM-performance linkage, leader-member exchange, outcomes, perceptions

1. Introduction

This research highlights the role of MV and line managers'-employees' perceptions on the influence of HR policies on OP. When used in the right combination, HR policies generate synergies which stimulate collective line managers'-employees' perceptions.

The literature on strategic HRM has long argued that in order to achieve competitive advantage, HR policies need to connect with OP (Savaneviciene & Stankeviciute, 2012a; Jackson et al, 2014; Pombo & Gomes, 2018). The focus on the HR policies-OP link was triggered in the 1980s, when Fombrun et al (1984) and Miles and Snow (1984) explored the connection between organisational strategy (OS) and HR policies. Later on, the focus was on the impact of HR policies on employee skills, attitudes, and behaviours, and also on strategically-oriented work which can lead to operational effectiveness (e.g., Arthur, 1994; Delery, 1998; Huselid, 1995; Ichniowski et al, 1997; Laursen & Foss, 2003). Additionally, past research also looked at the mediating mechanisms by which HR policies influence OP (Batt, 2002; Boselie et al, 2005; Combs et al, 2006; Pombo & Gomes, 2018). However, despite some empirical support and theoretical advancement, many unanswered questions still remain regarding how such an association works (Purcell et al, 2003). Following this gap in knowledge, researchers have tried to unlock the black box, namely by placing employees and line managers at the centre of research (e.g., Pombo & Gomes, 2020), whilst assuming that performance depends on employees' willingness to work in compliance with the organisation's values and mission. Scholars have argued that it is important to consider the effects of HR policies on employee-level outcome variables, as these are proximal indicators that intervene in the HR policies-performance relationship (Guest, 1997; Paauwe, 2009).

This study focusses on exchanges between line managers and employees and provides evidence of how HR policies lead to OP, and, specifically, it explores new approaches to

management, as well as new social dynamics and insights into ways to manage people and how these factors contribute to constructing and maintaining competitiveness. It stresses the relationship between employees-line managers' perceptions about MV. It is assumed that line managers have a critical role in stimulating employees' efforts and effectively shaping HR-related outcomes (Pombo & Gomes, 2019). Furthermore, line managers are responsible for implementing HR policies at the operational level (Guest, 1987; Storey, 1992; Lowe, 1992; Brewster & Larsen, 1992; Legge, 1995; Gratton & Truss, 2003; Den Hartog, Boselie, & Paauwe, 2004). Trusting HR responsibilities to the operational level implies a change in the roles carried out by the HR function (Storey, 1992; Ulrich, 1997; Caldwell, 2003). HR roles are increasingly delegated to line managers, who seem to lack the skills, or even the motivation to take on such roles (Hope Hailey et al, 1997; Hall & Torrington, 1998; Cunningham & Hyman, 1999; Whittaker & Marchington, 2003; Hope-Hailey et al, 2005). Line managers are now called upon to demonstrate increased effort, commitment, responsibility, and ability to motivating followers to acquire knowledge, skills, and competence.

In summary, there is a need to study the challenges that line managers face when implementing HR policies, as these policies can influence the effectiveness of the whole HRM system. This is the generic objective of this research. The findings indicate that line managers who carry out HR activities are a key element in the system and provide specific and novel information regarding the relationship of the HR policies-OP link. Furthermore, the findings of the research suggest that line managers' decisions are responsible for exchanges which bring about some of the individual and group effects of HR management, including performance effects.

The paper is comprised of five sections. The first section reviews the main literature, the key variables, and puts forward a set of hypotheses. The second section explains the

model, as well as the constructs. The third section presents the method, including the data-collecting instruments and the analytical procedures. The fourth section presents the results, and the fifth discusses the results and implications for practice, identifies the limitations, and presents suggestions for future research.

2. Theoretical background and hypotheses

This research assumes that employees and line managers react in distinctive ways to HR policies, and that such differences are largely due to their respective role in the organisation. Employees' behaviours are influenced by line managers' construction of expected behaviour, i.e., the relationship developed, based on norms of reciprocity, which implies that employees respond in an expected way when they receive economic or socio-emotional benefits (Rhoades & Eisenberger, 2002). In addition, the role of MV in increasing the influence of HR policies is also explored.

MV are likely to be perceived differently across the organisation. Nevertheless, organisations' and employees' success alike depend on how well each of these values are defined to anchor every aspect of a business in a set of commonly-held beliefs and commitments. MV are defined as how the organisation wants to be seen by the public as it is intended to be the way employees should feel and be perceived. Values and the mission supposedly guide employees' behaviours, as well as all company's decisions and actions. MV has a consequence for employee attitudes-behaviour-unit that when combined with HR policies performance is likely to occur. In different departments, employees' perceptions of certain HR policies are likely to create a better match between staff competences and the desired outcome, rather than other policies. Thus, empowering and developing line managers' skills has become more important, as they are responsible for transforming HR policies into practices.

It is expected that HR policies influence both organisational outcomes and EO (Pombo & Gomes, 2019). EO are defined as being the final stage of a complex chain of events - starting with employee attitudes, which in turn affect employees' perceptions of HR policies, and ending with a system of working behaviour (Nishii et al, 2008). Accordingly, HR policies do indeed influence people, although they do so through the

medium of line managers and their ability to influence how employees view the organisation, i.e., “everyday sensegiving” (Smith et al, 2010), whose most direct effect is to increase engagement of employees in their job and with their organisation (Gruman & Saks, 2011; Smith et al, 2010). Employees are different, and therefore what motivates one employee to work with diligence and dedication, might differ from another employee. Line managers’-employees’ attitudes, behaviours, and performance will determine the level of acceptance. HR policies, through the influence of line managers, achieve their goal when employees feel psychological support and contribute with higher levels of job performance (Gould-Williams, 2007).

This means that line managers’-employee’s expectations (Piening et al, 2014) and LMX guided by MV, are all key factors in the theory of HR-OP association.

2.1. The influence of Management Values and Leader-Member Exchange on the Human Resources Policies-Organisational Performance link

The central aim of this paper is to analyse and improve the understanding of the relationship between HR policies and OP, considering the influence of MV and LMX. Two research questions drive the current research:

- 1) does LMX mediate the relationship between HR policies and OP? and;
- 2) do MV moderate the relationships between HR policies and LMX, HR policies and OP, and also LMX and OP?

Human resources policies and the link with performance

HR policies help to clarify principles and to resolve conflicts and discretionary behaviours. The challenge that face HR specialists are concerned with the decision to adopt specific HR policies, i.e., to assume various activities - such as preparing

employment, allocating roles, or even managing reward. Contextual factors, such as organisational size and the degree of formalisation and centralisation, as well as any corporate and HR strategy, are all likely to influence the degree of sophistication of HR practices (Boxall & Purcell, 2003). The senior management influences the design and content of HR policies by aligning the HRM strategy with the BS, i.e., each function within the business needs to align its departmental strategy with the overall strategy of the business.

Yet, the military condition is characterized by permanent availability to actively perform in defence of their country, if necessary, with the sacrifice of life itself. This kind of policy can only be understood as a very demanding policy. Organisations with such characteristics, e.g. the military, can help to uncover ways to achieve certain results, or outcomes, that can benefit civil organisations and/or revealing different paths. This high commitment to the organisation, poses challenges unlike any other organisation.

Furthermore, HR policies need to be carefully developed to assist the organisation in achieving strategic goals, including outcomes such as high commitment or high performance (Guest & Bos-Nehles, 2013).

Line managers' bridging policies

HR specialists often work in collaboration with line managers, as it is the latter who have the responsibility for implementing HR practices in the field.

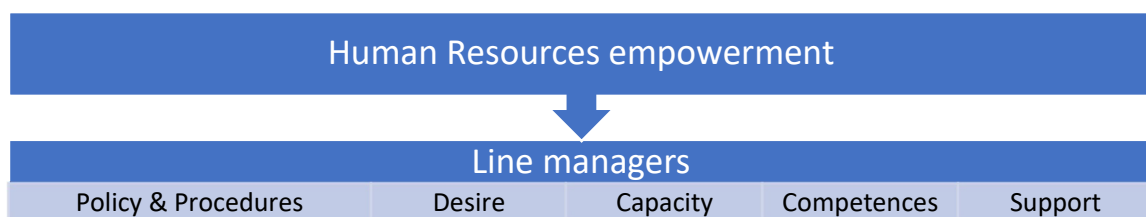
In order to be productive, agile, and efficient, HRM systems must be balanced. When organisations empower line managers with an interventionist HR role, without increasing workload too much, an increase in performance is likely.

Bos-Nehles et al (2006) recognise five factors as being the core challenges that line managers experience when implementing HR practices, namely: desire, capacity,

competences, support and policy, and procedures. The first challenge is desire, i.e., the willingness to implement HR policies, or the enthusiasm to perform HR responsibilities. This level of desire is likely to decrease when the organisation lacks incentives for applying such policies (McGovern, 1999; Harris et al. 2002). Incentive schemes can encourage line managers to be engaged with HR activities (McGovern, 1999; Whittaker & Marchington 2003). The second factor is capacity, or the lack of it, including time, as line managers' focus must be where it is needed most, e.g., they should be close to the followers in order to be able to ascertain exact requirements, expectations, and end-goals. This implies relinquishing less-important duties (Brewster & Larsen, 2000) by delegating them to the operational employees' level, in order that line managers can devote more time to HRM responsibilities. Competence in performing HR activities is another challenge which line managers must deal with. This concern can be resolved by formal training in HR activities (Cunningham & Hyman 1999; McGovern, 1999). The fourth concern is lack of support: HR specialists should provide clear and proactive support, whereby they are physically present, and in addition, HR should provide advice and coaching personnel who are specialists in how to perform HR activities (Hope Hailey et al., 1997; Hall & Torrington 1998; McGovern 1999; Whittaker & Marchington 2003). Finally, the non-existence of policy & procedures is a challenge, for this lack limits the actions of line managers when they assume HR responsibilities, which can result in an unfair perception of fairness among employees. HR specialists should provide clear guidelines about how to use each practice and what outcome is to be expected. Line managers are increasingly taking over an interventionist HR role, and yet they seem to be neither capable, nor motivated to embark on this journey (Hope Hailey, Gratton, McGovern, Stiles & Truss, 1997; Hall & Torrington, 1998; Cunningham & Hyman, 1999; Whittaker & Marchington, 2003; Hope Hailey et al. 2005). These factors will likely lead

to a reluctant attitude towards assuming HR responsibilities (Storey, 1992; Cunningham & Hyman, 1999; Whittaker & Marchington, 2003) and to the misunderstanding of the benefits derived from using HR policies (McGovern 1999; Harris et al. 2002). Therefore, if line managers are unclear about how to use HR policies, then it is likely that policies will be implemented in an intuitive way based on each line managers' personal judgement, without recourse to a common methodology.

Figure 5. Five guiding principles



Source: Bos-Nehles et al (2006)

Furthermore, line managers need to work close enough with employees to be able to inspire trust, and thus it is they who are in the best position to know how they should be valued. The expectation is that HR specialists, on one hand, focus on the implementation of HR policies, while, on the other hand, they develop the skills and competences of line managers. Additionally, the HR system will likely become more balanced when HR specialist and line managers share skills, advice, and feedback, and work together based on mutual understanding and trust (Renwick, 2003).

Employees' expectations

Recently, authors have studied the ways HR policies are communicated among employees (Sanders et al, 2014). The focus is on leading employees and on constantly improving quality, rather than administrative work. Line managers should invest their

time in: i) communicating decisions; ii) ensuring compliance with HR policies, and; iii) overseeing the implementation of improvements. On the other hand, employees are expected to: i) convert those decisions into actions; ii) comply with procedures, and; iii) contribute with ideas.

According to Boselie et al, (2005), research cannot advance with regards to the HR policies-OP link, if variables such as worker values, motives, and individual differences remain neglected. These concepts are essential to understand the HR policies-OP link (Wright & Boswell, 2002; Guest, 2011), however, only recently authors started to recognise the role of such concepts, by highlighting the way that HR policies are communicated among employees (Sanders et al, 2014). Employees actively perceive and interpret organisational activities, including HRM activities (both HR policies and their implementation/communication), as well as their behaviours towards work. Conversely, the organisation depends on such perceptions (Pombo & Gomes, 2018).

Early theorists writing about HRM suggested that people have a basic need to understand behaviours and their main causes (Heider, 1958), which implies that meaning-making is an important part of life (Weick, 1979). However, most theories of personal values, motives, and individual differences have been neglected in the majority of the research on the HR policies-OP link (Wright & Boswell, 2002; Guest, 2011).

According to Sanders et al (2014), employees behave in a more work-related manner when HR policies makes sense to them. Several authors (see Pombo & Gomes, 2018; Pombo & Gomes, 2020b) have highlighted that the trigger can change from employee to employee, and that this needs to be carefully accounted for. Ostroff & Bowen (2016) suggest the need to implement HR policies in such a way that clearly sends signals to employees about what is expected, valued, and rewarded, and thus enable common

interpretations. Therefore, line managers need to have the freedom to build their own HR policies which are required to achieve the expected outcome (Choi & Lee, 2013).

Towards a Human Resources Management-based relationship

As a theoretical domain, relationships have not received as much attention as they should. Research needs to pay attention to group interactions.

The way line managers reinforce organisational values (Smith et al, 2010) is also part of people management, which means that individual outcomes are highly mediated by direct supervision (Purcell, 2002). The social work context (Ferris, et al., 1998) is fundamental for provoking discretionary effort, whereby employees perceive HR policies through their enactment by line managers (Purcell & Hutchinson, 2007). A HR system which invests in training and development in relationship-building processes will be more successful in promoting high quality relationship between leaders and followers in the organisation. In order to become consistent with the organisation's objectives, there must be an alignment between MV, HR specialists, line managers, and employees, focussing on intermediating variables which emphasise EO, as well as on the key issues within strategic HR research (Jiang et al, 2013). Relationships are often considered as variables in the organisational behaviour literature, apart from a few bodies of research, e.g., LMX.

The leader and the followers

The leader-follower relationship within HR systems represents a largely untapped opportunity to improve OP. From research that has been carried out on LMX, it is expected that high quality relationships can bring value to organisations. In true reality, without discarding the role of HR policies, the quality of leader-follower relationships is

probably much more important in shaping employee's final behaviours and outcomes than the overall HR system.

According to Kuvaas and Dysvik (2010), the LMX theory is essential for explaining the relationship between HR policies and EO. Leadership is a process whereby a person influences other people, and, in turn, these others influence the leader (Yukl, 2006; Northouse, 2010). That is to say, leadership is a two-way process between the leader and the followers. LMX assumes that leaders develop different relationships with their employees. These differences are related to the resources, information, and support exchanged by both parties (Wayne, Shore, & Liden, 1997; Liden, Erdogan, Wayne & Sparrowe, 2006). LMX is centred on the interactions between an individual (leader) and a group of individuals (followers). The relationship is separated by low, e.g. out-group, and high quality, e.g. in-group, relationships. In cases when employees only do what is defined as part of their job description, such a relationship is characterised by low levels of trust and obligations, which results in a "low quality relationship" (Graen & Uhl-Bien, 1995). Low-quality LMX relationships are defined by the employment contract, with little or no social engagement. Out-group members are more likely to be given routine assignments, to receive high supervisory control, and to feel more unsatisfied about their work, as well as to have less opportunities and to have high turnover intentions (Bolino, 2007; Pelletier, 2012). On the other hand, high quality relationships are characterised by mutual trust, respect, liking, and reciprocal influence (Liden & Maslyn, 1998). Furthermore, the quality of the member's exchange relationship with the leader depends on the result of role expectations and evaluations of whether these expectations have been fulfilled and informally negotiated over time between followers and their leader (van Gils, van Quaquebeke, & van Knippenberg, 2010). This relationship with line managers affects how employees perceive HR policies and has consequences for outcomes, such as job

satisfaction, career development, and performance (Schriesheim, Castro, & Cogliser, 1999).

Differentiation

As shown in the last paragraph, being part of a group is of utmost importance for almost all individuals, however, such belonging is not always subject to the individual's control, due to various reasons, examples being lack of empathy, or stereotyping.

Leaders select followers for tasks according to their capabilities. However, this can lead to low group performance when followers start to withhold effort, as such followers start to feel that they are being treated unfairly (Schyns & Day, 2010), in other words, line managers need to strengthen the in-group connection through an open and healthy encouraging discussion. Additionally, employee differentiation may well disrupt harmony and harm cooperation among in-group and out-group employees (Bolino, 2007). Differentiation can exist at different levels, for example: i) the individual level, e.g., leadership style, characteristics of the leader, and resources available; ii) the work group level, e.g., size, culture, and interdependence group characteristics, and; iii) the organisational level, e.g., structure, formalisation, and design and policies (Henderson, Liden, Glibkowski, & Chaudhry, 2009).

Differentiation can lead to a certain feeling of unfairness. Some researchers argue that in low-quality relationships, employees want to improve their relationship with the leader and invest the necessary time and dedication to make this happen (Henderson et al, 2009). This differentiation may not be desirable, as followers with low-quality relationships might resent their inferior status and treatment, which, in turn, could result in undesirable behaviours (Lunenburg, 2010), to the extent that leaders and followers fail to maximise their competences to work together by having low working relationships, which results

in organisational effectiveness suffering. Furthermore, it is important that leaders develop high-quality relationships with all their followers (van Breukelen, Schyns, & Le Blanc, 2006) and that they focus on increasing all of their followers' engagement with their job, supplemented with a supportive environment (Alfes, Shantz, Truss, & Soane, 2013). Creating a highly-engaged workforce has become a significant focus for many organisations recently (Truss, Soane, Alfes, Rees, & Gatenby, 2010). Even so, several authors have identified consequences for not developing in-group relationship with their followers, as the lack of connexion is related to turnover (Morrow, Suzuki, Crum, Ruben, & Pautsch, 2005; Schyns, van Veldhoven, & Wood, 2009), absenteeism (van Dierendonck, Le Blanc, & van Breukelen, 2002), low job satisfaction (Schyns et al, 2009), and low performance (Bolino, 2007). High-quality relationships mean that individuals share trust, respect, and obligations, and that they can work together and effectively. The desire to achieve a great level of these relationships should not be considered unreasonable.

The literature on leadership has long argued that transformational leadership (Tims, Bakker, & Xanthopoulou, 2011), charismatic leadership (Babcock-Roberson & Strickland, 2010), and authentic leadership, are all directly related to how individuals engage with their job. Line managers' leadership style is likely to have an important role for behavioural outcomes, i.e., line managers' leadership is the key driver for employees' outcomes (Alfes et al, 2013).

— In summary, the following hypotheses encapsulate these ideas (see also Figure 6):

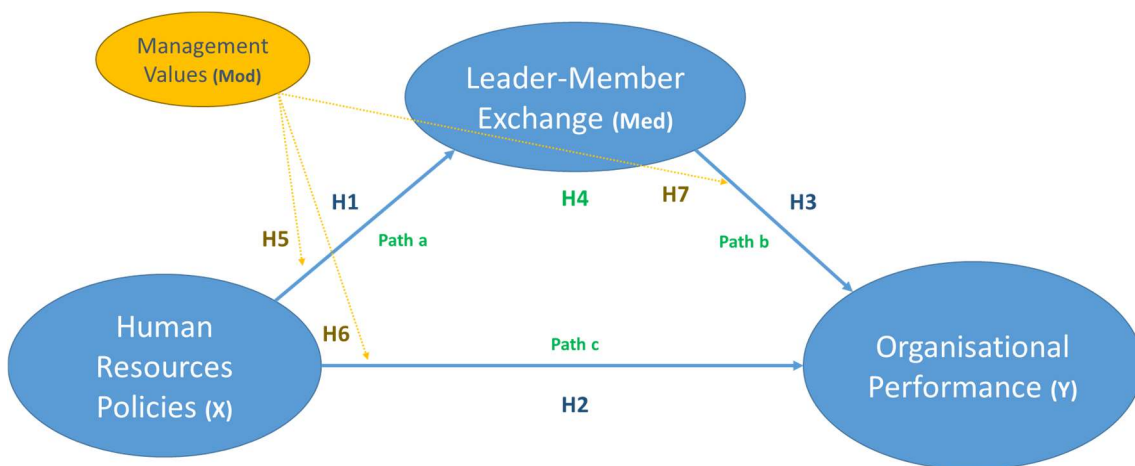
— **H1.** HR policies will positively predict LMX;

— **H2.** HR policies will positively predict OP;

— **H3.** LMX will positively predict OP;

- **H4.** LMX will mediate the effect of HR policies on OP;
- **H5.** MV will moderate the relationship between HR policies and LMX;
- **H6.** MV will moderate the relationship between HR policies and OP;
- **H7.** MV will moderate the relationship between LMX and OP.

Figure 6. Model testing the mediating effect of Leader-Member Exchange on Human Resources Policies and Organisational Performance



Legend: Moderator – Mod; Mediator - Med

Source: Authors

3. Method

3.1. Research design

A questionnaire survey was applied to line managers (military senior officers) and employees (military junior officers). The scientific method involves the formulation of hypotheses, and the collection of observable and quantifiable data. In addition, hypotheses are tested following mathematical procedures and statistical analyses.

According to Creswell (2009, p. 18) a quantitative approach should address research problems which require: i) *identification of factors that influence an outcome*; ii) *the*

utility of an intervention, or iii) understanding the best predictors of outcomes or testing a theory. In this study, the research problem requires the identification of factors which influence OP, as well as an understanding of which factors best predict OP, and the testing of a theoretical model, which thereby justifies the use of a quantitative approach.

3.2. Design of the study

This study used a survey with the following characteristics:

- i) non-experimental, i.e., measurement with no involvement of the researcher;
- ii) correlational, in order to explore relationships among variables; and
- iii) cross-sectional, i.e., data was collected at one point in time.

3.3. Population and sample

The sample of this study consists of line managers, i.e., military senior officers, and employees, i.e., military junior officers, from eleven operational aeronautical squadron at Portuguese Air Force (FAP). Besides its warfare role, the FAP has also has a public service role, namely assuring the Air Search and Rescue Service. Employees were informed about the purpose of the study and its confidentiality and were asked to participate in the survey over a period of two weeks. The questionnaires were distributed and collected personally.

All pilots working at the squadron were invited to take part in the survey. From the sample of 158 operational pilots, 95 questionnaires were completed, which represented a response rate of 60%. There were no missing values, which means that all the collected questionnaires were usable.

3.4. Research hypothesis

The research hypothesis tested whether the theoretical model of HR-OP link is supported by empirical data, i.e., the theoretical covariance matrix equals the observed covariance matrix.

The theoretical model suggests multivariate correlations among the independent variables MV, LMX, and HR policies, and direct causal relationships between the independent variables and the dependent variable OP.

3.5. Definition of the variables and measures

The conceptual, instrumental, and operational definition of the variables that were included in this study are outlined below.

HR policies. The first variable was based on research by Sanders et al (2008). HR policies were captured with 21 items, which were grouped into eight categories: i) training and development; ii) performance evaluation; iii) career development; iv) employee security; v) communication; vi) participation in decision-making; vii) teamwork, and; viii) reward and recognition. Each item was rated on a five-point Likert scale, ranging from 1=strongly disagree, to 5=strongly agree, which thus indicates the perception of the HR policies. Sample items include: *I am often asked to participate in decisions.*

Management Values. These were measured with a four-item scale, which was developed by the authors. The research stream on the HR policies-OP link uses the main common MV for behaviour description based on the FAP 2017 annual report², e.g.

² CEMFA, 2017. Diretiva n.º 04/2017 - Diretiva de Planeamento da Força Aérea 2017-2022. Alfragide: CEMFA.

loyalty, integrity, competence, and excellence. For this variable, line managers and employees were asked to indicate their perception regarding HR policies input (policies based on Sanders et al, 2008) and whether these policies would contribute to the observation of the highlighted values, i.e., which of the following HR policies are more relevant for enabling the emergence of a specific MV. Each of the items were rated on a five-point Likert scale, ranging from 1=strongly disagree, to 5=strongly agree, thus indicating the extent to which the respondents perceived each of the HR policies as being relevant for the MV.

Leader-Member Exchange. The third variable was based on the research developed by Graen and Uhl-Bien's (1995), with seven items. In this research, LMX was broken up into two categories: i) higher-quality, e.g., in-group, and; ii) lesser quality, e.g., out-group members. Each of the items was rated on a five-point Likert scale by enquiring about employees' relationship with their supervisor. Sample items include: *my working relationship with my leader is effective.*

Organisational Performance. Finally, the perceptions of OP was applied to line managers and employees with a total of five items, being based on the work of various researchers, such as Tzafrir (2005) and Dany et al (2008). In this variable, line managers and employees were asked to indicate their perception, when compared to a different squadron, regarding their own squadron's performance. In this research, OP was captured by using five categories: i) effective response capacity; ii) security as a critical factor of the mission; iii) strategy quality; iv) agility, flexibility and innovativeness, and; v) commitment to the mission. Each item was rated on a five-point Likert scale, ranging from 1=a lot worse, to 5=a lot better.

Control variables: age, gender, academic degree level, and leadership position. These control variables were included in the analysis, based on the surmise that variation

in employee characteristics influences individuals' perceptions of HRM policies (Kinnie et al, 2005).

Survey

The survey construction consisted of three phases. The first step started with a discussion with senior pilots regarding the content of the questionnaire, in order to: i) check wording; ii) check time-consuming questions; and, iii) identify which questions apply to the military context. The second step was the pre-test, which was applied to a small sample of respondents (the "802 squadron"), to verify validity and reliability. The focus was on how people are answering, i.e., how they interpret and reply to the questions in such a way as our research intended. Lastly, the survey was applied to all members of the Portuguese aeronautical squadron.

3.6. Data Analysis

Variables were named and defined before the data were entered the Statistical Package for the Social Sciences (IBM SPSS 25) data editor.

Preliminary Screening Procedures

Univariate normality was assessed using the skewness and kurtosis indices. For Kline (2011), which is a variable which is normally distributed if its skewness index (i.e., skewness statistic/ SE) is below three, and its kurtosis index (i.e., kurtosis statistic/SE) is below 20. If the variables are not normally distributed, then they will be transformed, using a natural log function (Tabachnick & Fidell, 2007).

Univariate outliers were identified in two steps. First, the variables were standardised, and then those cases whose standardised values exceed the absolute value of 3.29 were deemed to be univariate outliers (Tabachnick & Fidell, 2007).

Descriptive Statistics, Reliability, and Correlations

Frequencies and percentages were used to describe the variables measured using a nominal or ordinal scale. The range, mean, and standard deviation were used to describe the variables measured using an interval or ratio scale.

Cronbach’s alpha was used to assess the reliability of the subscales used. According to Hinton, Brownlow, McMurray and Cozens (2004), the measures show moderate reliability when alpha is 0.50 or higher.

Pearson correlations were computed, using a one-tailed alpha of 0.05.

Hypotheses Tests

Structural equation modelling (SEM) was used to test all the hypotheses. In accordance with Kline (2011), the fit of structural models was assessed using the chi-square statistic, with the fit indices being shown in Table 16.

Table 16. Fit Indices and their Threshold Values

Index	Threshold	Reference
Comparative Fit Index (CFI)	> 0.95	(Hu & Bentler, 1999)
Root Mean Square Error of Approximation (RMSEA)	< 0.06	(Brown & Cudeck, 1993)
Standardised root mean square residual (SRMR)	< 0.08	(Hu & Bentler, 1999)

To test for the mediating effect of LMX, bootstrapping procedures were conducted. According to Kline (2011), a variable is deemed to be a mediator when the following

criteria are met: the independent variable significantly predicts the mediator; the mediator significantly predicts the dependent variable, and when the indirect effect is statistically significant - but the direct effect is not statistically significant (for full mediation) or the indirect effect is statistically significant, and the direct effect is statistically significant (for partial mediation). Bootstrapping procedures are carried out to determine the significance of the direct and indirect effects.

To test for the moderating effect of MV, multi-group analyses were carried out (Byrne, 2011). In addition, using the median of the MV score ($Md = 3.5$), the sample was categorized into high ($Md > 3.5$) and low ($Md < 3.42$) groups. Following this, the two groups were tested simultaneously, without constraining any of the path coefficients – which is the unconstrained model. Then these groups were tested simultaneously, constraining the paths one at a time. When the change in chi-square between the unconstrained model and the constrained models are statistically significant, then moderation was deemed to have occurred.

Structural Equation Modelling

SEM analysis using IBM SPSS Amos 25 (Arbuckle, 2012) was used to test the hypothesis. As a data analysis procedure, SEM can be used to analyse both measurement and structural models. This study focused on analysing the structural model, which can be analysed independently from the measurement model (Meyers, Gamst, & Guarino, 2013). The following criteria are generally used to measure model fit (Meyers et al, 2013): the chi-square (χ^2) likelihood ratio statistic, the comparative fit index (CFI), the root mean square error of estimation (RMSEA) and the standardised root mean square residual (SRMR).

The chi-square (χ^2) likelihood ratio statistics is the most important absolute fit index, and tests for the difference between the theoretical model and the empirical model (Meyers et al, 2013). A significant χ^2 indicates that the theoretical model does not fit the empirical data, while a non-significant χ^2 indicates a good fit. According to Schumacker and Lomax (2010, p. 113), *the initial (full) model represents the null hypothesis (H0)*.

The CFI analyses differences between the empirical data and the theoretical model. A value of 0.95 indicates a good fit. The RMSEA measures the approximation error between the observed covariance and the covariance of the hypothesised model (Meyers et al, 2013). SRMR is an absolute measure of fit, a value of zero indicates perfect fit. A value of less than 0.08 is generally considered to be a good fit (Hu & Bentler, 1999).

3.7. Preliminary Screening Procedures

Univariate normality

According to Kline (2011), a variable is normally distributed if its skewness index (i.e., skewness statistic/standard error) is less than three and if its kurtosis index (i.e., kurtosis statistic/standard error) is less than 20. As displayed in Table 17, only two variables had a skewness index above three. Because these variables were highly skewed, they were transformed using a natural log function (Tabachnick & Fidell, 2007). The skewness index of the transformed variables fell below three; therefore, these transformed variables were used in subsequent procedures.

Table 17. Skewness and Kurtosis Values for the Study Variables (N = 95)

Variable	Skewness		Kurtosis	
	Statistic	Index	Statistic	Index
Human Resources Policies				
Training and development	-0.25	-1.00	-0.20	-0.41
Performance appraisal	-0.42	-1.66	-0.62	-1.30
Career development	-0.09	-0.35	-0.48	-0.96
Employee security	-0.15	-0.61	-1.02	-2.04
Communication	0.28	1.10	-0.12	-0.24
Participation in decision making	-0.45	-1.79	-0.36	-0.71
Teamwork	-0.51	-2.01	0.08	0.16
Reward and recognition	-0.97	-3.87	1.05	2.08
Leader-Member Exchange				
LMX 1	-0.43	-1.71	-0.52	-1.04
LMX 2	-0.15	-0.58	-0.29	-0.58
LMX 3	-0.43	-1.64	-0.20	-0.39
LMX 4	-0.41	-1.64	-0.37	-0.74
LMX 5	-0.17	-0.66	-0.52	-1.04
LMX 6	-0.84	-3.35	0.12	0.24
LMX 7	-0.37	-1.48	-0.40	-0.79
Organisational Performance				
Effective response capacity	-0.33	-1.30	-1.23	-2.44
Safety as a critical factor of the mission	0.10	0.40	-0.83	-1.66
Quality of the resources	0.05	0.20	-1.16	-2.32
Agile, flexible and innovative	-0.53	-2.13	-0.82	-1.64
Commitment to the mission	-0.72	-2.88	-0.83	-1.64

Note: SE for skewness statistic = 0.25, SE for kurtosis statistic = 0.49,

Multivariate normality

Multivariate normality was assessed via Mardia's coefficient. Mardia's coefficient was statistically significant, $z = 3.39$. Kline (2011) notes that such test often yields statistically significant results when the sample is large. Kline further points out that one

can detect multivariate non-normality by assessing univariate normality. Since all the variables were distributed normally, the assumption of multivariate normality was met.

3.8. Screening for Outliers

Univariate outliers

To detect univariate outliers, the variables were standardised; cases whose standardised values exceeded the absolute value of 3.29 were deemed to be outliers (Tabachnick & Fidell, 2007). None of the cases met this criterion; therefore, there were no univariate outliers.

Multivariate outliers

The Mahalanobis D^2 values were used to determine which cases were multivariate outliers. Cases whose $p < 0.001$ (Tabachnick & Fidell, 2007) were deemed to be multivariate outliers. None of the cases met this criterion; as such, there were no multivariate outliers.

4. Results

The main goal of the research was to test a theoretical model of the influence of HR policies, LMX and MV on OP by examining the relationship among the three dependent variables specified in the model, as well as their contribution in predicting the independent variable. This chapter reports on the response rate for the online survey. This chapter reports on the response rate for the online survey and presents inferential statistics which address the research hypothesis.

4.1. Descriptive statistics

73% of the participants in the study are “Captain” or higher and 80% of the participants are between 27 and 34 years old. Table 18 shows the distribution of the response in each Squadron.

Table 18. Squadron response distribution

Squadron	N	%
101 - Roncos	3	3.16
103 - Caracóis	2	2.11
201 - Falcões	7	7.37
301 - Jaguares	7	7.37
501 - Bisontes	15	15.8
502 - Elefantes	12	12.6
504 - Linces	5	5.26
552 - Zangões	9	9.47
601 - Lobos	15	15.8
751 - Pumas	15	15.8
802 - Águias	5	5.26

Note: N = 95; % = 100

4.2. Variable Description

The descriptive statistics for each item are shown in the tables below.

Human Resources Policies

Table 19. Mean and Standard Deviation for Human Resources Policies

Item	M	SD
1. I get regular training that allows me to better perform my duties	3.27	1.005
2. The organisation's HR practices enable me to better develop my skills and knowledge	2.63	1.072
3. The performance appraisal system helps to identify the strength and weakness of the employee	2.66	1.038

4.	The performance rating is helpful for the management to provide employee counselling	3.02	1.091
5.	Performance appraisal increases employee motivation	2.65	1.029
6.	Promotion can motivate me to be more innovative	3.07	1.187
7.	Dual career tracks encourage and retain the potential employees to develop new competencies for innovation	2.13	1.132
8.	The military can expect to stay in the Air Force as long as they want	2.94	1.413
9.	In my organisation, professional stability is almost guaranteed	3.20	1.234
10.	I regularly receive information that lets me know what's going on in the organisation	2.26	0.948
11	In this organisation, it is easy to obtain current information	2.59	1.005
12.	This organisation continually looks for ways to improve how we get information	2.47	0.966
13.	I feel free to ask advice/support from my manager	3.95	0.972
14.	I feel that my organisation values my opinions	2.44	1.049
15	Team meetings are conducted regularly	2.84	1.170
16.	There is a good team work & cooperation in my organisation	3.44	1.099
17.	Employees in my team cooperate with each other to get the job done	3.96	0.898
18.	I am happy to be working in team than alone	3.96	0.999
19.	Promotion opportunities are equally distributed in the organisation	2.45	1.008
20.	Promotion opportunities motivate me to higher performance	3.18	1.185
21.	Recognition improves your performance	4.13	0.959

Note: M = mean; SD = Std. Deviation

Mean scores ranged from 2.13 to 4.13. The lowest mean score (M = 2.13, SD = 1.132) was obtained for Item 7, “Dual career tracks encourage and retain the potential employees to develop new competencies for innovation”. The highest mean score (M = 4.13, SD = 0.959) was obtained for Item 21, “Recognition improves your performance”.

The result suggest that pilots have a low perception of the policies dedicated to career development, whereas on the other hand, policies related to participation in decision making, teamwork, and recognition were more optimistic achieving the highest scores.

Management Values

Table 20. Mean and Standard Deviation for Management Values

Item		M	SD
1. Training and development	Loyalty	3.49	1.157
	Integrity	3.63	1.130
	Competence	3.88	1.061
	Excellence	3.64	1.129
2. Performance Appraisal	Loyalty	2.83	1.088
	Integrity	2.92	1.173
	Competence	3.05	1.143
	Excellence	2.99	1.106
3. Career Development	Loyalty	3.09	1.149
	Integrity	3.07	1.142
	Competence	3.28	1.155
	Excellence	3.21	1.148
4. Communication	Loyalty	3.23	1.242
	Integrity	3.21	1.219
	Competence	3.19	1.133
	Excellence	3.15	1.139
5. Participation in Decision Making	Loyalty	3.43	1.209
	Integrity	3.39	1.142
	Competence	3.39	1.151
	Excellence	3.42	1.172
6. Reward and Recognition	Loyalty	3.15	1.368
	Integrity	3.09	1.305
	Competence	2.97	1.316
	Excellence	3.09	1.361

7. Recruitment & Selection	Loyalty	3.31	1.073
	Integrity	3.42	1.078
	Competence	3.47	1.165
	Excellence	3.42	1.126
8. Teamwork	Loyalty	3.92	0.895
	Integrity	3.83	0.930
	Competence	3.91	0.826
	Excellence	3.84	0.879
9. Employee Security	Loyalty	3.42	1.087
	Integrity	3.33	1.115
	Competence	3.40	1.134
	Excellence	3.28	1.164

Note: N = 95; M = mean; SD = Std. Deviation

Mean scores ranged from 2.83 to 3.92. The lowest mean score (M = 2.83, SD = 1.088) was obtained for Item 2. The highest mean score (M = 3.92, SD = 0.895) was obtained for Item 8.

Furthermore, the value competence had the highest scores when compared to the other values in Items: 1. Training and development; 2. Performance Appraisal; 3. Career Development; and 7; Recruitment & Selection. On the other hand, the value loyalty had the highest scores when compared to the other values in Items: 4. Communication; 5. Participation in Decision Making; 6. Reward and Recognition; 8. Teamwork; and 9. Employee Security.

The results suggest that competence is perceived as an important value for the development of skills and qualifications, whereas, on the other hand, loyalty is appreciated for the ongoing exchange among those working in operational roles.

Leader-Member Exchange

Table 21. Mean and Standard Deviation for Leader-Member Exchange

Item	M	SD
1. Do you know where you stand with your leader (follower) . . . [and] do you usually know how satisfied your leader (follower) is with what you do?	3.368	1.102
2. How well does your leader (follower) understand your job problems and needs?	3.421	0.87
3. How well does your leader (follower) recognize your potential?	3.463	0.976
4. Regardless of how much formal authority your leader (follower) has built into his or her position, what are the chances that your leader (follower) would use his or her power to help you solve problems in your work?	3.495	0.966
5. Again, regardless of the amount of formal authority your leader (follower) has, what are the chances that he or she would “bail you out” at his or her expense?	3.211	1.071
6. I have enough confidence in my leader (follower) that I would defend and justify his or her decision if he or she were not present to do so.	3.684	1.113
7. How would you characterize your working relationship with your leader (follower)?	3.453	1.008

Note: N = 95; M = mean; SD = Std. Deviation

Mean scores ranged from 3.21 to 3.68. The lowest mean score (M = 3.21, SD = 1.071) was obtained for Item 5. The highest mean score (M = 3.68, SD = 1.113) was obtained for Item 8.

More than 30% of the respondent’s position ranged from [4 to 5]-point Likert and 50% of the respondent’s position were above 3.57-point Likert. Results suggest that in general the relationship quality with the leader is moderate/high, i.e., in-group.

Organisational Performance

Table 22. Mean and Standard Deviation for Organisational Performance

Item	M	SD
1. Effective response capacity	3.99	0.973
2. Safety as a critical factor of the mission	3.35	1.146
3. Quality of the resources	3.15	1.246

4. Agile, flexible, and innovative	3.85	1.139
5. Commitment to the mission	4.23	0.916

Note: N = 95; M = mean; SD = Std. Deviation

Mean scores ranged from 3.15 to 4.23. The lowest mean score (M = 3.15, SD = 1.246) was obtained for Item 3. The highest mean score (M = 4.23, SD = 0.916) was obtained for Item 5. Around 68% of the respondent's position were above 3-point Likert.

4.3. Correlations

Correlations are reported in Table 23. A moderate correlation ($r = 0.30$) was found between OP and LMX and a strong correlation ($r = 0.55$) was found between HR policies and LMX. The alpha coefficients for the three variables are higher than 0.84, suggesting that the items have high internal consistency.

Table 23. Correlations among variables (N = 95)

Variable	Organisational Performance	Human Resources Policies	Leader-Member Exchange
Organisational Performance	1		
Human Resources Policies	0.13	1	
Leader-Member Exchange	0.301*	0.554*	1

Note: *Correlation is significant at the 0.01 (2-tailed)

The results indicate that HR policies tended to increase LMX quality relationship. Similarly, LMX higher quality relationship tended to be related to the perceptions of higher performance.

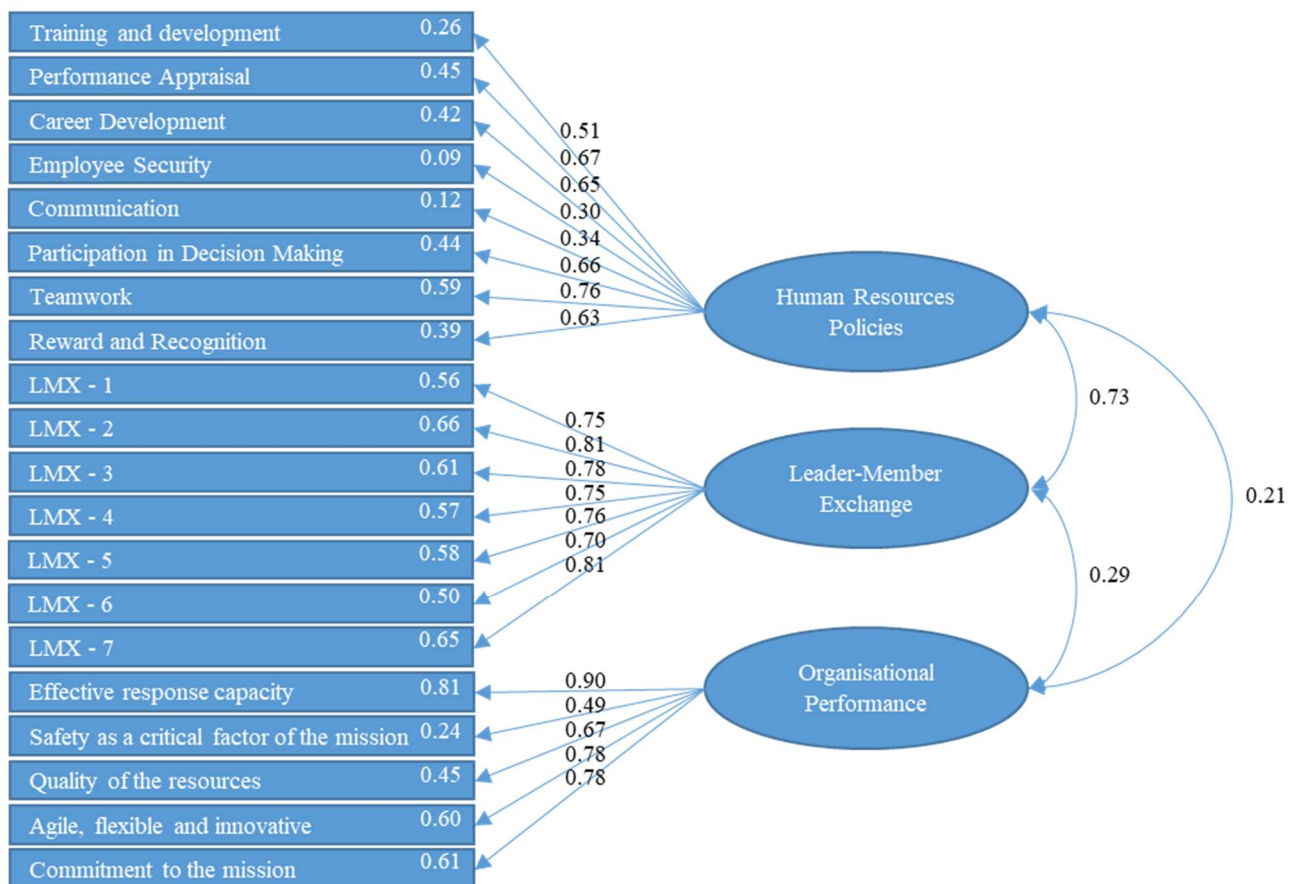
4.4. Hypothesis Testing

Testing the Proposed Model

According to Anderson and Gerbing (1988), a two-step procedure needs to be followed to test models. The measurement model was tested first via confirmatory factor analysis. Once the model had acceptable fit, its constructs were tested for convergent and discriminant validity. Thereafter, the structural model was tested. According to Kline (2011), the fit of both the measurement and structural models was assessed via the chi-square statistic and the fit indices shown in Table 16.

The measurement model, depicted in Figure 7, did not fit the data well.

Figure 7. Standardised coefficients for the proposed measurement model



As shown in Table 24, the values of all the fit indices did not meet their acceptable thresholds; the CFI was 0.86, the RMSEA was 0.09, and the SRMR was 0.10. All indicator variables, however, loaded significantly onto their respective constructs.

Table 24. Fit Indices for the proposed model

Index	Fit indices	Threshold	Reference
Comparative Fit Index (CFI)	0.86	> 0.95	(Hu & Bentler, 1999)
Root Mean Square Error of Approximation (RMSEA)	0.09	< 0.06	(Brown & Cudeck, 1993)
Standardised root mean square residual (SRMR)	0.1	< 0.08	(Hu & Bentler, 1999)

Testing the Revised Model

Because the model did not fit the data well, it was revised based on two criteria. First, only indicator variables with standardised factor loadings above 0.66 were retained (Hair, Black, Babin, & Anderson, 2010). Second, indicator variables with high modification indices (MI) were deleted as this was an indication that the variables were either highly correlated with other variables or were cross-loading onto other constructs (Byrne, 2011).

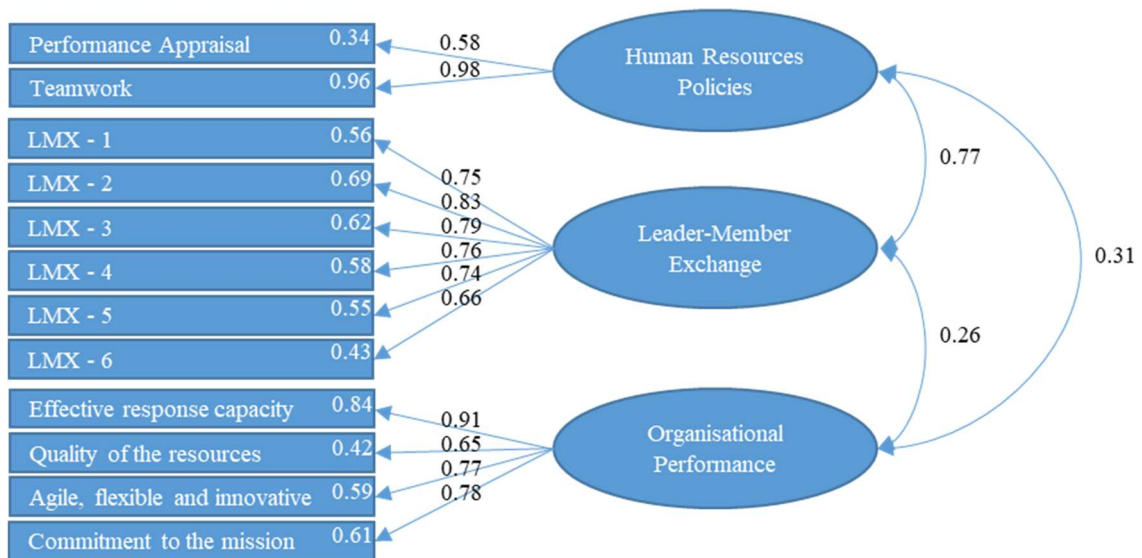
Based on these two criteria, eight items were deleted:

- i) Training and development (SFL = 0.51);
- ii) Career Development (SFL = 0.65);
- iii) Employee Security (SFL = 0.30);
- iv) Communication (SFL = 0.34);
- v) Participation in Decision Making (SFL = 0.66);
- vi) Reward and Recognition (SFL = 0.63);
- vii) Safety as a critical factor of the mission (SFL = 0.49); and

viii) LMX 7 (MI = 10.91; was highly correlated with LMX 6).

The revised measurement model is showed in Figure 8.

Figure 8. Standardised coefficients for the revised measurement model.



The fit indices for the revised measurement model are summarised in Table 25. This model fit the data well as it met all the criteria for good fit: the CFI was 0.996, the RMSEA was 0.02, and the SRMR was 0.048. Further, the change in chi-square between the proposed and revised model was statistically significant, $\Delta\chi^2(116) = 235.94, p < 0.001$.

Table 25. Fit Indices for the Measurement Models

Index	Proposed	Revised
Chi-square	288.14	52.20
Degrees of freedom	167.00	51.00
Probability level	0.00	0.39
Comparative Fit Index (CFI)	0.860	0.996

Root Mean Square Error of Approximation (RMSEA)	0.09	0.02
Lower bound 90% confidence interval	0.07	0.00
Upper bound 90% confidence interval	0.11	0.07
P-close	0.00	0.78
Standardised root mean square residual (SRMR)	0.10	0.05

In addition, as shown in Table 26, all item indicators loaded significantly on their respective constructs.

Table 26. Confirmatory Factor Analysis

Variables	Factor		
	1	2	3
Performance Appraisal	0.240	-0.021	0.906
Teamwork	0.559	0.182	0.643
LMX1	0.748	0.048	0.245
LMX2	0.816	0.061	0.229
LMX3	0.823	0.009	0.118
LMX4	0.820	0.112	0.052
LMX5	0.788	0.147	0.093
TLMX6	0.693	0.134	0.157
Effective response capacity	0.157	0.885	0.081
Quality of the resources	0.050	0.776	-0.008
Agile, flexible and innovative	0.149	0.846	-0.101
Commitment to the mission	0.027	0.828	0.151

Note: (T) - Transformed using a natural log function (Tabachnick & Fidell, 2007)

In this way, the convergent and discriminant validity of the constructs of this revised model were assessed. Further, this revised measurement model was used in the succeeding structural model tests.

Convergent validity of constructs

The composite reliability (CR) and the average variance extracted (AVE) were used to measure the convergent validity of the constructs. Constructs have convergent validity when the CR exceeds the criterion of 0.70 (Hair et al, 2010) and the AVE is above 0.50 (Bagozzi & Yi, 1988). As shown in Table 27, the composite reliability values of all the constructs were above 0.70. Further, all the AVE values were all above 0.50. Thus, all the constructs had convergent validity.

Table 27. Convergent Validity for the Constructs

	λ	λ^2	$1-\lambda^2$	AVE	CR	MSV
Human Resources Policies						
Performance Appraisal	0.58	0.34	0.66			
Teamwork	0.98	0.96	0.04			
	1.56	1.30	0.70	0.69	0.78	0.50
Leader-Member Exchange						
LMX1	0.75	0.56	0.44			
LMX2	0.83	0.69	0.31			
LMX3	0.79	0.62	0.38			
LMX4	0.76	0.58	0.42			
LMX5	0.74	0.55	0.45			
TLMX6	0.66	0.43	0.57			
	4.54	3.44	2.56	0.64	0.89	0.50
Organisational Performance						
Effective response capacity	0.91	0.84	0.16			
Quality of the resources	0.65	0.42	0.58			
Agile, flexible and innovative	0.77	0.59	0.41			
Commitment to the mission	0.78	0.61	0.39			
	3.12	2.46	1.54	0.67	0.86	0.09

Note: λ = standardised factor loading. CR = composite reliability. AVE = average variance extracted. MSV = Maximum Shared Variance. All items loaded significantly onto their respective constructs, $p < 0.001$.

Discriminant validity of constructs

Discriminant validity was assessed by comparing the absolute value of the correlations between the constructs and the square root of the AVE by a construct. When the correlations are lower than the square root of the AVE by a construct, constructs are said to have discriminant validity (Fornell & Larcker, 1981). The findings in Table 28 reveal that the square roots of the AVE for all of the constructs were higher than their correlations with other constructs.

Table 28. Discriminant Validity for the Constructs

Construct	Human Resources Policies	Leader-Member Exchange	Organisational Performance
Human Resources Policies	0.830		
Leader-Member Exchange	0.709*	0.80	
Organisational Performance	0.305*	0.263*	0.82

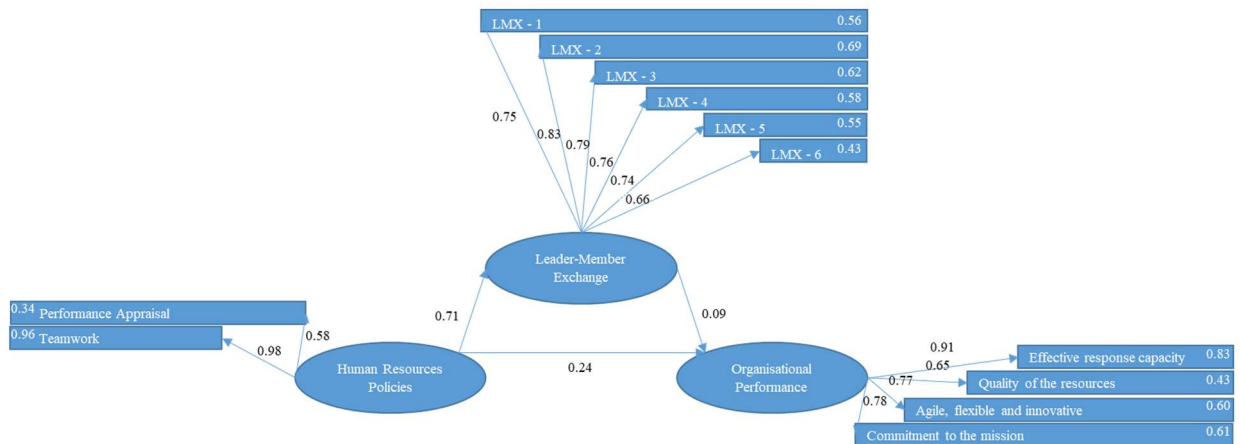
Note: The values of the square root of the average variance extracted are on the diagonal; all other entries are the correlations. * Correlation is significant at the 0.01 (2-tailed).

In sum, the square root of the AVE for the HR construct (0.83) was higher than its correlation with the OP (0.305), the square root of the AVE for the LMX (0.80) was higher than its correlation with the OP (0.263) and square root of the AVE for the OP (0.82) was higher than its correlation with the HR (0.305) therefore demonstrate discriminant validity.

4.5. Results for the Structural Model

The resulting structural model, depicted in Figure 9, fit the data well.

Figure 9. Standardised coefficients for the revised structural model



As shown in Table 25, the fit indices met their respective thresholds for acceptable model fit. The model accounted for 50.3% of the variance of LMX and 9.8% of the variance of OP.

4.6. Mediating Effect of Leader-Member Exchange on Human Resources Practices and Organisational Performance

The model, presented in Figure 5, has three variables and two causal paths feeding into the outcome variable (Y), i.e., the direct impact of the independent variable (X) on “Path C”, and the impact of the mediator (M) on the “Path B” (Baron & Kenny, 1986).

As noted in the previous section, bootstrapping procedures were conducted to test for the mediating effects of LMX. According to (Kline, 2011), a variable is deemed a mediator when the following criteria are met:

- i) the independent variable significantly predicts the mediator;
- ii) the mediator significantly predicts the dependent variable; and
- iii) the indirect effect is statistically significant, but the direct effect is not statistically significant (for full mediation), or the indirect effect is

statistically significant, and the direct effect is statistically significant (for partial mediation).

Bootstrapping procedures (N = 5000) were conducted to determine the significance of the direct and indirect effects and the effects were then evaluated using 95% bias corrected intervals.

The findings in Table 29 presents the summary of estimate after mediator variable upon integration with the model. The H4, which proposes that LMX mediates the relationship between HR policies and OP, is not supported.

Table 29. Regression Weights (Beta estimate) and P-Value for the Structural Model

Path	β	SE	CR	p
Human Resources Policies to Leader-Member Exchange	0.774	0.166	4.657	***
Human Resources Policies to Organisational Performance	0.280	0.209	1.339	0.180
Leader-Member Exchange to Organisational Performance	0.102	0.188	0.543	0.587

Note: * $p < 0.05$ ** $p < 0.01$ *** $p < 0.001$

As shown in Table 29, the only the first criterion for mediation was fulfilled: i) HR policies positively predicted LMX, $\beta = 0.774$, $p < 0.001$. Because the other criteria were not met, LMX did not mediate the relationship between HR policies and OP.

4.7. Moderating the Effect of Management Values on the Relationship between Human Resources Policies and Leader-Member Exchange

A multi-group analysis was conducted to determine whether MV moderated the relationships in the structural model. Using the median of the MV score ($Md = 3.50$), the sample was categorised into high (>3.5) and low (<3.42) groups.

Next, the two groups were tested simultaneously, without constraining any of the path coefficients - this was the unconstrained model. Then the groups were tested simultaneously, this time constraining each of the paths, one at a time.

The results of the unconstrained ($\chi^2 = 144.558$) and constrained ($\chi^2 = 157.379$) model tests did not differ significantly across low and high MV samples, $\Delta\chi^2(10) = 12.821$, $p = 0.234$. In sum, groups are not different at the model level. However, they may be different at the path level (see Table 30).

Table 30. Chi-square for the Low and High Management Values Samples

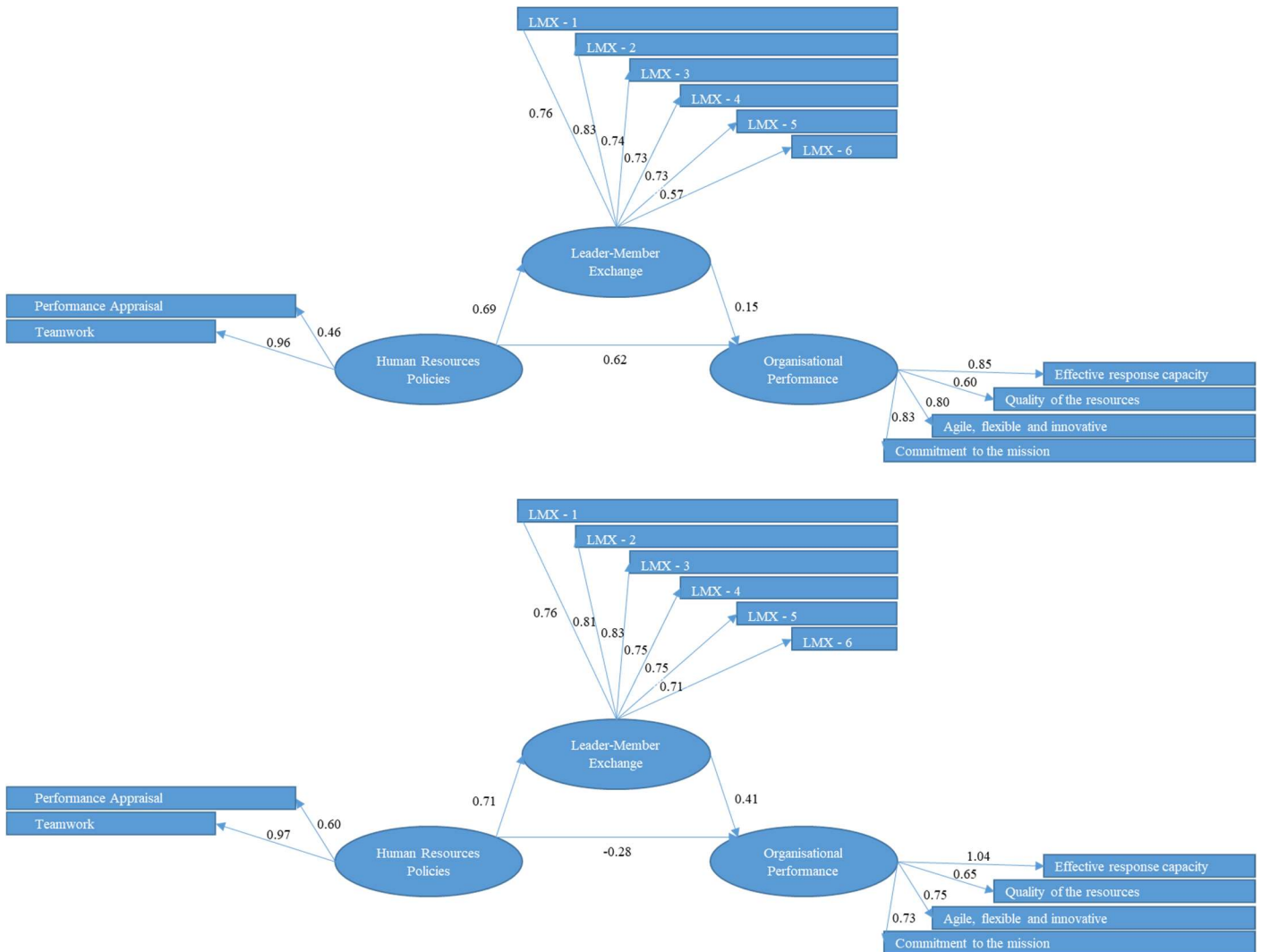
Path analysis		Chi-square Thresholds	
Variable	χ^2	Confidence (%)	χ^2
Effective response capacity	153.50	0.99	>151.19
Agile, flexible and innovative	149.80	0.95	>148.40
Commitment to the mission	153.50	0.99	>151.19

Note: χ^2 = Chi-square

Table 30 shows that the pilots own squadron perception of performance regarding different squadron's performance in terms of "effective response capacity", "agile,

flexible and innovative” and “commitment to the mission” differ significantly when there are low and high MV samples.

Figure 10. Standardised coefficients for the structural model within the high (top) and low (bottom) Management Values samples.



5. Results vis-à-vis the Hypotheses

The results vis-à-vis the Hypotheses are as follows: **H1:** it was hypothesised that HR policies would positively predict LMX. The findings in Table 28 indicate that this hypothesis was supported, $\beta = 0.709, p < 0.05$; **H2:** it was hypothesised that HR policies would positively predict OP. The findings in Table 28 suggest that H2 was supported, β

= 0.305, $p < 0.05$; **H3**: it was hypothesised that LMX would positively predict OP. This hypothesis was supported (see Table 28), $\beta = 0.263$, $p < 0.05$; **H4**: it was hypothesised that LMX would mediate the relationship between HR policies and OP. As noted earlier, in the structural model (vide Table 29), this hypothesis was not supported as only one of the criteria for mediation was fulfilled; **H5**: it was hypothesised that MV would moderate the relationship between HR policies and LMX; **H6**: MV would moderate the relationship between HR policies and OP, and; **H7**: MV would moderate the relationship between LMX and OP. The results of the unconstrained ($\chi^2 = 144.558$) and constrained ($\chi^2 = 157.379$) model tests did not differ significantly across low and high MV samples, $\Delta\chi^2(10) = 12.821$, $p = 0.234$. In summary, H5, H6 and H7, hypothesis were not supported. Although, groups are not different at the model level, whereas they are different at the path level, Table 30 shows that effective response capacity, agility, flexibility and innovation, and commitment to the mission, all differ significantly across low and high MV samples.

6. Discussion and Conclusions

The purpose of this study was to investigate the influence of HR policies on OP, with a focus on LMX. The results of this research extend the current body of knowledge on the association between HR policies and OP, by including the influence of MV. The main research question had two purposes: i) to determine the relationship of LMX in mediating the relationship between HR policies and OP, and; ii) to determine the contribution of MV in moderating the relationship between HR Policies and LMX, HR Policies and OP, and LMX and OP. An alignment of LMX with HR policies is a key issue for the grounds of building a strong HRM system. Additionally, it explores new approaches to management, as well as new social dynamics and insights into ways to manage people

and how these factors contribute to constructing and maintaining competitiveness by introducing MV impact. Therefore, there is a relevant need to extend the understanding of the grounds for building a strong HRM system is.

The results of this study show that, contrary to what was theoretically expected, HR policies are not related to OP, when LMX is introduced in the SEM. This unusual relationship can be explained by the adoption of unsuitable HR policies for a very specific context, i.e., in the case of the military. The heavy weight of LMX, i.e., the model accounted for 50.3% of the variance of LMX, may represent that military organisations, not profit oriented, should be accounted for additional, or even complementary, variables. The presence of high commitment outcomes in the organisation by permanent availability to actively perform in defence of their country, if necessary, with the sacrifice of life itself, is a key topic in the rising understanding of the premises of building a strong HRM system for both contexts, civil and military.

On the other hand, OP perceptions seem to be mostly influenced by the relationship between the military senior-junior officers. Therefore, in order for the military senior officers to construct an environment where military junior officers perceive high levels of performance, the connection between the leader and the follower must continue to be developed over time, and should include actions which will ensure the perceptions of high MV, e.g., competence and loyalty - which represents the need to invest additional hours in creating a strong connection.

Support for the hypotheses that a relationship between HR policies and LMX can be explained by the fact that the dominant MV, e.g., competence and loyalty, increases the HR-LMX link by encouraging military senior officers to mature a relationship with their military junior officers. In summary, ambitious military junior officers, who have high levels of competence and loyalty, can feel the need to be involved in their mission and

will consequently impress their military senior officers as being eager to carry out challenging assignments. The existing healthy and competitive environment among the operational aeronautical squadron is related to the perception of high-performance levels. Nevertheless, a more profound analysis of these relations could enable a better understanding of the underlying reasons.

The field study adopted a cross-sectional design and tested an individual-level model, which led to the suggestion that military senior officers' actions are associated with positive perceptions of OP. By providing empirical evidence for high quality relationships between the leader and their relationship with OP, the field study demonstrates that this integration is a fruitful lens for studying leadership process in the HR policies-OP scenario.

The theoretical and conceptual development, together with the preliminary empirical evidence on the role of HRM system, combine to produce a useful tool for gaining a deeper understanding on the relationships between the varying factors. The results suggest that military senior officers take care of the different areas of HR policies in order to improve organisational and military junior officers' outcomes.

7. Implications for practice

The main aim in this study was to address the lack of research evidence on how HR policies lead to OP, and, specifically, to explore new approaches to management, as well as new social dynamics and ways to manage people and to understand how these factors contribute to build and maintain competitiveness. We have done so by emphasising line manager's capabilities to make choices influencing organisational and employees' outcomes.

Accordingly, the first major practical contribution of this research is that it provides much-needed empirical data on the role of line-managers' and also regarding the relationship between MV and HR policies/LMX on OP. This information is important, since there is no other comparable study. Furthermore, line managers' actions will allow HR specialists, and others, to design policies and initiatives which are more accurately based on the organisational strategy and to enable greater awareness of what they are, and where they should be. Additionally, researchers should pay more attention to the: i) leadership styles, i.e., the characteristics of the leader and access to information and available resources; ii) group dynamics, i.e., the time and resources required for the leader to dedicate to followers; iii) organisational culture, namely its design and structure, and; iv) the influence of MV and HR policies on LMX differentiation.

Specifically, the configuration of these factors, together with and others, should be used as a framework to enrich future research.

8. Limitations and future research

The research was limited to one single context – that of the FAP. A more elaborate study, with different armed forces, would have revealed a better picture regarding military organisation in this sector. An additionally variable, related to the military condition, has revealed essential, e.g., related to the unconditional submission to the circumstances, offering high commitment outcome of the organisation.

Data collection was not available in some areas where information remains classified. If it had been, the ensuing results could have led to discovering more interesting facts.

Additionally, the role of line managers is likely be different in a non-military organisation and therefor there is a need to develop more research in a different context.

Future studies could develop a research design to study the various HR policies individually in a more detailed way, and also investigate how they can influence the organisational values and bring out the best in employees' e.g. the leaders/followers relationship. The tracking of the path regarding how respective HR policies have evolved would also provide an interesting insight and enrich the subject. Issues such as pilot turnover could be analysed on the future, as well as how organisational values and HR policies contribute to retaining talent – as this is a subject area that has not yet been researched, which could benefit greatly from future research.

By bringing together the past literatures, knowledge can be combined to generate a more complete understanding of how relational concepts interact together across different levels of analysis.

PART III: GENERAL DISCUSSION

This is the final chapter of the thesis. The purpose of this chapter is not to repeat extensively the implications and conclusions which have already been made throughout the four papers, but rather to summarise the main contributions to the emergent themes of HR policies-OP and to debate the present and future perceptions of employees and line managers.

Theoretical and managerial implications are presented, followed by the identification of research limitations and avenues for future research.

1. Main findings and theoretical implications

Bearing in mind the previously stated research questions in the studies presented in this thesis make several contributions to the existing body of literature.

Study 1 presents a theoretical exposition of the context in which the study is based. It highlights that line managers are a critical element of the system (Pombo & Gomes, 2020a), placing employees' perceptions at the centre of the argument (Jiang et al, 2013). The study distances itself from HR policies and instead focusses on the way that line managers apply such policies (Sanders et al, 2014; Pombo & Gomes, 2018). For the influence of line managers plays a major part in reinforcing or stimulating employees' interpretation of the HR policies-OP link (Pombo & Gomes, 2019). This research fills a gap in the existing research in understanding how these variables are associated, i.e., the dynamic process by which line managers shape employees' attitudes and behaviours.

The debate and discussion proceeds to present a review of the literature, highlighting points of agreement and revealing the directions for future study.

Study 2 provides a clear insight into the crucial role that line managers play in stimulating employees' efforts (Nehles et al, 2010) and in shaping HR-related outcomes (Ogbuanya & Chukwu, 2017). Line managers are likely to influence employees by

assuring information and by constructing expected HR policy reality which, in turn, has a direct and indirect influence on attitudes and behaviours (Wright & Nishii, 2006). In this sense, we conclude that WE does indeed mediate the relationship between HR policies and perception of performance. Additionally, this study suggests that if line managers engage themselves in carrying out their HRM role to the full, they can be a powerful partner of the HR department in enhancing employees' outcomes, which has a consequent impact on performance (Pombo & Gomes, 2018).

This research contributes to analysing how employee-manager perceptual differences regarding HR policies affect the perception of performance, and it also contributes to the debate that leadership by front line managers (Alfes et al, 2013) has a crucial role in shaping the actual employees' perceptions, which results in work-related attitudes and behaviours.

Study 3 highlights the importance of perceptions. Through a critical analysis of the existing literature on employees' perceptions (Sanders et al, 2008; Kehoe & Wright, 2013; Elorza et al, 2016; Jiang et al, 2017; Li et al, 2019; Pombo & Gomes, 2020a), this chapter uses both the social information processing theory and the attribution theory to advance the insights on how employees' perception regarding HR policies can influence OP. This study presents the results of extended research on the importance of perception for the attainment of desired outcomes by organisations. New perspectives for framing the research question are also present in this study, which could prove helpful for bridging the gap to provide a more comprehensive examination of the role of employees' perceptions in the HR policies-OP link.

This research contributes to the ongoing debate and discussion about the positive perceptions of implemented practices which can influence various individual outcomes,

such as commitment, engagement, and satisfaction, amongst others, by exploring employees' perceptions and their shared perceptions and individual characteristics.

Finally, Study 4 focusses on the exchanges between line managers and employees (Graen & Uhl-Bien, 1995) and provides evidence of how HR policies lead to OP (Ostroff & Bowen, 2016), and, specifically, it explores new approaches to management, as well as new social dynamics and insights into ways to manage people and how these factors contribute to constructing and maintaining competitiveness. The study emphasises line manager's capabilities to make choices which influence organisational and employees' outcomes (Choi & Lee, 2013). The findings indicate that line managers who carry out HR activities are a key element in the system and provide specific and novel information regarding the relationship of the HR policies-OP link. Furthermore, the findings of the research suggest that line managers' decisions are responsible for exchanges which bring about some of the individual and group effects of HR management, including performance effects (Pombo & Gomes, 2020b).

2. Practical implications

Employees' perceptions with regards the influence of HR policies on OP has gained prominence in the scientific community on account of its direct association with outcomes and the way that they influence performance. Additionally, line manager's enactment of perceptions regarding HR policies and relations-oriented behaviour have turned out to have an influence on employees.

Our results imply various practical implications for organisations which aim to improve performance by increasing employees' outcomes such as commitment, satisfaction, and engagement among employees.

Line managers should be encouraged to recognise employees' efforts and involve them in the organisation and also enhance discretionary behaviour by offering a compelling reason for the employee to work there, i.e., by emphasising skills training, workplace flexibility options, commitment to diversity, know-how maturity, and personal development. As such, organisations need to formulate HR policies which stimulate employees' sense of support by the organisation. Furthermore, organisations should put into place steps to enhance employee support, starting by defining organisational values which are aligned with HR policies to stimulate skills and capabilities of their employees, by promoting positive behaviours and creating a supportive environment where knowledge and other incentives are applied.

The first study focuses on how individual factors, such as perceptions and interpretations, relate to outcomes and the key issues regarding strategic HR research. From this study, we proposed that the relationship between managers and employees is critical for expanding knowledge regarding the mediation effects of the HR policies-OP link. We encourage more efforts to examine line managers' exchanges, especially with regards how they perform HR responsibilities, whilst at the same time also managing employees' expectations - such as the process of the application and implementation of such policies.

Study 2 offers further knowledge regarding employees' outcomes, by presenting a path model, where WE strengthens HR systems' associated with enhanced levels of OP. This study contributes by highlighting that line managers' relations-oriented behaviour is proven to have an influence on employees and that this has an impact on performance. On the one hand, this crucial conciliatory role has the capability to disrupt the system, whereas, on the other hand, it can also stimulate it, which represents line managers' powerful role in enhancing employees' WE and other outcomes. Organisations are

encouraged to invite HR departments to work together with line managers and to provide the needed support for their leadership tasks.

From Study 3 we conclude that a positive perception of implemented practices influences various individual outcomes, such as commitment, engagement, and satisfaction, amongst others. It is becoming clear that employees' perceptions regarding HR policies are linked with outcomes that are likely to influence OP. This is attributed to the fact that HR policies tend to serve as a way of triggering performance (Li et al, 2019). Therefore, our study focussed on complementing the past studies, by highlighting employees' attitudes, as well as interpretations of HR policies. In summary, employees' perceptions play an important role towards the attainment of an organisations' desired outcomes, however the perception may vary from one organisation to another (Liao et al, 2009; Hinkin & Tracey, 2010). Organisations are invited to cultivate an environment which contributes to creating unambiguous and consistent perceptions among employees, which thus encourage employees' attitudes to further improve their commitment (Pombo & Gomes, 2018).

The last study (Study 4) provides much-needed empirical data on the role of line-managers' with regards the relationship between MV and HR policies/LMX on OP. The findings emphasise line managers' capabilities to make choices which create an impact, not just on the organisation, but mainly on employees' outcomes. This is most important for organisations which claim to offer specific policies for employees and different policies for line managers. When addressing HR policies which are specific to line managers, organisations are encouraged to focus on the characteristics of the leader, as well as access to information, time and resources provided, and organisational culture and values.

Furthermore, line managers' actions allow HR specialists, and others, to design policies and initiatives which are more accurately based on the organisational strategy and which consequently enable a greater awareness of the value of their role.

In summary, this research contributes to a new perspective of managing expectations in organisations by addressing the lack of research evidence on how HR policies lead to OP. Our data points to the need to explore new approaches to management as well as new social dynamics and ways to manage people, and also the need to understand how these factors contribute to building and maintaining competitiveness.

3. Theory implications

One of the research goals was to contribute to the refinement of the HR policies-OP linkage theory. AMO theory, earlier distinguished as one of the most important theories explaining the HR policies-OP link, is too simplistic in its analysis of social interactions and cannot lead to perceptions and interactions, for this reason, it was complemented. Recent theory framework has, with the inclusion of line managers dynamics, therefore, included forms of directing to the social context and setting focusing on attitudes, perceptions, and behaviours. A new, preliminary, model was introduced addressing the inherent complexities and relationship between all the components of AMO, social processing theory and attribution theory.

4. Methodological implications

Although the research methods used in this study were not new, they were combined in ways that had not been done previously. This information is important, as there is no other comparable study. In particular, the analysis method started with the identification

of relevant interactions of the mediation model proposed initially by Pombo and Gomes (2018). This enabled us to adopt a more targeted analysis procedure which aims to achieve empirical generalisability for future study. The mediation model of separating line managers from employees formed the individual concept maps, which facilitated several possible interactions for exploring differences in perceptions.

This final exploratory model offers a new composite concept map, which is used to refine and critique the corresponding initial map by adding line managers' exchanges. Once again, it proved to be a fruitful analysis method and led to a refined explanatory model which provides one of the missing pieces of the puzzle of the path for solving the "black box". In fact, this method made the connections explicit and has proved to be useful in explaining line manager's capabilities to make choices which influence organisational and employees' outcomes. The analysis method utilised in this convergent study has proved to be quite effective at breaking line managers-employees' exchanges.

5. Limitations of the study

Although this research has made several contributions to furthering the knowledge, it has certain limitations, which enables us to leave open avenues for future research.

Study 1 highlighted some limitations in the literature, especially with regards the lack of consensus among researchers regarding HR policies, outcomes, and how these are connected. Additionally, it criticised several papers where this lack of consistency is evident and channelled the focus to the association between HR policies and outcomes. The emphasised lack of consensus created an opportunity to conceptually clarify the constructs. In summary, conceptual clarification would add value to this current study.

In Study 2, the variables were measured at a single point of time. In the future, to understand whether line managers-employee's perceptions could improve, or deteriorate

through time would be an interesting step. In conclusion, analysing data from different moments in time would strengthen the results of this study.

Study 3 is limited due to the lack of research regarding employees' perception of HR policies and the link to OP (Boxall & Macky, 2009; Wright & Nishii, 2013). Many of the previous studies reviewed used managerial reports. More empirical research related to employees' attitudes as well as interpretations of HR policies would contribute to the consistency of the study of this association.

Finally, study 4 only included individuals from a military organisation, and thus the generalisability of the results is limited.

6. Directions for further research

Future research should try to provide a more exhaustive study on the mediating role played by employees' perceptions with regards the association between HR policies and OP. Additionally, it is vital to consider and specify the outcomes, as well as to clarify how HR policies are being perceived. There is an ongoing lack of an in-depth understanding of how staff perceive HR policies and how this is likely to shape their attitudes and behaviours. Such insights are needed to present new and more descriptive views of the connection between HR policies and OP.

Researchers may wish to investigate longitudinally how line managers and employees manage their perceptions and how they react to it. For example, as time passes by, those employees who remain in their job may become accustomed to a certain routine, or even a certain LMX. In cases where some members of a team are changed and when, as a consequence, routines and exchanges are also altered, this study could help to answer questions related to how interactions between staff, e.g., line managers-employees, can change over time with regards the balance between perceptions and expectations.

Following on from Study 1, it would also be stimulating to explore employees' relationships with line managers, as well as those among employees themselves or within the organisation, and to compare their influence on behaviours and attitudes. Carrying out further studies which target specific emotional behaviours and attitudes, namely observational studies, would provide much-needed information on the effectiveness and well-being of staff in general.

In relation to Study 2, it would be also interesting to examine the conceptual model with more employees' outcomes, e.g., affective commitment, innovativeness behaviour, and organisational citizenship behaviours, among others, and to generalise the study to a larger population. The inclusion of these variables in future research is highly promising, as it could offer a more comprehensive view of the process of influencing and managing perceptions.

With regards Study 3, more research is necessary to explore the effect that employees with different characteristics have on varying perceptions concerning existing practices. It would also be interesting to explore new insights on how employees perceive implemented practices and how their perceptions are likely to affect the performance of the organisation - either positively or negatively. Furthermore, in-depth interviews which explore those individual characteristics that underpin such specific strategies would shed light on a much-understudied subject.

Finally, regarding Study 4, future studies should seek more empirical generalisability by including individuals from non-military civil aviation organisations. Thus, a broader application of the study would provide more generalisation of the conclusions. This subject would be enriched by new research designed to study HR policies individually in a more detailed way, with the objective to understand how policies have evolved and also their influence on organisational values, as well as to comprehend how HR policies

specific to the military sector have an impact on behaviour which results in solid commitment outcomes and brings out the best in staff, in general. Working for the military is characterised by the permanent availability to actively perform in defence of one's country, and, if necessary, to sacrifice one's life itself. This kind of policy can only be understood to be a very demanding policy. This is a yet-to-be-researched subject area which could help to understand the premises of building a strong HRM system for both civil and military contexts, both of which could benefit greatly from future research.

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Appendix 1 – Resumo Alargado

As políticas de recursos humanos são uma componente importante do sistema de recursos humanos. O sistema de recursos humanos quando alinhado com os objetivos da organização tem o potencial de contribuir com melhores resultados, ou seja, quando configurado adequadamente, as políticas de recursos humanos estão associadas a efeitos positivos, quer para os colaboradores, influenciando comportamentos e atitudes que, por sua vez, contribuem para o desempenho da própria organização.

Considerando que a investigação em Gestão de Recursos Humanos é muito extensa e que existem inúmeras opções de estudo limitámos a investigação nas perceções dos colaboradores e nas interpretações dos chefes de serviço. Ou seja, a entrada dos chefes de serviço foi preparada com a realização de um conjunto de estudos que permitiram alicerçar a entrada deste novo elemento na associação políticas-desempenho. A tese procura aprimorar o entendimento sobre a mencionada associação.

Apesar da forte evidência da existência de uma associação positiva entre as políticas de recursos humanos e o desempenho organizacional sucede que *a forma como ocorre* esta associação não é consensual junto da comunidade científica. Logo, a associação necessita de ser apoiada e explicada empiricamente. Para o efeito, com base nas perceções e atribuições dos colaboradores, os chefes de serviço têm o papel em estimular os esforços dos seus subordinados e em obter resultados fruto da relação e interação com os colaboradores seus dependentes.

A visão de colocar os chefes de serviço na base da associação, tendo em conta a influência das partilhas existentes numa relação chefe-dependente e de determinados valores de gestão, consiste num trabalho original que permite compreender o contributo e a importância deste elemento os chefes de serviço.

Neste sentido foram formuladas as seguintes questões de investigação:

1. Qual a relação entre as perceções das políticas de recursos humanos e o desempenho?
2. A associação entre as perceções das políticas de recursos humanos e o desempenho é mediada pelo envolvimento dos colaboradores?
3. A associação entre as perceções das políticas de recursos humanos e o desempenho é mediada pela relação chefe-dependente?
4. A associação entre as perceções das políticas de recursos humanos e a relação chefe-dependente é moderada pelos valores de gestão?

5. A associação entre as percepções das políticas de recursos humanos e o desempenho é moderada pelos valores de gestão?
6. A associação entre a relação chefe-dependente e o desempenho é moderada pelos valores de gestão?

Logo, para responder às questões anunciadas iniciámos a investigação com um estudo teórico. O primeiro estudo: “*The association between Human Resources Management and Organisational Performance: a literature review*”, consiste num estudo conceptual, apresenta a fundamentação teórica da investigação. O estudo procura desenvolver a ligação entre as políticas de recursos humanos e o desempenho organizacional, com base na teoria “*ability-motivation-opportunity to perform*” e na “*social processing theory*”. Este capítulo leva o leitor a conhecer os princípios do tema e revela a sua visão sobre o futuro do tema. Para o efeito foram definidos os seguintes objetivos:

1. Compreender o porquê dos resultados dos colaboradores, através das atitudes e comportamentos, provenientes da aplicação das políticas de recursos humanos, continuam sem ser consideradas como um elemento essencial na fundamentação teórica;
2. Conjeturar possíveis estudos futuros;

Em seguida, desenvolvemos um segundo estudo. O estudo seguinte: “*How does work engagement mediate the association between Human Resources Management and Organisational Performance?*” consiste num estudo quantitativo que tem como objetivo analisar o impacto que as políticas de recursos humanos têm no desempenho organizacional. Destaca a influência dos colaboradores através dos seus comportamentos e atitudes. Os resultados suportam um modelo, em que o envolvimento dos colaboradores no trabalho fortalece o sistema de recursos humanos associados a níveis aprimorados de desempenho organizacional. Este segundo estudo revela um efeito indireto das políticas de recursos humanos através dos resultados dos colaboradores. Tendo sido definido o seguinte objetivo:

3. Investigar de que forma os resultados dos colaboradores influenciam a percepção de desempenho;

Já no terceiro estudo, desenvolvemos um artigo teórico com o propósito de avançar com o tema e relacionar com o último trabalho de investigação. O terceiro estudo: “*Employees' perceptions and the link between Human Resources Management and Organisational Performance: a conceptual view*”, consiste num estudo conceptual e contribui para consolidar e avançar a investigação sobre a percepção dos funcionários em

relação às políticas de recursos humanos e vínculo com o desempenho organizacional. Apresenta novos “*insights*” sobre como os funcionários percebem as políticas e como suas percepções podem contribuir para o desempenho. Tem como objetivo:

4. Estudar a influência das percepções, e.g., características individuais e percepções compartilhadas, no fortalecimento da associação entre as políticas-desempenho;

Por fim, o quarto estudo: “*The link between Human Resources Management, Management Values and Organisational Performance: Unleashing line managers’s potential*”, trata-se de um estudo quantitativo que tem como objetivo compreender a importância do chefe de serviço. Nomeadamente, na gestão das expectativas e percepções dos seus subordinados. Os chefes de serviço são responsáveis pelas interações com os seus subordinados, tendo as suas ações impacto na prestação dos subordinados. Os resultados da investigação, sugerem que as políticas de recursos humanos são utilizadas, pelos chefes de serviço, como “ferramentas”, permitindo controlar os resultados desejados. Assim, relacionado com os seguintes objetivos:

5. A influência dos chefes de serviço na obtenção de determinados resultados, tendo ao nível dos comportamentos dos subordinados como na criação do sentimento de melhores resultados organizacionais;
6. Explorar abordagens alternativas, em termos de dinâmicas sociais e de relacionamento com os colaboradores; tal como entender como esses fatores contribuem para construir e manter a competitividade;

O presente estudo também introduziu os valores de gestão na dinâmica da associação. Assim o estudo sobre o efeito dos valores de gestão nas percepções resulta do seguinte objetivo:

7. Compreender se os valores de gestão têm influência na relação chefe-dependente, políticas de recursos humanos e desempenho.

O presente trabalho compreende três partes principais. A sequência e estrutura dessas partes são as seguintes:

I. Introdução

Descreve os quadros conceptuais e metodológicos da investigação, incluindo os objetivos e as grandes questões.

II. Estudos empíricos

Conjunto de estudos teóricos e quantitativos com o objetivo contribuir para o desenvolvimento do estudo da associação políticas-desempenho, nomeadamente:

- a. Compreender se as diferenças nas percepções chefe-dependente em relação às políticas de recursos humanos têm efeito na forma como é percebido o desempenho; mais especificamente,
 - i. De que forma é que as diferenças têm impacto no modelo de associação?
 - ii. Se a relação chefe-dependente influencia a percepção do desempenho?
- b. Explorar o impacto dos valores de gestão na relação chefe-dependente e correspondente influência na associação das políticas-desempenho; em particular:
 - i. A relação chefe-dependente tem efeito mediador na associação das políticas de recursos humano e o desempenho?
 - ii. Os valores de gestão têm efeito moderador na interação entre as políticas de recursos humanos e a relação chefe-dependente; nas políticas de recursos humanos e o desempenho organizacional; e na relação chefe-dependente e o desempenho organizacional?

III. Discussão geral

Oferece uma reflexão sobre as principais contribuições do estudo, tanto teóricas como práticas. Este capítulo está estruturado de forma a permitir uma clara explicação dos contributos científicos existente em cada um dos estudos. Adicionalmente, são apresentadas limitações e futuras linhas de investigação.

Concluindo, a investigação demonstra que a mera existência de políticas de recursos humanos é insuficiente. Logo, tanto o processo, como a sua aplicação, tal como, antecipar o impacto que provocam nos colaboradores é fundamental. Os chefes de serviço são apresentados como um elemento crítico na associação. Com esta investigação pretendemos contribuir para a associação entre as políticas de recursos humanos e o desempenho através da explicação do processo dinâmico pelo quais os chefes de serviço são, em parte, responsáveis.

Palavras-chave: Gestão de recursos humanos, percepções, mediação, chefes de serviço, desempenho

Appendix 2 - Survey (Study 2)

Dados demográficos

Por favor, introduza os seus dados pessoais:

Sexo

- Masculino
- Feminino

País de Nascimento

- Portugal
- Outro. Qual? _____

Idade _____

Estado Civil

- Solteiro
- Casado ou em união de facto
- Divorciado

Filhos Dependentes

- Sim
- Não

Habilitações Literárias

- 9º Ano
- 12º Ano
- Licenciatura
- Outro. Qual? _____

Qual das seguintes categorias se enquadra melhor no desempenho das suas funções?

- Diretor / Manager
- Empregado

Que tipo de contrato laboral tem com a sua organização?

- Permanente
- Temporário

Que tipo de regime laboral tem com a sua organização?

- Full-Time
- Part -Time

Há quanto tempo trabalha nesta organização?

- 0 a menos de 1 ano
- De 1 a menos de 2 anos
- De 2 a 5 anos
- mais do que 5 anos

Qual o seu rendimento líquido mensal?

- Menos de € 500.00
- €501.00 - €1200.00
- €1201.00 - €2000.00

- €2001.00 - €3600.00
- €3601.00 ou mais

Qual o número total de empregados que trabalha na organização?

- Menos de 25
- 26 - 100
- 101 - 500
- 501 - 1000
- Mais de 1001

Line managers' survey

Acerca da sua Organização e das suas Funções. As questões nesta secção referem-se à sua organização e ao seu trabalho. Nas próximas páginas vai encontrar um conjunto de questões, sobre as quais gostaríamos de saber a sua opinião, pelo que não existem respostas certas ou erradas. Agradecemos que leia atentamente as mesmas e responda, da forma mais sincera e completa possível.

1. Abaixo encontra algumas questões sobre a Gestão de Recursos Humanos (GRH) na sua organização. Para cada questão, escolha a opção que melhor traduz a sua opinião, colocando uma cruz no local que corresponde à sua opção.		Discordo totalmente	Discordo	Discordo parcialmente	Concordo parcialmente	Concordo	Concordo totalmente
1.1	Dão-me continuamente oportunidade de melhorar as minhas competências através de programas de formação.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.2	Considero que tenho tido formação suficiente para desempenhar as minhas funções.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.3	Recebo formação regularmente que me permite desempenhar melhor as minhas funções.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.4	As práticas de RH da organização possibilitam-me desenvolver melhor as minhas capacidades e conhecimentos.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.5	A minha organização oferece oportunidades de promoção interna aos seus trabalhadores.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.6	A minha organização tenta sempre preencher as vagas existentes com recursos internos.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.7	As novas vagas existentes na organização são primeiramente divulgadas junto dos colaboradores.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.8	O meu trabalho permite-me tomar decisões de forma autónoma.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.9	Dão-me oportunidade de sugerir melhorias acerca do modo como as tarefas são desempenhadas.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.10	No desempenho das minhas funções, as chefias têm uma comunicação aberta comigo.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.11	Solicitam-me muitas vezes para participar nas tomadas de decisão.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.12	Existe uma forte relação entre o meu desempenho na função e a probabilidade de ser reconhecido e elogiado.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

1.13	Existe uma forte relação entre o meu desempenho na função e a possibilidade de receber um aumento salarial.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.14	Existe uma forte relação entre o meu desempenho na função e a possibilidade de obter avaliações de desempenho elevadas.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.15	Existe uma forte relação entre o desempenho da minha equipa e a possibilidade de receber um aumento salarial.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.16	Os colaboradores podem esperar ficar nesta organização o tempo que tencionarem.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.17	Na minha organização, a estabilidade profissional é quase garantida.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. Indique as práticas de Recursos Humanos mais relevantes na sua organização. Escolha tantas opções quantas achar apropriadas.

2.1	Formação e desenvolvimento	<input type="checkbox"/>	2.6	Bónus e incentivos	<input type="checkbox"/>
2.2	Avaliação de desempenho	<input type="checkbox"/>	2.7	Recrutamento e seleção	<input type="checkbox"/>
2.3	Desenvolvimento de carreiras	<input type="checkbox"/>	2.8	Trabalho em equipa	<input type="checkbox"/>
2.4	Comunicação	<input type="checkbox"/>	2.9	Segurança no trabalho	<input type="checkbox"/>
2.5	Participação na tomada de decisão	<input type="checkbox"/>	2.10	Relações com os sindicatos	<input type="checkbox"/>
2.11	Outras (por favor indique quais)				

3. Especifique até que ponto concorda ou discorda com cada uma das seguintes afirmações relativas às práticas de Recursos Humanos (RH) na sua organização

		Discordo totalmente	Discordo	Discordo Parcialmente	Concordo Parcialmente	Concordo	Concordo totalmente
3.1	As práticas de RH são do conhecimento de todos os colaboradores.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.2	As práticas de RH na minha organização são claras.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.3	O Departamento de RH contribui para a definição da estratégia da organização.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.4	As práticas de RH da organização contribuem para que esta seja mais competitiva.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.5	As práticas de RH da minha organização contribuem para que tenhamos trabalhadores qualificados.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.6	Sinto que existe uma relação entre o que é apreciado na avaliação de desempenho e o que faço no dia a dia.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.7	Os objetivos das práticas de RH na minha organização são congruentes entre si.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3.8	Existe concordância entre os gestores da minha organização no que diz respeito à aplicação das práticas de RH.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.9	Os supervisores esforçam-se por tratarem justamente os colaboradores.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.10	As práticas de RH contribuem para reforçar o desempenho da organização.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.11	As competências adquiridas ao nível da formação são aplicadas nas funções que desempenhamos.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.12	As atividades de RH complementam-se e contribuem para atingir os objetivos da organização.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.13	As práticas de GRH são aplicadas de forma consistente nos vários departamentos.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.14	As recompensas são atribuídas aos colaboradores que efetivamente merecem.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.15	As práticas de RH são aplicadas de forma consistente ao longo do tempo.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. As afirmações que se seguem dizem respeito à sua organização. Por favor indique até que ponto concorda ou discorda com cada uma delas.		Discordo totalmente	Discordo	Discordo Parcialmente	Concordo Parcialmente	Concordo	Concordo totalmente
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.1	O ambiente dentro da organização é acolhedor. É como uma extensão da família. As pessoas parecem partilhar muito de si.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.2	O líder da organização é considerado um mentor, perito ou uma figura paternal/maternal.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.3	O que mantém a minha organização unida é a lealdade e a tradição. O compromisso com a organização é elevado.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.4	A minha organização valoriza os recursos humanos. São importantes a elevada coesão e a moral.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.5	Existe dinamismo e empreendedorismo na organização. As pessoas estão dispostas a assumir riscos com as suas decisões.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.6	O diretor da minha organização é geralmente considerado uma pessoa empreendedora, inovadora e com propensão para assumir riscos.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.7	O que mantém a minha organização unida é o compromisso com a inovação e desenvolvimento. É importante sermos líderes.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.8	A minha organização valoriza o crescimento e a aquisição de novos recursos. É importante a prontidão para encarar novos desafios.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4.9	A minha organização é um local muito formalizado e estruturado a nível de regras. A existência de procedimentos orienta normalmente o modo como as pessoas agem.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.10	O responsável da minha organização é geralmente considerado como um coordenador, chefe de equipa ou um administrador.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.11	O que mantém a minha organização unida é a existência de regras e políticas formais. É importante que a organização funcione com regularidade.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.12	A minha organização valoriza a permanência e a estabilidade. Operações eficientes e estáveis são importantes.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.13	A minha organização é orientada para a produção. O objetivo é alcançar os resultados, sem muito envolvimento dos colaboradores.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.14	O responsável da minha organização é geralmente considerado como um profissional produtivo, um técnico ou um chefe	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.15	O que mantém a minha organização unida é a ênfase nas tarefas e no alcance de objetivos. A orientação para a produção é partilhada pela generalidade dos colaboradores	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.16	A minha organização valoriza a competitividade e o cumprimento de objetivos. É importante que os objetivos sejam mensuráveis.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5a. Indique até que ponto a sua organização apresenta melhor desempenho do que os seus concorrentes, nas seguintes dimensões:		Muito pior	Pior	Ligeiramente pior	Ligeiramente melhor	Melhor	Muito melhor
5.1	Satisfação dos clientes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.2	Crescimento	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.3	Garantir quota de mercado	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.4	Lançamento de novos produtos e serviços no mercado	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.5	Retenção dos clientes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.6	Angariação de novos clientes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5b. Indique até que ponto a sua organização é mais criativa do que os seus concorrentes, nas seguintes dimensões:		Discordo totalmente	Discordo	Discordo Parcialmente	Concordo Parcialmente	Concordo	Concordo totalmente
5.7	Somos mais criativos do que os nossos concorrentes a decidir os métodos utilizar.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.8	Somos mais criativos do que os nossos concorrentes a implementar novos processos ou sistemas.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.9	Somos mais criativos do que os nossos concorrentes a desenvolver novas formas de alcançar objetivos a nível de negócio.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.10	Somos mais criativos do que os nossos concorrentes a implementar mudanças no conteúdo das funções	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Employees' survey

Acerca da sua Organização e das suas Funções. As questões nesta secção referem-se à sua organização e ao seu trabalho. Nas próximas páginas vai encontrar um conjunto de questões, sobre as quais gostaríamos de saber a sua opinião, pelo que não existem respostas certas ou erradas. Agradecemos que leia atentamente as mesmas e responda, da forma mais sincera e completa possível.

1. Abaixo encontra algumas questões sobre a Gestão de Recursos Humanos (GRH) na sua organização. Para cada questão, escolha a opção que melhor traduz a sua opinião, colocando uma cruz no local que corresponde à sua opção.		Discordo totalmente	Discordo	Discordo parcialmente	Concordo parcialmente	Concordo	Concordo totalmente
1.1	Dão-me continuamente oportunidade de melhorar as minhas competências através de programas de formação.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.2	Considero que tenho tido formação suficiente para desempenhar as minhas funções.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.3	Recebo formação regularmente que me permite desempenhar melhor as minhas funções.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.4	As práticas de RH da organização possibilitam-me desenvolver melhor as minhas capacidades e conhecimentos.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.5	A minha organização oferece oportunidades de promoção interna aos seus trabalhadores.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.6	A minha organização tenta sempre preencher as vagas existentes com recursos internos.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.7	As novas vagas existentes na organização são primeiramente divulgadas junto dos colaboradores.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

1.8	O meu trabalho permite-me tomar decisões de forma autónoma.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.9	Dão-me oportunidade de sugerir melhorias acerca do modo como as tarefas são desempenhadas.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.10	No desempenho das minhas funções, as chefias têm uma comunicação aberta comigo.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.11	Solicitam-me muitas vezes para participar nas tomadas de decisão.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.12	Existe uma forte relação entre o meu desempenho na função e a probabilidade de ser reconhecido e elogiado.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.13	Existe uma forte relação entre o meu desempenho na função e a possibilidade de receber um aumento salarial.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.14	Existe uma forte relação entre o meu desempenho na função e a possibilidade de obter avaliações de desempenho elevadas.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.15	Existe uma forte relação entre o desempenho da minha equipa e a possibilidade de receber um aumento salarial.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.16	Os colaboradores podem esperar ficar nesta organização o tempo que tencionarem.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.17	Na minha organização, a estabilidade profissional é quase garantida.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. Indique as práticas de Recursos Humanos mais relevantes na sua organização. Escolha tantas opções quantas achar apropriadas.

2.1	Formação desenvolvimento	<input type="checkbox"/>	2.6	Bónus e incentivos	<input type="checkbox"/>
2.2	Avaliação de desempenho	<input type="checkbox"/>	2.7	Recrutamento e seleção	<input type="checkbox"/>
2.3	Desenvolvimento de carreiras	<input type="checkbox"/>	2.8	Trabalho em equipa	<input type="checkbox"/>
2.4	Comunicação	<input type="checkbox"/>	2.9	Segurança no trabalho	<input type="checkbox"/>
2.5	Participação na tomada de decisão	<input type="checkbox"/>	2.10	Relações com os sindicatos	<input type="checkbox"/>
2.11	Outras (por favor indique quais)				

3. Especifique até que ponto concorda ou discorda com cada uma das seguintes afirmações relativas às práticas de Recursos Humanos (RH) na sua organização

		Discordo totalmente	Discordo	Discordo Parcialmente	Concordo Parcialmente	Concordo	Concordo totalmente
3.1	As práticas de RH são do conhecimento de todos os colaboradores.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.2	As práticas de RH na minha organização são claras.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.3	O Departamento de RH contribui para a definição da estratégia da organização.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3.4	As práticas de RH da organização contribuem para que esta seja mais competitiva.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.5	As práticas de RH da minha organização contribuem para que tenhamos trabalhadores qualificados.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.6	Sinto que existe uma relação entre o que é apreciado na avaliação de desempenho e o que faço no dia a dia.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.7	Os objetivos das práticas de RH na minha organização são congruentes entre si.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.8	Existe concordância entre os gestores da minha organização no que diz respeito à aplicação das práticas de RH.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.9	Os supervisores esforçam-se por tratarem justamente os colaboradores.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.10	As práticas de RH contribuem para reforçar o desempenho da organização.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.11	As competências adquiridas ao nível da formação são aplicadas nas funções que desempenhamos.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.12	As atividades de RH complementam-se e contribuem para atingir os objetivos da organização.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.13	As práticas de GRH são aplicadas de forma consistente nos vários departamentos.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.14	As recompensas são atribuídas aos colaboradores que efetivamente merecem.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.15	As práticas de RH são aplicadas de forma consistente ao longo do tempo.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4.As afirmações que se seguem dizem respeito à sua organização. Por favor indique até que ponto concorda ou discorda com cada uma delas.		Discordo totalmente	Discordo	Discordo Parcialmente	Concordo Parcialmente	Concordo	Concordo totalmente
4.1	Quase não existe conflito entre os diversos departamentos da minha organização.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.2	Os colaboradores de diferentes departamentos estão disponíveis para partilhar ideias entre si.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.3	A colaboração entre departamentos é muito eficaz.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.4	Existe pouco respeito nas relações entre alguns departamentos.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.5	Nesta organização atribui-se grande importância ao cumprimento de regras.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.6	As pessoas podem ignorar regras e procedimentos formais, caso isso contribua para a realização do trabalho.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.7	Tudo tem que ser feito de acordo com as regras.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4.8	Na minha organização não é essencial seguir estritamente os procedimentos.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.9	Novas ideias são bem recebidas na organização.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.10	A minha organização atua rapidamente face a situações de mudança.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.11	Existe flexibilidade interna, sendo possível alterar procedimentos de forma rápida, para a resolução imediata dos problemas.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.12	Os colaboradores procuram continuamente novas formas de solucionar os problemas.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.13	Os métodos de trabalho são frequentemente discutidos.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.14	Existe preocupação com a revisão dos objetivos organizacionais.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.15	Existe um acompanhamento regular de forma a analisar se os colaboradores trabalham eficazmente em equipa.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.16	O trabalho em equipa é rapidamente ajustado, no sentido da melhoria do desempenho.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5.As afirmações que se seguem dizem respeito à sua organização, à função em que trabalha e à sua vida extraprofissional. Por favor indique até que ponto concorda ou discorda de cada uma delas.		Discordo totalmente	Discordo	Discordo Parcialmente	Concordo Parcialmente	Concordo	Concordo totalmente
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.1	Normalmente sinto-me motivado com o meu trabalho	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.2	Não sinto um forte sentimento de pertença na organização onde trabalho	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.3	No meu trabalho, sinto-me cheio de energia	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.4	Sou entusiástico no meu trabalho	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.5	Sinto prazer no meu trabalho	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.6	Não me sinto emocionalmente ligado à organização onde trabalho	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.7	Sinto-me imerso no meu trabalho	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.8	No meu trabalho, sinto-me forte e cheio de vigor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.9	Em geral estou satisfeito com o meu trabalho	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.10	Não me sinto 'parte da família' na minha organização	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.11	Perco a noção das coisas quando estou a trabalhar	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.12	Esta organização tem um grande significado pessoal para mim	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.13	A minha função inspira-me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.14	Quando me levanto de manhã, tenho vontade de ir trabalhar	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5.15	Sinto-me feliz quando estou a trabalhar intensamente	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.16	Tenho orgulho no trabalho que desenvolvo	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.17	Estou presente em eventos a que não sou obrigado mas que contribuem para a imagem da organização	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.18	Estou a par dos desenvolvimentos na organização	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.19	Defendo a organização quando outros empregados a criticam	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.20	Sinto orgulho quando represento a organização em público	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.21	Dou ideias para melhorar o funcionamento da organização	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.22	Expresso a minha lealdade para com a organização	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.23	Sou capaz de agir para proteger a organização de potenciais problemas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.24	Demonstro preocupação acerca da imagem da organização	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.25	Apresento frequentemente ideias criativas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.26	Promovo e apoio ideias dos outros	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.27	Procuo e tento garantir os fundos necessários para implementar novas ideias	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.28	Desenvolvo planos e calendários adequados para a implementação de novas ideias	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.29	Sou uma pessoa inovadora	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Appendix 3 – Online Survey (Study 4)

Constrained version - pre-test

1. Género *

Marcar apenas uma oval.

Masculino

Feminino

2. Idade *

Marcar apenas uma oval.

menos de 23 anos

entre 23 anos e 26 anos

entre 27 anos e 30 anos

entre 31 anos e 34 anos

35 anos ou mais

3. Estado Civil *

Marcar apenas uma oval.

Solteiro

Casado ou em união de facto

Divorciado

Outra: _____

4. Habilitações Literárias *

Marcar apenas uma oval.

Doutoramento

Mestrado

Licenciado

12º Ano

Outra: _____

5. Exerce funções de chefia/comando na sua ? *

Marcar apenas uma oval.

Sim

Não

6. Se respondeu sim à questão anterior. Quantos subordinados?

7. Depende hierarquicamente do Comandante de Esquadra? *

Marcar apenas uma oval.

Sim

Não

8. Qual o seu posto? *

Marcar apenas uma oval.

Oficial Superior

Capitão

Subalterno

Aspirante a Oficial

Outra: _____

9. Que tipo de contrato laboral tem com a sua organização? *

Marcar apenas uma oval.

Quadro Permanente

Regime de Contrato

10. Qual a Esquadra que está colocado? *

Marcar apenas uma oval.

- 101 - Roncos
- 103 - Caracóis
- 201 - Falcões
- 301 - Jaguares
- 501 - Bisontes
- 502 - Elefantes
- 504 - Linces
- 552 - Zangões
- 601 - Lobos
- 751 - Pumas
- 802 - Águias

11. Há quanto tempo está colocado, ou em diligência, nesta Esquadra? *

Marcar apenas uma oval.

- 0 a menos de 1 ano
- De 1 a menos de 2 anos
- De 2 a menos de 5 anos
- 6 ou mais anos

12. Qual o número total de colocados na sua Esquadra? *

Marcar apenas uma oval.

- Menos de 10
- 11 a 15
- 16 a 20
- 21 a 25
- mais de 26

1. As afirmações que se seguem dizem respeito à sua organização. Por favor indique 1, 2, 3, 4 ou 5, se discordo totalmente, discordo parcialmente, nem discordo nem concordo, concordo parcialmente ou concordo totalmente, respectivamente.

13. Recebo formação regularmente que me permite desempenhar melhor as minhas funções *

Marcar apenas uma oval.

	1	2	3	4	5	
Discordo totalmente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo totalmente

14. As práticas de RH da organização possibilitam-me desenvolver melhor as minhas capacidades e conhecimentos *

Marcar apenas uma oval.

	1	2	3	4	5	
Discordo totalmente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo totalmente

15. O sistema de avaliação de desempenho ajuda a consciencializar o militar sobre as suas forças e fraquezas *

Marcar apenas uma oval.

	1	2	3	4	5	
Discordo totalmente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo totalmente

16. A avaliação de desempenho permite ao chefe de serviço aconselhar o subordinado *

Marcar apenas uma oval.

	1	2	3	4	5	
Discordo totalmente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo totalmente

17. A avaliação de desempenho aumenta a motivação dos militares *

Marcar apenas uma oval.

	1	2	3	4	5	
Discordo totalmente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo totalmente

18. A promoção motiva-me no alcance de soluções inovadoras *

Marcar apenas uma oval.

	1	2	3	4	5	
Discordo totalmente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo totalmente

19. Acumular funções incentiva e impulsiona o potencial dos militares no desenvolvimento de novas competências relacionadas com a inovação *

Marcar apenas uma oval.

	1	2	3	4	5	
Discordo totalmente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo totalmente

20. Os militares podem esperar ficar na Força Aérea o tempo que desejarem. *

Marcar apenas uma oval.

	1	2	3	4	5	
Discordo totalmente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo totalmente

21. Na minha organização, a estabilidade profissional é quase garantida *

Marcar apenas uma oval.

	1	2	3	4	5	
Discordo totalmente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo totalmente

22. Recebo regularmente informação que me mantém actualizado sobre a organização *

Marcar apenas uma oval.

	1	2	3	4	5	
Discordo totalmente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo totalmente

23. A informação encontra-se em lugar acessível e é fácil de aceder *

Marcar apenas uma oval.

	1	2	3	4	5	
Discordo totalmente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo totalmente

24. A organização desenvolve continuamente formas de fazer a informação chegar aos seus militares *

Marcar apenas uma oval.

	1	2	3	4	5	
Discordo totalmente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo totalmente

25. Tenho liberdade para pedir aconselhamento ou apoio do meu chefe de serviço *

Marcar apenas uma oval.

	1	2	3	4	5	
Discordo totalmente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo totalmente

26. Sinto que a organização acolhe as minhas opiniões ou sugestões *

Marcar apenas uma oval.

	1	2	3	4	5	
Discordo totalmente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo totalmente

27. As reuniões de equipa são realizadas com regularidade *

Marcar apenas uma oval.

	1	2	3	4	5	
Discordo totalmente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo totalmente

28. Existe um bom ambiente de trabalho em equipa e de cooperação na minha organização *

Marcar apenas uma oval.

	1	2	3	4	5	
Discordo totalmente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo totalmente

29. Na minha equipa trabalhamos e cooperamos uns com os outros de modo a ter o trabalho feito *

Marcar apenas uma oval.

	1	2	3	4	5	
Discordo totalmente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo totalmente

30. Sinto-me mais feliz por trabalhar em equipa do que individualmente *

Marcar apenas uma oval.

	1	2	3	4	5	
Discordo totalmente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo totalmente

31. As oportunidades de progressão na carreira são distribuídas de forma justa *

Marcar apenas uma oval.

	1	2	3	4	5	
Discordo totalmente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo totalmente

32. As oportunidades de progressão na carreira são um incentivo para atingir melhor desempenho *

Marcar apenas uma oval.

	1	2	3	4	5	
Discordo totalmente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo totalmente

33. O reconhecimento resulta num aumento do meu desempenho *

Marcar apenas uma oval.

	1	2	3	4	5	
Discordo totalmente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo totalmente

2. A Força Aérea é dotada de um conjunto de valores organizacionais: Lealdade, Integridade, Competência e Excelência. Por favor indique, numa escala de 1 a 5, se as práticas apresentadas suportam ou contribuem para esses valores.

34. Formação e desenvolvimento *

Marcar apenas uma oval por linha.

	Discordo totalmente	Discordo parcialmente	Nem discordo nem concordo	Concordo parcialmente	Concordo totalmente
Lealdade	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Integridade	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Competência	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Excelência	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

35. Avaliação de desempenho *

Marcar apenas uma oval por linha.

	Discordo totalmente	Discordo parcialmente	Nem discordo nem concordo	Concordo parcialmente	Concordo totalmente
Lealdade	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Integridade	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Competência	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Excelência	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

36. Desenvolvimento de carreiras *

Marcar apenas uma oval por linha.

	Discordo totalmente	Discordo parcialmente	Nem discordo nem concordo	Concordo parcialmente	Concordo totalmente
Lealdade	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Integridade	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Competência	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Excelência	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

37. Comunicação *

Marcar apenas uma oval por linha.

	Discordo totalmente	Discordo parcialmente	Nem discordo nem concordo	Concordo parcialmente	Concordo totalmente
Lealdade	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Integridade	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Competência	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Excelência	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

38. Participação na tomada de decisão *

Marcar apenas uma oval por linha.

	Discordo totalmente	Discordo parcialmente	Nem discordo nem concordo	Concordo parcialmente	Concordo totalmente
Lealdade	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Integridade	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Competência	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Excelência	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

39. Condecorações e louvores *

Marcar apenas uma oval por linha.

	Discordo totalmente	Discordo parcialmente	Nem discordo nem concordo	Concordo parcialmente	Concordo totalmente
Lealdade	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Integridade	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Competência	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Excelência	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

40. Recrutamento e seleção *

Marcar apenas uma oval por linha.

	Discordo totalmente	Discordo parcialmente	Nem discordo nem concordo	Concordo parcialmente	Concordo totalmente
Lealdade	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Integridade	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Competência	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Excelência	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

41. Trabalho em equipa *

Marcar apenas uma oval por linha.

	Discordo totalmente	Discordo parcialmente	Nem discordo nem concordo	Concordo parcialmente	Concordo totalmente
Lealdade	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Integridade	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Competência	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Excelência	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

42. Segurança no trabalho (estabilidade profissional) *

Marcar apenas uma oval por linha.

	Discordo totalmente	Discordo parcialmente	Nem discordo nem concordo	Concordo parcialmente	Concordo totalmente
Lealdade	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Integridade	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Competência	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Excelência	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3. As seguintes questões descrevem algumas das maneiras que poderá sentir em relação ao seu superior hierárquico. Em que medida discorda ou concorda de cada uma das questões relativamente à sua relação com o superior hierárquico? Escolha uma das opções que melhor corresponde à sua opinião.

43. É habitual saber qual a satisfação que o seu chefe de serviço tem, relativamente ao trabalho que você como colaborador desenvolve? *

Marcar apenas uma oval por linha.

	Raramente	Ocasionalmente	Por vezes	C/ alguma frequência	Frequentemente
1.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

44. Em que medida o chefe de serviço compreende os seus problemas e necessidades no desempenho das suas funções? *

Marcar apenas uma oval por linha.

	Nada	Pouco	Moderadamente	Bastante	Muito
2.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

45. Em que medida o seu chefe de serviço reconhece as suas potencialidades? *

Marcar apenas uma oval por linha.

	Nada	Pouco	Moderadamente	Bastante	Muito
3.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

46. Independentemente da autoridade formal do seu chefe de serviço, qual a possibilidade deste utilizar o seu poder para o ajudar a resolver problemas no desempenho das suas funções? *

Marcar apenas uma oval por linha.

	Nenhuma	Pouca	Alguma	Elevada	Muito elevada
4.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

47. Independentemente da autoridade formal do seu chefe de serviço, qual a possibilidade deste o defender mesmo que isso envolva "custos" para ele pessoalmente? *

Marcar apenas uma oval por linha.

	Nenhuma	Pouca	Alguma	Elevada	Muito elevada
5.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

48. A confiança que tem no seu chefe de serviço é tal que defenderia a posição dele mesmo na sua ausência. *

Marcar apenas uma oval por linha.

	Discordo totalmente	Discordo	Nem discordo nem concordo	Concordo	Concordo totalmente
6.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

49. Como caracterizaria a sua relação de trabalho com o seu chefe de serviço? *

Marcar apenas uma oval por linha.

	Extremamente ineficaz	Abaixo da média	Média	Acima da média	Extremamente eficaz
7.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. Indique até que ponto a sua Esquadra apresenta melhor desempenho do que as restantes Esquadras nas seguintes dimensões:

50. *

Marcar apenas uma oval por linha.

	Muito pior	Pior	Igual	Melhor	Muito melhor
Capacidade de resposta eficaz	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Segurança como fator crítico da missão	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Qualidade dos meios	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ágil, flexível e inovadora	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Empenho no cumprimento da missão	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Para terminar clique em "submeter".

O questionário está concluído. Obrigado pelo seu contributo.

51. Quer deixar um comentário, sugestão ou crítica?

Unconstrained version

1. Género *

Marcar apenas uma oval.

Masculino

Feminino

2. Idade *

Marcar apenas uma oval.

menos de 23 anos

entre 23 anos e 26 anos

entre 27 anos e 30 anos

entre 31 anos e 34 anos

35 anos ou mais

3. Estado Civil *

Marcar apenas uma oval.

Solteiro

Casado ou em união de facto

Divorciado

Outra: _____

4. Habilitações Literárias *

Marcar apenas uma oval.

Doutoramento

Mestrado

Licenciado

12º Ano

Outra: _____

5. Exerce funções de chefia/comando na Esquadra que presta serviço? *

Marcar apenas uma oval.

- Sim
 Não

6. Se respondeu sim à questão anterior. Quantos subordinados tem na sua dependência?

7. Pertence ao número de efectivos da Esquadra? *

Marcar apenas uma oval.

- Sim
 Não, sou adido
 Outra: _____

8. Qual o seu posto? *

Marcar apenas uma oval.

- Oficial Superior
 Capitão
 Subalterno
 Aspirante a Oficial
 Outra: _____

9. Que tipo de contrato laboral tem com a sua organização? *

Marcar apenas uma oval.

- Quadro Permanente
 Regime de Contrato

10. Qual a Esquadra que está colocado? *

Marcar apenas uma oval.

- 101 - Roncos
- 103 - Caracóis
- 201 - Falcões
- 301 - Jaguares
- 501 - Bisontes
- 502 - Elefantes
- 504 - Linces
- 552 - Zangões
- 601 - Lobos
- 751 - Pumas
- 802 - Águias

11. Há quanto tempo está colocado, ou em diligência, nesta Esquadra? *

Marcar apenas uma oval.

- 0 a menos de 1 ano
- De 1 a menos de 2 anos
- De 2 a menos de 5 anos
- 6 ou mais anos

12. Qual o número total de Pilotos colocados na sua Esquadra? *

Marcar apenas uma oval.

- Menos de 10
- 11 a 15
- 16 a 20
- 21 a 25
- mais de 26

1. As afirmações que se seguem dizem respeito à sua organização. Por favor indique 1, 2, 3, 4 ou 5, se discordo totalmente, discordo parcialmente, nem discordo nem concordo, concordo parcialmente ou concordo totalmente, respectivamente.

13. Recebo formação regularmente que me permite desempenhar melhor as minhas funções *

Marcar apenas uma oval.

	1	2	3	4	5	
Discordo totalmente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo totalmente

14. As práticas de RH da organização possibilitam-me desenvolver melhor as minhas capacidades e conhecimentos *

Marcar apenas uma oval.

	1	2	3	4	5	
Discordo totalmente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo totalmente

15. O sistema de avaliação de desempenho ajuda a consciencializar o militar sobre as suas forças e fraquezas *

Marcar apenas uma oval.

	1	2	3	4	5	
Discordo totalmente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo totalmente

16. A avaliação de desempenho permite ao chefe de serviço aconselhar o subordinado *

Marcar apenas uma oval.

	1	2	3	4	5	
Discordo totalmente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo totalmente

17. A avaliação de desempenho aumenta a motivação dos militares *

Marcar apenas uma oval.

	1	2	3	4	5	
Discordo totalmente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo totalmente

18. A promoção motiva-me no alcance de soluções inovadoras *

Marcar apenas uma oval.

	1	2	3	4	5	
Discordo totalmente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo totalmente

19. Acumular funções incentiva e impulsiona o potencial dos militares no desenvolvimento de novas competências relacionadas com a inovação *

Marcar apenas uma oval.

	1	2	3	4	5	
Discordo totalmente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo totalmente

20. Os militares podem esperar ficar na Força Aérea o tempo que desejarem. *

Marcar apenas uma oval.

	1	2	3	4	5	
Discordo totalmente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo totalmente

21. Na minha organização, a estabilidade profissional é quase garantida *

Marcar apenas uma oval.

	1	2	3	4	5	
Discordo totalmente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo totalmente

22. Recebo regularmente informação que me mantém actualizado sobre a organização *

Marcar apenas uma oval.

	1	2	3	4	5	
Discordo totalmente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo totalmente

23. A informação encontra-se em lugar acessível e é fácil de aceder *

Marcar apenas uma oval.

	1	2	3	4	5	
Discordo totalmente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo totalmente

24. A organização desenvolve continuamente formas de fazer a informação chegar aos seus militares *

Marcar apenas uma oval.

	1	2	3	4	5	
Discordo totalmente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo totalmente

25. Tenho liberdade para pedir aconselhamento ou apoio do meu chefe de serviço *

Marcar apenas uma oval.

	1	2	3	4	5	
Discordo totalmente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo totalmente

26. Sinto que a organização acolhe as minhas opiniões ou sugestões *

Marcar apenas uma oval.

	1	2	3	4	5	
Discordo totalmente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo totalmente

27. As reuniões de equipa são realizadas com regularidade *

Marcar apenas uma oval.

	1	2	3	4	5	
Discordo totalmente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo totalmente

28. Existe um bom ambiente de trabalho em equipa e de cooperação na minha organização *

Marcar apenas uma oval.

	1	2	3	4	5	
Discordo totalmente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo totalmente

29. Na minha equipa trabalhamos e cooperamos uns com os outros de modo a ter o trabalho feito *

Marcar apenas uma oval.

	1	2	3	4	5	
Discordo totalmente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo totalmente

30. Sinto-me mais feliz por trabalhar em equipa do que individualmente *

Marcar apenas uma oval.

	1	2	3	4	5	
Discordo totalmente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo totalmente

31. As oportunidades de progressão na carreira são distribuídas de forma justa *

Marcar apenas uma oval.

	1	2	3	4	5	
Discordo totalmente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo totalmente

32. As oportunidades de progressão na carreira são um incentivo para atingir melhor desempenho *

Marcar apenas uma oval.

	1	2	3	4	5	
Discordo totalmente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo totalmente

33. O reconhecimento resulta num aumento do meu desempenho *

Marcar apenas uma oval.

	1	2	3	4	5	
Discordo totalmente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo totalmente

2. A Força Aérea é dotada de um conjunto de valores organizacionais: Lealdade, Integridade, Competência e Excelência. Por favor indique, numa escala de 1 a 5, se as práticas apresentadas suportam ou contribuem para esses valores.

34. "Formação e desenvolvimento" na Força Aérea contribui para os seguintes valores *

Marcar apenas uma oval por linha.

	Discordo totalmente	Discordo parcialmente	Nem discordo nem concordo	Concordo parcialmente	Concordo totalmente
Lealdade	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Integridade	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Competência	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Excelência	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

35. "Avaliação de desempenho" na Força Aérea contribui para os seguintes valores *

Marcar apenas uma oval por linha.

	Discordo totalmente	Discordo parcialmente	Nem discordo nem concordo	Concordo parcialmente	Concordo totalmente
Lealdade	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Integridade	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Competência	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Excelência	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

36. "Desenvolvimento de carreiras" na Força Aérea contribui para os seguintes valores *

Marcar apenas uma oval por linha.

	Discordo totalmente	Discordo parcialmente	Nem discordo nem concordo	Concordo parcialmente	Concordo totalmente
Lealdade	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Integridade	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Competência	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Excelência	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

37. "Comunicação" na Força Aérea contribui para os seguintes valores *

Marcar apenas uma oval por linha.

	Discordo totalmente	Discordo parcialmente	Nem discordo nem concordo	Concordo parcialmente	Concordo totalmente
Lealdade	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Integridade	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Competência	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Excelência	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

38. "Participação na tomada de decisão" na Força Aérea contribui para os seguintes valores *

Marcar apenas uma oval por linha.

	Discordo totalmente	Discordo parcialmente	Nem discordo nem concordo	Concordo parcialmente	Concordo totalmente
Lealdade	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Integridade	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Competência	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Excelência	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

39. "Condecorações e louvores" na Força Aérea contribui para os seguintes valores *

Marcar apenas uma oval por linha.

	Discordo totalmente	Discordo parcialmente	Nem discordo nem concordo	Concordo parcialmente	Concordo totalmente
Lealdade	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Integridade	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Competência	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Excelência	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

40. "Recrutamento e seleção" na Força Aérea contribui para os seguintes valores *

Marcar apenas uma oval por linha.

	Discordo totalmente	Discordo parcialmente	Nem discordo nem concordo	Concordo parcialmente	Concordo totalmente
Lealdade	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Integridade	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Competência	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Excelência	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

41. "Trabalho em equipa" na Força Aérea contribui para os seguintes valores *

Marcar apenas uma oval por linha.

	Discordo totalmente	Discordo parcialmente	Nem discordo nem concordo	Concordo parcialmente	Concordo totalmente
Lealdade	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Integridade	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Competência	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Excelência	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

42. Segurança no trabalho (estabilidade profissional) na Força Aérea contribui para os seguintes valores *

Marcar apenas uma oval por linha.

	Discordo totalmente	Discordo parcialmente	Nem discordo nem concordo	Concordo parcialmente	Concordo totalmente
Lealdade	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Integridade	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Competência	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Excelência	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3. As seguintes questões descrevem o relacionamento com o seu superior hierárquico ou, caso seja o Comandante de Esquadra, com os seus subordinados. Indique em que medida discorda ou concorda de cada uma das questões.

Pretende-se que o Comandante de Esquadra, i.e., superior hierárquico, responda a este grupo de questões com base na relação que tem com os seus subordinados.

Caso seja subordinado do Comandante de Esq. deverá responder a este grupo de questões com base na relação que tem com o seu superior hierárquico.

43. É habitual saber qual a satisfação que o seu superior hierárquico / subordinado tem, relativamente ao trabalho que você como subordinado / superior hierárquico desenvolve? *

Marcar apenas uma oval por linha.

	Raramente	Ocasionalmente	Por vezes	C/ alguma frequência	Frequentemente
1.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

44. Em que medida o superior hierárquico / subordinado compreende os seus problemas e necessidades no desempenho das suas funções? *

Marcar apenas uma oval por linha.

	Nada	Pouco	Moderadamente	Bastante	Muito
2.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

45. Em que medida o seu superior hierárquico / subordinado reconhece as suas potencialidades? *

Marcar apenas uma oval por linha.

	Nada	Pouco	Moderadamente	Bastante	Muito
3.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

46. Independentemente da autoridade formal do seu superior hierárquico / subordinado, qual a possibilidade deste utilizar o seu poder para o ajudar a resolver problemas no desempenho das suas funções? *

Marcar apenas uma oval por linha.

	Nenhuma	Pouca	Alguma	Elevada	Muito elevada
4.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

47. Independentemente da autoridade formal do seu superior hierárquico / subordinado, qual a possibilidade deste o defender mesmo que isso envolva "custos" para ele pessoalmente? *

Marcar apenas uma oval por linha.

	Nenhuma	Pouca	Alguma	Elevada	Muito elevada
5.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

48. A confiança que tem no seu superior hierárquico / subordinado é tal que defenderia a posição dele mesmo na sua ausência. *

Marcar apenas uma oval por linha.

	Discordo totalmente	Discordo	Nem discordo nem concordo	Concordo	Concordo totalmente
6.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

49. Como caracterizaria a sua relação de trabalho com o seu superior hierárquico / subordinado? *

Marcar apenas uma oval por linha.

	Extremamente ineficaz	Abaixo da média	Média	Acima da média	Extremamente eficaz
7.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. Indique até que ponto a sua Esquadra apresenta melhor desempenho do que as restantes Esquadras nas seguintes dimensões:

50. *

Marcar apenas uma oval por linha.

	Muito pior	Pior	Igual	Melhor	Muito melhor
Capacidade de resposta eficaz	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Segurança como fator crítico da missão	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Qualidade dos meios	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ágil, flexível e inovadora	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Empenho no cumprimento da missão	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Appendix 4 – Air Force Informed Consent (Study 4)



24 de Abril de 2020

EXCELENTÍSSIMO SENHOR COMANDANTE DA ACADEMIA DA FORÇA AÉREA,
MAJOR-GENERAL PILOTO-AVIADOR PAULO JOSÉ REIS MATEUS

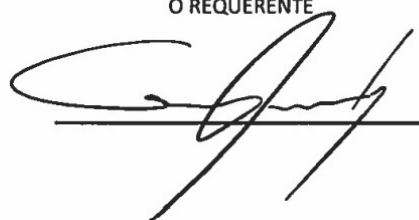
Gonçalo Nuno Balby Antunes Pombo, Tenente, TPAA, 137657-J, na disponibilidade, requer a V.Ex.^a, ao abrigo da carta de acordo entre a Força Aérea Portuguesa e o Instituto Superior de Economia e Gestão, referente à realização do trabalho de investigação científica, autorização para tornar o trabalho público.

Mui respeitosamente,

Pede deferimento,

Lisboa, 5 de abril de 2020

O REQUERENTE



Appendix 5 – Editor Authorisation

International Journal of Intellectual Property Management - (Study 1)

IJIPM-32984

Domingo Ribeiro <domingo.ribeiro@uv.es>
To: Gonçalo Pombo <goncalopombo@gmail.com>

29 July 2020 at 11:08

Yes. I accept it

Enviado desde mi iPhone

El 29 jul 2020, a las 12:06, Gonçalo Pombo <goncalopombo@gmail.com> escribió:

Dear Prof. Domingo Enrique Ribeiro-Soriano,

As a Phd student at ISEG – Lisbon School of Economics & Management, Universidade de Lisboa, Portugal I need an authorization from the editor allowing me to include the paper below as part of my PhD thesis.

THE ASSOCIATION BETWEEN HUMAN RESOURCE MANAGEMENT AND ORGANISATIONAL PERFORMANCE: A LITERATURE REVIEW. DOI: 10.1504/IJIPM.2020.10029935

Im expecting to submit the Phd thesis by the end of August.

Could you please help me get that authorization?

Kind regards,

Gonçalo Pombo

Problems and Perspectives in Management - (Study 2)

Editor authorization to include the paper as part of PhD thesis

Katerina Maschenko_Managing Editor of PPM journal

<k.maschenko@businessperspectives.org>

To: Gonçalo Pombo <goncalopombo@gmail.com>

20 July 2020 at

15:41

Dear Gonçalo Pombo,

The journal "Problems and Perspectives in Management" does not object to the use of materials published in the article "How does work engagement mediate the association between human resources management and organizational performance?" in preparing your thesis.

Wish you all the best!

With kind regards,

Katerina Maschenko

Managing Editor | International Research Journal | LLC "CPC "Business Perspectives"

k.maschenko@businessperspectives.org | https://businessperspectives.org/journals/problems-and-perspectives-in-management?category_id=30 | <http://www.businessperspectives.org>

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Knowledge and Performance Management - (Study 3)

Editor authorization to include the paper as part of PhD thesis

Valeria Matiukhina | Managing Editor | International Research Journals | LLC “CPC “Business Perspectives” <v.matiukhina@businessperspectives.org>
To: Gonçalo Pombo <goncalopombo@gmail.com>

20 July 2020
at 08:01

Dear Gonçalo Pombo,

The journal does not object to the use of materials published in the article “Employees’ perceptions and the relationship between human resource management and organizational performance: a conceptual view” in preparing your thesis.

Wish you all the best!

Kind regards,

Valeria Matiukhina

Managing Editor | International Research Journals | LLC “CPC “Business Perspectives”

v.matiukhina@businessperspectives.org | <https://businessperspectives.org/journals> | <http://www.businessperspectives.org>

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Appendix 6 – Co-author Authorisation



Gonçalo Pombo <goncalopombo@gmail.com>

Trabalhos já publicados ou aceites para publicação, o autor deverá anexar a autorização de eventuais coautores

JORGE FILIPE DA SILVA GOMES <jorgegomes@iseg.ulisboa.pt>
To: Gonçalo Pombo <goncalopombo@gmail.com>

23 September 2020 at 15:53

Olá Gonçalo

Autorizo que os 3 artigos abaixo referidos façam parte da tese de doutoramento.

Cumprimentos

Jorge Gomes

De: Gonçalo Pombo [mailto:goncalopombo@gmail.com]

Enviada: 23 September 2020 15:18

Para: JORGE FILIPE DA SILVA GOMES <jorgegomes@iseg.ulisboa.pt>

Assunto: Trabalhos já publicados ou aceites para publicação, o autor deverá anexar a autorização de eventuais coautores

Boa tarde Professor,

Um dos documentos a entregar com a tese consiste na sua autorização, como coautor, para que os artigos possam fazer parte da tese de Doutoramento.

Neste sentido, solicito por favor, de acordo com o n.º 4 do artigo n.º 23 do Regulamento Geral dos Ciclos de Estudos Conducentes ao Grau de Doutor do ISEG, a sua autorização, como coautor dos artigos, para que os a seguir mencionados, possam fazer parte da tese de Doutoramento:

- Pombo, G. N., & Gomes, J. F. (2018). How does work engagement mediate the association between human resources management and organizational performance? *Problems and Perspectives in Management*, 16(3), 63-79. doi:10.21511/ppm.16(3).2018.06
- Pombo, G. N., & Gomes, J. F. (2019). Employees' perceptions and the relationship between human resource management and organizational performance: a conceptual view. *Knowledge and Performance Management*, 3(1), 46-63. doi:10.21511/kpm.03(1).2019.05
- Pombo, G. N., & Gomes, J. F. (2020a). The association between Human Resource Management and Organisational Performance: A literature review. *Manuscript submitted to Int. J. Intellectual Property Management*. doi:10.1504/IJIPM.2020.10029935

Obrigado