

CONSTRAINTS OF LINE MANAGERS' HR PERFORMANCE: THE IMPACT OF ORGANIZATIONAL CHARACTERISTICS

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The purpose of this study is to investigate which HR constraints line managers perceive in implementing HR practices on the work floor in four Dutch organizations, taking their organizational characteristics into consideration. The literature about devolving HR responsibilities to the line identifies five constraining factors for HR performance, but does not differentiate between different organizational situations and its impact on which constraints are important. We present four case studies, in which we base our findings about which organizational characteristics influence the perceived HR constraints on quantitative and qualitative data of the cases. The qualitative data reveal more organizational characteristics than previously measured in a quantitative way.

Keywords: devolution, line management, case study