

An Analysis of How HR Policies and Procedures Impact on Employees' Performance in New Zealand Organizations

By

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DECLARATION

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This thesis is submitted in partial fulfillment for the requirements for the Unitec, New Zealand, degree of **Master of Business**.

Candidate's Declaration:

I confirm that:

- This thesis is my own work.
- The contribution of supervision and others to this thesis is consistent with the Unitec's Regulations and Policies.
- The research for this thesis has been conducted in approval with the Unitec, Research Ethics Committee Policy and Procedure, and has fulfilled any requirements set for this thesis by the Unitec Ethics Committee. The Research

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Abstract

A major challenge for human resource personnel has been establishing a clear and definitive employees' behavior with the organization strategy. A new scientific model, Ongoing Profession Development (OPD) simplifies this process and enables human resource personnel to achieve greater performance gain by virtue of better alignment of employees' behavior with the strategy. This research study examines the OPD model efficacy in improving Strategic Human Resource Management (SHRM) outcomes.

The study was conducted in only eleven New Zealand service based organizations due to the limited nature of the research project being undertaken. The result from this research study is based on the responses collected from interviews of one HR manager from each organization and survey responses from five employees of each organization.

The study assesses the effectiveness of SHRM in relation to the extent of the presence of OPD model elements in the organizations' SHRM processes. The study utilizes statistical procedures and mathematically ascertains that a direct relationship exists between SHRM outcomes and the presence of OPD model elements.

This research study reveals that a better performing SHRM in an organization has a higher degree of presence of OPD elements. Organizations can experience an increase of 12% in performance with the incorporation of the OPD model in their SHRM process. Although the findings are in conjunction with existing empirical evidence, they are obtained mainly from service organizations which is a limitation of this study, but this decision was made because people are extremely critical to the success of this type of organizations in any economy in the world. However better results could perhaps be obtained if a larger and more diverse sample of different industries is researched by future research scholars.

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Abbreviations

CEO	Chief Executive Officer
CPA	Certified Public Accountants
HR	Human Resource
HR-KPI	Human Resource - Key Performance Indicator
HRM	Human Resource Management
KPIs	Key Performance Indicator(s)
KSI	Key Success Indicator
MR	Multiple Regression
MRC	Multiple Regression and Correlation
OPD	Ongoing Professional Development
OPDPPL	Ongoing professional development profit profile link
OPD-SHRM	Ongoing Professional Development – Strategic Human Resource Management
P/PC	Production/ Production Capacity
PIM	Performance Information Market
PPMC	Pearson Product Moment Correlation
RBV	Resource Based Model
RHS	Right Hand Side
SHRM	Strategic Human Resource Management
SPSS	Statistical Package for the Social Sciences
UREC	Unitec Research Ethics Committee
VP	Vice President

Chapter 1: Introduction

1.1 Background

The researcher aims to explore the possibility of change in existing Strategic Human Resource Management (SHRM) procedures and practices within the organization to enhance it further by improving employee productivity, work satisfaction and work-life balance in order to obtain their required commitment to the accomplishment of goals, thereby increasing organizational profitability. The research explores the possibility for implementation of Ongoing Professional Development (OPD) theory and assesses the efficacy of OPD theory in enabling the best balance of HR policies. The research uses one to one interviews and a questionnaire as the principal research methodology.

An effective framework of Human Resource (HR) policy involves balancing three key factors. The first key factor is having an effective framework of hygiene factors (Herzberg, 1986) including compliance. The second one is the application of the best organizational design strategy whereby the key actions required for organizational success are the central focus of the person's mind and effort. The OPD theory is the third key factor which offers an alternative organizational design. Implementation of Ongoing Professional Development – Strategic Human Resource Management (OPD-SHRM) is fully aware of Hertzberg's motivational factors and combined with the hygiene factors represents an integrated motivation system.

1.1.1 Production/Production Capacity (P/PC) balance for sustained and mutual benefits

There is a well-known story of “the goose that lays golden eggs”. The goose that laid the golden eggs was killed by a farmer and his wife because they were greedy to have more eggs all at once. In his famous book, “The 7 Habits of Highly Effective People”, the author, Covey (2013) takes the illustration of the above story, “the goose laying golden eggs” and explains the recipe for “True Effectiveness.”

He explains that “True Effectiveness” is determined by two variables, 1) What is being produced and 2) Production Asset or Production Capacity. In order to consistently and continually keep exhibiting “True Effectiveness”, one must take care of both the variables that are: 1) What is being Produced, which is the golden eggs in the illustrated story and 2) Production Asset or Production Capacity that is the “goose” in the context of the illustrated story. Covey (2013) calls it a P/PC balance, i.e. Production/Production Capacity balance.

Had the farmer taken good care of the goose, the Production Capacity, he would have continued getting the benefits of the golden eggs, the Product.

The effectiveness thus lies in the balance, the P/PC balance. The same holds true in an organizational context. In a typical organization, the P/PC balance is particularly important as it equally applies to the human assets of the organization. The human assets are the Production Capacity in an organization. As long as this is being taken care of properly and is kept in well maintained and polished order, the organization will continue reaping its benefits in terms of organizational profits. There are organizations that do a whole lot of activities in order to please their customers and keep them happy. But they completely ignore their own people, the employees who deal with their customers, and they thereby run the risk of suffering the same misery like that of the farmer of the ‘the goose laying golden eggs’ story (Covey, 2013).

Covey (2013) says, “You can buy a person's hand, but you can't buy his heart. His heart is where his enthusiasm, his loyalty is. You can buy his back, but you can't buy his brain. That's where his creativity is, his ingenuity, his resourcefulness” (p. 28). The role of Human Resource Management in an organization should be to achieve the same and thus it becomes critical. Its role is to buy the heart of the people, to get them enthusiastic, being creative, motivated and engaged in their roles and organizational activities (Covey, 2013).

1.1.2 Continual change in HR practices and HR practitioner’s roles

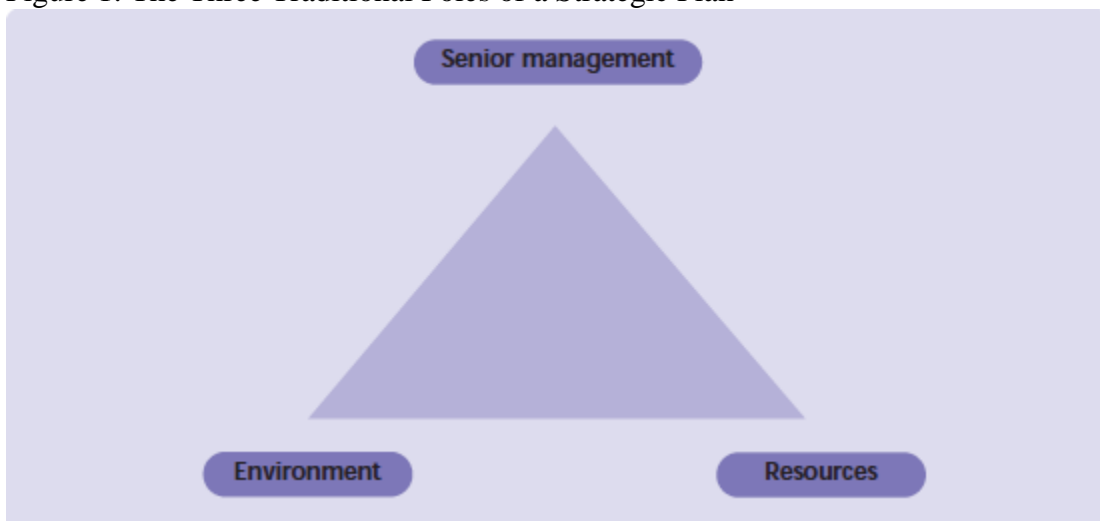
Human resource experts are expected to introduce changes in policies that will bring positive changes to the organization with respect to its profitability as well as employee work-life balance. Ultimately employees are concerned with having both a good job and a life beyond work. There is a need for HR experts to implement policies and practices that will increase employees’ commitment (Du Plessis, 2006). Increasing competitive pressures and tougher business environments initiated the HR functions to be gradually perceived as a ‘specialist’ role (Macky, 2008). The role of HR is critical as they need to continuously monitor and assess the policies to evaluate how effective they are in providing employees with their much-needed work-life balance and work satisfaction, while at the same time ensuring that in an attempt to accomplish this, the organization is not taking a toll on itself. The culture and economy do not remain the same over time. A set of policies that might have been useful in the past can no longer stay equally effective in current time. That is what makes the role of an HR practitioner so crucial. According to Monks and McMackin (2001),

“The human resources–business strategy alignment cannot necessarily be characterized in the logical and sequential way suggested by some writers; rather, the design of the Human Resource Management system is a complex and iterative process” (Bratton, 2007, p. 37). HR practitioners need to facilitate organizational change and implement the necessary HR practices to guarantee success (Joerres, 2006). They are required to carefully analyze the current policies in the organization and in collaboration with employees’ opinion introduce changes that can be in the best interest of the organization and of employees at the same time.

1.1.3 Strategic Human Resource Management is a mix of three variables

Strategic Human Resource Management came into existence some years ago and since then it has evolved through many forms and is driven by many theories (Lengnick-Hall, Lengnick-Hall, Andrade, & Drake, 2009). Hill and Jones (2001) described SHRM as an action a company takes to attain superior performance. The Strategic Plan in the organizational context is determined by the right mix of three variables also called interdependent poles.

Figure 1: The Three Traditional Poles of a Strategic Plan



Source: Aktouf (1996) as cited in Bratton (2007, p. 38)

The three variables are the senior management which determines the top level decisions, the external environment which typically can be considered as market conditions and the third variable is the resource available to the company (Bratton, 2007). This research is more concerned about the third variable, ‘Resource’. More specifically, this research concentrates on human capital adding value to the organization’s result. With human resource strategy, the emphasis is on strategic decisions taken by management regarding HR policies

and practices which influence the employees' effectiveness such as roles formulation, selection and training, development, appraisal, motivation and controlling the employees (Bratton, 2007).

1.1.4 Resource based and control based SHRM

During the early 1990s, three different models of HR strategies evolved from the HR literature. The initial predominant model was control-based which was based on the view of HR in which management monitors the human resource and controls them to churn out the performance or required behavior. Another model was the resource-based view and was based on a relationship of exchange between employer and employee. In other words, this model was grounded on employees' behavior, attitude and on the quality of manager and subordinate relationship. The third model, an integrative model as cited by Bratton (2007) was provided by Bamberger and Meshoulam (2000). They proposed that the resource based model and the control based model, were both two main dimensions of SHRM. The integrative model had characteristic attributes of both the resource based and control based models (Bratton, 2007).

1.1.5 Resource Based View (RBV) model

As cited by Carraresi, Mamaqi, Albisu, and Banterle (2012), the traditional model of the RBV was theorized in 1991 and is still acknowledged, after 20 years as one of the most useful models for studying and analyzing managerial relationships (Barney et al., 2011; Crook et al., 2008). This RBV formed an important and crucial basis for the evolution of SHRM. Although today's Strategic HRM did not actually result from RBV alone, RBV shifted the attention of strategic literatures and HR theorists towards organization resources. It endorsed human capital as a potential scope for gaining competitive advantage by leveraging it rather than just being dependent on tweaking, manipulating and responding to external factors like industry position, market scenario, government policies, etc. (Hoskisson, Hitt, Wan, & Yiu, 1999). Increased acceptance of human capital as organizational resources for competitive advantage enabled HR theorists to legitimately assert that people must be considered in strategic decisions while formulating organization success plans. As a result, the RBV model helped turn the spotlight on 'people', and human capital came onto the radar in the strategic literatures of SHRM. Concepts like knowledge management, training, development and leadership started to emerge to further substantiate the importance of human capital as an internal resource of the organization (Wright, Dunford, & Snell, 2001). A compelling statement from Barney (1991) suggested that

competitive advantage can be sustained by transforming the human resource into a heterogeneous and immobile capital. It implicitly meant to look for the scope of competitive advantage by nourishing and cherishing the human capital. The heterogeneity and immobility of resources meant having a varied range of expertise and skill sets and maintaining the knowledge just within the organization. Maintaining the knowledge within the organization was a guarantee that these resources cannot be easily bought, transferred, or copied, and would simultaneously add value to the organization while being rare to the competitor organizations. There was strong evidence in favor of the RBV model (Crook, Ketchen, Combs, & Todd, 2008). Resource based SHRM oriented the strategic HRM towards concentrating the attention of HR theorists towards finding means for further improving and leveraging the human capital. The resource-based SHRM model outlined the emphasis on the quality of human resource as a strategy for sustained competitive advantage.

Despite the resource-based SHRM model becoming a general trend to train employees in the workplace, there is little evidence or empirical data to suggest that many firms actually started adopting this HR strategic model (Bratton, 2007). This research study tries to explore this area of SHRM. The purpose of this research study is therefore to analyze the SHRM of today and determine whether organizations practice this HR strategic model. It also examines how effective it has been to improve employees' performance to produce better throughput while letting the employees enjoy their work-life balance. This research is also primarily focused on the new OPD theory, in the context of current SHRM, known as OPD-SHRM.

Resource-based SHRM lead to an alternative leadership paradigm labeled in different ways as 'transformational leadership' by Tichy and Devanna (1986) and as 'charismatic leadership' by Conger and Kanungo (1988) and it became a prerequisite for a resource-based SHRM model. Leadership is a process by which an individual can exert influence on others in the organizational context (Bratton, 2007). The scope of a manager has widened in today's organizational scenario, as now they are expected to possess leadership ability so they can foster the right attitude in organization human capital. They have the role of a leader to play and influence their employees to get them motivated, engaged and committed and produce innovations and change in organization work culture (Bratton, 2007; Guest, 1997). In the organizational context, the managerial leadership is mostly defined by the HR literature as a

process for the manager to exercise in order to influence its employees to transform them into idealistic behaviors. Kotter (1996) emphasizes the criticality of leadership in an organizational context and says it is the core of any revolutionary organizational change. As cited by Bratton (2007) the work of many writers (Agashae & Bratton, 2001; Barney, 1991; Senge, 1990) have suggested a strong linkage between learning, leadership and organizational change and also there are examples of failures of organizational re-engineering due to lack of leadership competencies in influencing employees to adapt to the organizational change (Hammer & Champy, 2009). This all makes it quite evident that leadership is a key constraint on the development of resource-based SHRM (Bratton, 2007).

1.1.6 Ongoing Professional Development for effective human capital leverage

OPD-SHRM is in a way more detailed and a methodology on a microscopic level for organizations' leaders to achieve greatest staff performance. OPD theory makes the HR to play significant role in strategy rollout. It is the most thoroughly grounded intellectual foundation for HR available globally. It is being proved in clients and needs validation by research. OPD is slowly gaining popularity (Little & Nel, 2008; OPD International Limited, 2014b).

1.1.7 Ongoing Professional Development model evolution

Consequently, the leadership model drives its followers to work beyond their mere contractual agreement of employment. As Bratton (2007) says, "To go beyond the rhetoric, however, such popular leadership models shift the focus away from managerial control processes and innate power relationships towards the psychological contract and the individualization of the employment relationship" (p. 60).

In 1920, an experiment was conducted known as the Hawthorne experiment. It was particularly intended to find a theoretical solution to a leadership question, "How does a leader achieve greatest staff performance" (Nel & Little, 2010, p. 43).

The research findings by Dr. Little regarding the key to achieving human performance succeeded in formulating a framework for this. Researchers put their best efforts into finding the underlying issues and factors which affect and reduce the efficacy of performance, but even after ninety years of extensive research and numerous literatures generated, they could not agree on a scientific, systematic answer to the question (Nel & Little, 2010). Dr. Little took the research forward and explored the underlying issues and was able to formulate a

theory that scientifically explains and provides a logical reasoning to the question “How does a leader achieve greatest staff performance?” (Nel & Little, 2010)

Dr. Little’s proposition is the firm answer to the question, “How does a leader achieve greatest staff performance?” and named the formulated theory OPD-SHRM (Ongoing Professional Development - SHRM) (Nel & Little, 2010). This theory was based on the leadership attributes of the manager in encouraging and influencing the employees for the mutual advantage of both the employee and the organization. The outcome of OPD-SHRM is significant, and many New Zealand organizations have benefitted by implementing the OPD model in their SHRM and are experiencing a substantial performance boost with their employees in terms of their effectiveness, efficiency and as well as in terms of their improved satisfaction level with the organization (Little, n.d.; Nel & Little, 2014).

This research project will focus on the awareness of OPD-SHRM in New Zealand Organizations and whether organizations are positive towards its adoption. A comparative analysis of SHRM and OPD-SHRM will also be undertaken to find out if there is any commonality in existing SHRM being practiced in organizations and the elements of OPD-SHRM theory, and if the researcher finds some degree of OPD-SHRM already present then it will be established how effective that SHRM of the organization has been in terms of employees’ performance and their work-life satisfaction.

1.2 Research aim and objectives

The aim of this research is to analyze SHRM in New Zealand organizations to identify the relationship between OPD-SHRM and SHRM effectiveness.

The research study entails some objectives to fulfill the aim of this research. The objectives for this research project are:

1. To assess SHRM in New Zealand organizations for its effectiveness in achieving SHRM outcomes.
2. To measure the extent of the presence of OPD elements in SHRM in New Zealand organizations.
3. To measure the conformance of the behavior of employees with OPD as a model.

4. To contrast the existing SHRM practices in New Zealand organizations with the OPD model.

1.3 The research question

This research attempts to identify the HR practices implemented within an organization and analyze their effectiveness and also to understand how close it is to the OPD model. More explicitly it examines what it will take to implement an OPD-SHRM model in the existing HRM system. Times have changed and now employees see the organization differently. The employees, while working for the organization, expect in turn, organization commitment towards offering its employees a work-life balance such as offers that allow them to lead a life outside work. In this way they could pursue their personal life along with working for the organization. Their demands are not just limited to a better salary, but they expect the organization to take care of them. Now there is a new generation of employees born after 1980 called Generation Y. They need to be handled and treated differently by HR practitioners. The same old HR strategies and practices do not fit perfectly with the Generation Y employees. Hence, a need arises for a new set of HR policies and practices that could make the employees feel that the organization is equally concerned about them and gaining their commitment to the organization (Du Plessis, Paine, & Botha, 2012).

HR practitioners thus need to keep assessing the policies periodically to identify the ways they can be changed to suit employees and to help them achieve their goal of work-life balance. Open communication is required between HR and employees. It is important to know which policy affects them adversely and how their work and throughput can be increased.

Based on the aim and objectives of this research, the researcher will thus seek answers to two research questions:

Research Question 1: Does SHRM in New Zealand organizations contain elements of OPD-SHRM?

Research Question 2: Is the OPD-SHRM model better than existing Human Resource Management practices?

The second and fourth research objectives will help the researcher answer research question one and the first, second and third objectives will help the researcher answer research question two.

1.4 Limitations of research

- It may be that employees might not furnish exact and correct information because of loyalty to their company, and not wanting to share facts about their company that may not pose a positive picture of their organization.
- Even though explicitly informed of maintaining their anonymity, an employee may not feel safe to always furnish correct information.
- HR personnel would be the group that may be most reluctant to reveal their way of handling employees, which might affect the findings.
- Only a very limited number of organizations are researched in this project and may not be representative of New Zealand industry in its totality as it is exploratory only. A more in depth study is therefore appropriate to get a more representative response on OPD.

1.5 Outline of thesis

This thesis is organized into six chapters. A summary of each chapter is presented below:

Chapter One is the Introduction to the thesis. It details the background of the research. Opening with explaining the core role of HRM from an employee's performance perspective, the chapter emphasizes the management of people for the continual benefit of both people and the organization. The background presents a very brief overview of traditional HRM transiting to Strategic HRM and discusses OPD-SHRM, a new model of SHRM as an effective approach for augmenting human resource. This chapter further outlines the research questions, objectives and limitation of the research.

Chapter Two is the Literature Review and presents a review of SHRM development and its shortcomings which were observed. A new approach, OPD-SHRM, is presented as a better way for linking people and the organization. This chapter presents a description of the OPD-SHRM model showing how the new model is different from SHRM and can be an

efficient model. The chapter explains this new theory in the backdrop of current SHRM practices.

Chapter Three is the Methodology and lists all the aspects used to conduct this research study. The chapter presents the sampling technique and participants' selection procedures used during this research. It also presents the methods of primary data collection used in this research and discusses how the procedures and the data collected will be utilized for answers to the research questions. At the end, the chapter explains the ethical considerations observed during the research study.

Chapter Four is the Results and presents all the data collected during the research study. The chapter separately presents the qualitative and quantitative data. The quantitative data are presented and illustrated with charts, bar graphs and tables whereas qualitative data are presented as a collated summary of all interview respondents. There is also a quantitative representation of qualitative data on the basis of respondents being in favor, against or neutral in their response to a proposition.

Chapter Five is the Analysis and Discussion of the Research Findings and presents a statistical analysis of the resulting data. The chapter illustrates statistical derivations for finding answers to the research questions. The statistical figures and calculated numbers are presented in forms of tables and equations.

Chapter Six is the Conclusions and Recommendations and presents the synthesis of this research study. The chapter provides answers to the research questions and cites the limitations of this particular research study along with providing recommendations for future research.

1.6 Summary

This introduction presents the research topic and provides a glimpse of what is ahead in this research. It offers a brief outline of OPD-SHRM, which is a relatively new approach in HR management in the organization and is still under scrutiny, though many organizations have already adopted it and are confirming better outcomes. This chapter contains an outline of the evolution of HRM from primitive HRM to SHRM and introduces OPD theory, a relatively new theory, based on scientific experiment. OPD theory provides an answer to the leadership problem of achieving greatest staff performance in the SHRM of an organization.

The next chapter is Literature Review. It presents an in depth investigation of the literature relevant to the field of SHRM and OPD theory.

Chapter 2: Literature Review

2.1 Introduction

This chapter details the developments in the literature about Strategic HRM and contrast of the relatively new OPD theory mainly regarding the performance effect of SHRM and OPD-SHRM. The focus is on presenting the literature on the OPD theory and SHRM practices currently used in organizations which are relevant to the research aim and objectives of this research study. Starting with Section 2.2, this chapter presents the literature describing SHRM and varied opinions of theorists on SHRM effectiveness in aligning people with the organization's strategy.

Sections 2.5, 2.6 and 2.7 present the literature on OPD theory with emphasis on the literature about OPD theory as a new approach which addresses the shortcomings of traditional SHRM in a better and more scientific way. Section 2.9.1 illustrates OPD theory relative to SHRM practices in its approach to simplifying and better aligning the link between strategy and people in an organization in an SHRM context.

Section 2.9 details the evidence of clients with better results with OPD theory and presents an illustration from the literature of OPD theory which shows the potential profit gain an organization can have by incorporating OPD theory in their SHRM.

2.2 Strategic Human Resource Management

SHRM is a set of HR processes that evolved from studying people behaviors in an organization where they work together to achieve organization goals. There have been tremendous changes during the past hundred years. The way an organization works and does business, the change of vision and goals that an organization pursued 100 years back, the way social structures and societies have evolved over time, people's lifestyles, priorities and needs have changed to an enormous extent. As people, organizations and businesses have changed so much in the last 100 years, this implies the same old HR practices and procedures must not hold true in today's scenario. HR practices are science based on empirical evidence (Ravand, 2014).

As defined by Graetz, Rimmer, Lawrence and Smith (2006), SHRM is "The design and implementation of internally consistent policies and practices, which are aligned with the organization strategy, to ensure employees contribute to the achievement of business objectives" (p. 218). This interpretation of the definition of SHRM from Graetz et al. (2006)

looks as if merely the implementation of smartly designed policies would get the employee contributing towards the business objectives. The question is how the employees' perspective would change with the introduction of a system however smart it is. Employees themselves are separate entities from the organization systems. They are influenced to act differently, and there must be a mechanism in place to get them engaged and involved in the new system however smart it is. In contrast to this, we have another definition by Little (2011) which accounts for employee behavior indicating that the design of the policy alone is not sufficient but SHRM requires an alignment of staff behavior with the annual goals and targets. The emphasis is more on getting the consent of the staff to their willingness to follow through the strategic policies. An administrative consent would be inefficient and would serve no purpose without having the alignment of the minds of staff (Little, 2011). There are many different presentation of SHRM suggested by HR theorist which failed to explores strategy and link it judicially with HRM. There has been many different presentation of SHRM from HR theorist which presents HRM as exploring strategy in different dimensions in an attempt to link HRM with the strategy (Boxall & Purcell, 2011).

Too many different presentations of SHRM begin and end with HRM exploring strategy in shallow and superficial ways, and probably only in so far as the concepts directly link to HRM (Boxall & Purcell, 2011).

2.3 Evolution of Strategic Human Resource Management

There has been a numerous change in the HR profession in the last 100 years. With ever changing business and the rapidly changing economy and market, the HR profession has been continuously evolving and has its scope broadened with new and different roles and responsibilities. Looking back at the time of the industrial revolution during the period from 1820 to 1840, one will realize that there has been much development in HRM and the concern was to increase profitability in businesses. The decade of 1980s was a period when the economic growth was most chaotic, and there was an intense need for HR functions to be more proactive. HR professionals were looked upon for their significant contributions in looking beforehand for any human resource crisis and being equipped with the ability to prevent or at least mitigate them (Gilbertson, 1984). This was the period when the validity and existence of HR was looked upon as doubtful. Ulrich, Younger, Brockbank and Ulrich (2012) admit this and say, "HR has not done a viable job of communicating to non-HR observers the value that HR creates" (p. 5). This lead to a significant amount of research on

HR practices enabling HR to actually participate and play crucial roles in effecting organization profitability and performance.

Major development in SHRM practices happened during the last two decades. During the last two decades human resource management (HRM) has attracted considerable attention for being perceived as a distinct approach to dealing with issues related to management of people (Guest, 1997). In the literature of HRM, a significant development occurred regarding management of people and issues pertaining to it. The roles of the HR practitioner are expanding. Besides just strategically dealing with leveraging human capital and delivering administrative services on a day to day basis, HR functions are expected to do a lot more. HR practitioners are now looked upon as strategic business partners and considered leaders of change (Haggerty & Wright, 2009) cited in (Nel, de Wet Fourie, & du Plessis, 2013). As a consequence of a volley of criticism and questions on the validity of HR functions in the last decade, a significant amount of research on HR functions followed. It eventually magnified the scope of HR which is now reflected as the effect of their practices in organization performance (Ulrich et al., 2012). The competitive industry and demanding market pushed HR practitioners to go beyond their boundary and restructure themselves to expand their functional areas (Bryson & Ryan, 2012).

2.4 Shortcomings of Strategic Human Resource Management

According to Guest (1997), there has still not been enough development in SHRM to appropriately define it as a theory with a theoretical construct. Despite this, SHRM seemed to have gained the interest of HR practitioners and was making sense in the organizational context. The then underlying theoretical foundation of SHRM was severely criticized, and many theorists called for the formulation of a concrete theoretical construct for SHRM (Dyer, 1985; Bacharach, 1989) as cited in (Alcazar, Fernandez, & Gardey, 2005). There were two main reasons for this severe criticism. Firstly, HRM, which is believed to have formed the basis of SHRM, had not any defined theoretical framework (Keenoy, 1990; Noon, 1992; Legge, 1994 as cited in Harris & Ogbonna, 2001). The second reason was perhaps the more important one. The concept of SHRM was formulated by many researchers who approached it from different perspectives. There was not any account or attempt to identify the common thread between different perspectives while laying the theoretical formulation of SHRM (Delery & Doty, 1996). An appropriate approach would have been first to assess the viability and adoption of the ideas that came from diverse perspectives and situations and then address

them appropriately in the resulting derived construct of the SHRM framework. In many presentations of SHRM, it was shown to be based on HRM but in a shallow and superficial way of incorporating strategy. SHRM could not yet be presented as a distinct and direct concept (Boxall & Purcell, 2003).

2.4.1 Strategic Human Resource Management is looked upon by researchers as doubtful as a link to organization performance

Although there is a general conception that SHRM is linked with organizational performance, there is comparatively less understanding of the kind of linkage that there is between SHRM and organization performance. SHRM implementation has been really effective in improving organizational performance yet has not been well supported by enough empirical evidence (Harris & Ogbonna, 2001). Whatever research has been conducted on it seems not to satisfy the HR theorists and many have argued that linkage between SHRM and performance requires greater conceptual development and further empirical research (Guest, 1997; Huselid, Jackson, & Schuler, 1997). Perhaps not all factors and variables are being considered; they need to be identified and should be accounted for in evaluating the degree of impact of SHRM on performance. Identifying all organizational variables and factors is important in researching the linkage between the two entities SHRM and Performance (Harris & Ogbonna, 2001).

Researchers seem to have developed SHRM from HRM in order to emphasize the importance of the concept of effective functioning of the organization. Many HR authors have written about the direct association and linkage of SHRM with organizational performance. High performing organizations have been observed to have adopted some HRM policies which they can link to organizational strategies. Harris and Ogbonna (2001) say that regardless of SHRM becoming very popular there is very little evidence of SHRM being associated with organizational performance. There is not much systematic evaluation of research to analyze the linkage between SHRM and organizational performance.

During the evolution of SHRM, the emphasis was on finding strategies and ways to improve organizational performance. There was not much development and research into methods which could adequately determine the efficacy and outcome of SHRM implementation. There arose a need for the ability to evaluate SHRM. The call for an effective method to determine the outcome of SHRM started taking center stage only in recent times.

While examining the relationship of HRM and organizational performance, Rogers and Wright (1998) proposed a Performance Information Market (PIM) system. PIM provided a mechanism for researchers to evaluate the objective fulfillment of stakeholders in different market conditions and enabled stakeholders to evaluate how well an organization is progressing towards achieving its organizational goal. It was somewhat similar to a balanced scorecard approach as suggested by Kaplan and Norton (1996).

This approach of a PIM system as suggested by Rogers and Wright (1998) was appraised and accepted by many authors over time. However, this approach and method of determination of SHRM effectiveness only holds good for non-profit and public sector organizations, as here traditional financial measures of success are deficient in criteria. SHRM still lacked a more generic, broader and global methodology for determination of its effectiveness on organizational performance.

2.4.2 Strategic Human Resource Management overlooking the ethical perspective

So far, research only emphasized enabling SHRM for improving organizational performance. Kaye (1999) raised concerns regarding the ethical perspective of SHRM. SHRM had only been researched from an organizational or managerial perspective and probably less had been done to observe its effect on employees of the organization. Kaye raised questions as to whether SHRM development was ethically right for the employee as well. The author suggested that SHRM might be improving the bottom line but at the expense of employees. It actually may have been hurting the employees because they were viewed only as a 'commodity' variable among many other variables while factoring in the determination of SHRM. Kaye emphasized the need for a broader scope of SHRM which also includes concerns for an organization's employees too and indicated the need for SHRM to be researched from an ethical perspective of employees as well and not just from managerial and organizational perspectives.

Surprisingly SHRM is not yet believed to be able to harness human capital, the most primary component in an organization's success and performance. According to Hatch and Dyer (2004); Hitt, Biermant, Shimizu and Kochhar (2001); Kor and Leblebici (2005) leveraging human capital is one promising area where SHRM needs to concentrate and improve.

Perhaps researchers see the scope for further improvement in the way SHRM addresses the utilization of human capital. Leveraging human capital represents a means by which organizations can achieve competitive advantage through their human resources (Sirmon, Hitt, & Ireland, 2007). Hamel and Prahalad (1993) identify six techniques to leverage human capital: (1) Concentrating: concentrating the efforts of individuals, a unit and finally the entire organization on a single strategic central point so the effort from togetherness can produce magnificent results which otherwise would not be possible individually. (2) Accumulating: building up a reservoir of knowledge and expertise in the organization and preserving it over time. (3) Complementing: Applying a strategy to blend diverse skillset resources in balanced proportion to augment their mutual value. (4) Enhancing: Improving resource capabilities, keeping them sharp and developing them for broad applications. (5) Conserving: conserving resources, reutilizing them and shielding them. (6) Recovering: Implementing strategies that would help in expediting the rate at which benefits are experienced. Though they are six techniques to leverage human resources, researchers have explored only one technique which is 'Complementing'. Other techniques are yet to be explored in order to be able to utilize human capital fully (Lengnick-Hall et al., 2009). This is one area where SHRM needs to improve and have strategic means which could leverage human capital in full from all the six facets of human capital leveraging construct.

2.5 Ongoing Professional Development - Strategic Human Resource Management; a breakthrough, a new ground of study

After all the research and advents in SHRM and despite its shortcomings and gaps, it has come a long way and has proved its worth in employees' engagement. During its evolution, there has been a need to target areas which have been overlooked in the construction phase and address them properly. A breakthrough in required to investigates how organizations link HR to strategy in SHRM context to SHRM impact on organizational performances (Cascio & Aguinis as cited in (Lengnick-Hall et al., 2009).

Within an organizational SHRM context, when a strategy is planned, relevant processes are created for the roll out of the strategy within the organization. After a new strategy is designed, the role of HR then kicks in, and HR implements the processes within the organization which enables the employees to become committed and engaged with the new strategy for the success of organizational goals. OPD-SHRM is a new scientific approach that redefines this traditional process in an SHRM context which HR has been using to implement for the rollout of new organizational strategy. This traditional approach or

process for the rollout of strategy is based on thinking about the linkage between people and the organization that has not changed in about 100 years of evolution of SHRM and hence it gives rise to a question, whether there could be a better way to link people and the organization in a more integrated and focused way than has been done in the past (OPD International Limited, 2014b)

Innovations in science have proved that whenever there was a discovery or formulation of a new intellectual theory, it led to inventions of new technologies and gadgets greatly improved from the then existing one. The OPD theory is such an improved scientific foundation of the linkage between people and organizations. It is an invention of a set of processes, OPD-SHRM, which comprises a new scientific approach for managing linkage between people and organizations (OPD International Limited, 2014b). This theory empowers HR to roll out a strategy in a better perceived way to have greater organizational success. It empowers HR to have SHRM produce better results via OPD-SHRM. It provides HR with a new improved scientific set of processes for strategy roll out which is more manageable, measurable and portable in the sense that it enables HR to delegate its responsibilities among managers and team leaders for strategy implementation and even post-implementation monitoring. This definitely simplifies the activities of HR for formulation of the process for strategy rollout, implementation, post-implementation monitoring and finally the assessment of success thus obtained. With OPD-SHRM, HR can experience even better results in an SHRM environment in comparison to what HR has been experiencing by following the traditional process of strategy rollout.

OPD-SHRM concentrates on human psychological thinking and behavior to understand them and identify scenarios and environments in which human capital can be more efficient and productive in an SHRM environment. The best thing about OPD is its approach. It looks from the psychological perspective of human behavior. It concentrates more on channeling human capital efforts towards working with increased performance and throughput. OPD-SHRM enables HR personnel to achieve greater efficiency of human capital and a higher degree of alignment of employees with the organizational strategy. This eventually results in employee performance throughput which could be many times higher than what could have been achieved with the traditional process for strategy rollout. OPD-SHRM is a new dimension of linkage between people and the organization, and it aids

SHRM in more successfully setting a direction for employees to align with organizational strategy. This will further augment the success rate of SHRM.

The possibilities are great. A large quantity of human capital is currently idle and requires stimulation which can produce magnificent results. For instance, work-life balance is one paramount theme of SHRM. It has been a buzz word in the SHRM arena for more than the last 25 years. However, has SHRM really been able to provide for the employees the much needed work-life balance? Perhaps it has to do with the way SHRM addresses this. Nowadays technology is so much infused in everybody's life that the employee is available all day. They are always involved; they read emails at night and can send emails while shopping. The increased demand of technology is making them burn out quicker than ever. They now have an increased need for work-life balance so they do not wear out and become drained. Has the encroachment of technology into employee energy and time been accounted for or does SHRM still use its traditional approach for addressing employees' work-life balance? These are all just examples of the increased demands of work-life balance in the current workforce (Jackson, 2009).

According to Jackson (2009), it is inefficient to look at work and life as separate entities. Work is such an integral part of our life that trying to separate them is like trying to separate sand and beach. On a bad day at the office, the employee carries this home mentally, physically, emotionally and biochemically. He/she can be more successful if he/she is allowed to bring more of him/her to work. Rather than trying to separate work from life, a more fruitful option would be to find how the employee can bring his/her joy, enthusiasm and his/her fun part to work so he/she enjoys his/her work and work would feel like play. The words, 'child' and 'play' have the same meaning as 'education' in ancient Greece. Successful people like Prime Minister John Key did not feel their work was exactly like work but what they did on a daily basis was their play (Jackson, 2009).

As cited in Tuttle-Yoder and Fraser-Nobbe (1996), Hans Selye, the discoverer of the General Adaptation Syndrome (GAS), is a researcher in the field of stress. According to Hans Selye, there are two types of stress. When employees are faced with a situation where they are expected to perform more than what their skill set is, they will suffer from distress. In a situation where they face a challenge very easy for them, they would not feel stressed but then they will lose interest and this would not bring out their peak performance. Another good type of stress is eustress. This is a good type of stress which employees experience only

when they are given a challenge that is just hard enough for them to tackle with their skill set. This kind of stress will encourage employees to push their limits. Such a challenge will entice them, and they will tend to get absorbed and become involved in working on the challenge to experience the ultimate satisfaction once they come through the challenge successfully. Eustress is good, and that is what HR practice should be trying to achieve in the employees' environment. Now this whole discussion concentrates to a single point which is to identify the assignment which is just difficult enough to product eustress in the employees (Jackson, 2009).

In an OPD-SHRM approach, one can see this human physiological phenomenon as a basis for achieving improved employee efficiency. Typically in an SHRM environment, the idea revolved around not stressing the employees and just leaving them satisfied and working on their own. It was believed that an employee performs best when not under stress. With this approach of SHRM, the employee never has an opportunity to deal with challenges that can set the necessary eustress in them and that can drive the employee's performance to the peak. However with an OPD approach in SHRM, the employee faces challenges. The employees are asked the ideal actions that they can pursue and choose for themselves. Ideal actions are actions that the employees must perform in order to succeed in an employee's role. This is this best thing about OPD-SHRM. The manager sits down with the employees to decide on their ideal actions. By letting the employees chooses their ideal action, the manager is allowing the employees to accept the challenges which are complex and hard enough, but they think they can handle. They can choose a very easy challenge for themselves, but that is why the manager is there. The risk of employees selecting actions that would be too difficult and could create unnecessary stress in the employees is thus ruled out as the employees themselves have chosen the right actions. The employees have accepted a challenge that is just difficult enough to be tackled by their skill set. Even if the employees have some thoughts that they are attempting a difficult task, they have prepared themselves to take that on and to bring it upon themselves. This sets the stage for necessary eustress in the employees to achieve peak performance. Scientifically, biologically and physiologically OPD-SHRM in this way seems to enable employees to stretch themselves to their performance limits.

This is just one example supporting and justifying the OPD-SHRM model as an approach that brings out the best of the employees. Besides just the justification, there is

empirical evidence of performance effect of OPD-SHRM model that supports arguments of Nel (n.d.) that “Given the current intellectual development which culminated in the OPD model, it is noteworthy that the model has been proven with clients in New Zealand who adopted it, since 2008. It is therefore apparent that the OPD approach also entails practical solutions and is probably 10 years ahead of current thinking in this field” (p. 1).

The question of the exact causal link between organization strategy and employees’ behavior formed the foundation for the formulation of the OPD model and the system of organizational design. Improved social science tools were developed in order to determine answer to the question of the exact causal link between organization strategy and employees’ behavior which led to the formulation of the OPD model. OPD model details an organization design and management where the role of HR overlaps with that of the team leader to work mutually in guiding staff behavior for a high motivational state of mind to achieve high performance. Consequently, the introduction of an OPD-SHRM model revises the definition of SHRM and critics’ focus is once again on questioning the role of HR in organizational strategy making. Little (2011) says, "Typically SHRM was relating human resources to business strategy; SHRM was then a function of finding and defining the links, effectively the place of HR within the strategic mix, which in turn tended to define the place of HR and the VP HR (Vice President Human Resource) at the executive top table" (p. 11).

The SHRM approach with regard to Human Resources is more of an effort to link HR with organization strategy. Little (2011) is not convinced by the definition of SHRM which says that HR plays role in strategy making. According to Little (2011), it was an attempt of many HR thinkers to see HR involvement in the strategy mix of the organization. Patrick M. Wright, professor of Human Resource Studies in his review of the book ‘Strategy and Human Resource Management’ of Boxall and Purcell (2003) says, "I believe that it is impossible to study SHRM without a relatively deep knowledge of strategy, and the authors of this book have demonstrated such knowledge" (p. 146) Though Boxall and Purcell (2011) do not rule out the possibility that HR can be involved in strategy, Little (2011) disagrees and says that HR can only occasionally be involved in strategy but then perhaps to a very minor extent. HR only counts as a cost like many other costs during strategic considerations. In Little's (2011) own words, "There is nothing usually to place the Vice President of Human Resource in the team defining strategy, unless the person himself or herself is a solid visionary sort of person. There is no real HR reason to have him or her present during strategy making" (p. 11). HR

primary function and use comes after strategy has been rolled out or during roll out such as considering a case where there is a shortage of human capital and which is hindering the roll out or execution of a strategic decision. HR consultation is for those times of need. They primarily and basically should determine governance of various departments resulting from strategic roll out by the C-team, for example CEO, CFO and COO of the organization. After the C-team are ready with strategic decisions, OPD-SHRM processes immediately come into the picture to manage and figure out best ways to utilize the human capital for an effective rollout of the strategic decision. What are the goals implied in the strategic decision, what and how should similar goals be grouped to form a role and further grouped to form teams and further to a division. Doing so, OPD-SHRM would take care of being realistic and ensure a role does not have goals too high or complex to be practically achievable. A well laid out organizational structure is what the OPD-SHRM process addresses which in turn would aid it in the efficient execution of a strategy (Little, 2011).

The viewpoints on HR's role in strategy are arguable and are against the thinking and practice of many HR academics and HR practitioners. However these viewpoints miss the point of the HR-business partnership role in place today that reflects contemporary HRM and more modern HRM practices, and whether HR should be represented in the top management team. These arguments have been going on for the last 30 years (since the evolvement of HRM itself) on which OPD-SHRM has different stances (Little, 2011).

The current underlying concept and understanding of HR does not actually relate to the scientific paradigm of social science. This means it does not have a linkage back in social science for understanding the physiological behavior of organizational capital which HR were meant to deal with. This is one primary area which OPD theory addresses well in an SHRM environment.

2.6 Ongoing Professional Development – Strategic Human Resource Management theory explained

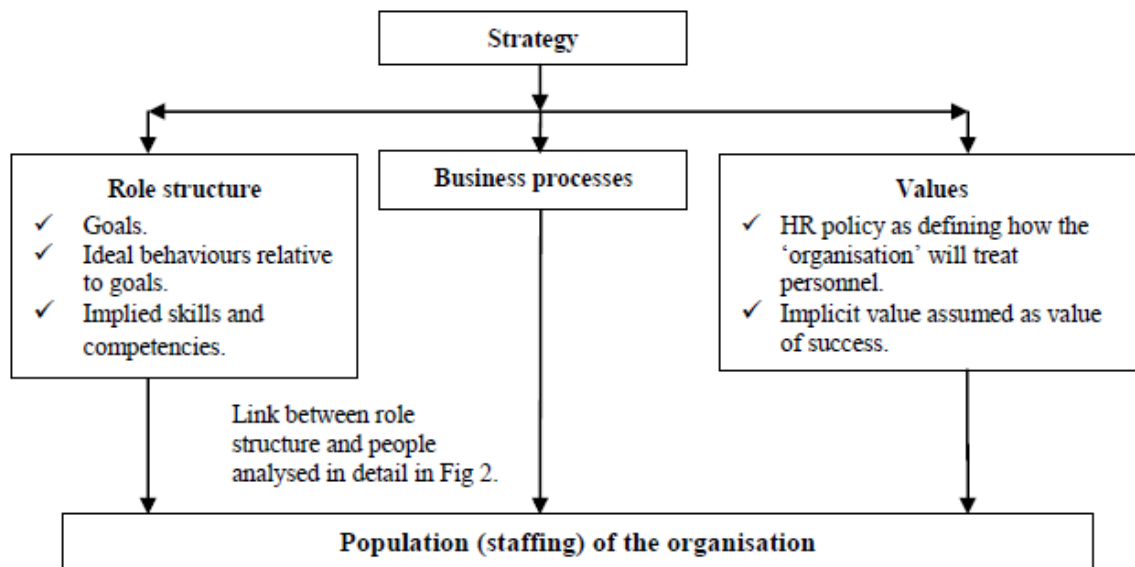
OPD-SHRM is an improved science of HR practices which redefines the link between people and organizations and that best matches and deals with the people's behavior in an organization. This new scientific approach of HR defines a new set of processes which is called OPD-SHRM (Ongoing Professional Development Strategic Human Resource Management).

SHRM is based on the psychological assumption that when people are provided with the freedom to plan their actions and choose by themselves their way of achieving the goal, they are more independent and motivated. Because people have been provided with freedom to plan and carry out their actions on their own, they are more satisfied and enjoy a work-life balance and tend to be more motivated and thus more productive. More productive people in the organization are more likely to achieve their goals and thus attain a higher rate of success in the market (Little, 2013).

The existing SHRM is based on the assumption that satisfied people yield success. Whereas in contrast, OPD theory puts success before satisfaction and says satisfaction follows success.

OPD theory is based on a scientific and unconventional binding between employees' behavior and organizational goals. OPD theory enables the team leader to identify the ideal actions based on KPIs or goals, which are clear, concise and of the nature that accomplishing them ensures a maximum chance of success. The team leader ensures that the ideal actions are clearly understood by the team. The employees agree on performing ideal actions with full commitment based on prior agreement to commitment for success. As the employees are committed and determined on what they must do, they seek to be more precise in the delivery of ideal actions. As a result of precision in delivery, when employees are eventually successful, they feel satisfied. The employees are motivated by achieving their goal with the execution of the ideal actions derived from the KPIs or goals with their self-discipline and perseverance (Little, 2013)

Figure 2: Organization Structure and Identification of Elements that influence Behavior of Personnel in the Organization



Source: Nel and Little (2010, p. 49)

The psychological assumptions underlying OPD theory are as follows:

- If a person is clear about what they need to do to be successful, he/she can do it more efficiently;
- The person's performance then depends on him/her choosing to be self-disciplined and to do what is required with his/her full commitment and appropriate intensity.

The key psychological aspects of OPD-SHRM:

The OPD-SHRM process is to have the people themselves choose to be successful. The OPD-SHRM process comprises the following activities:

- Agreement for success: Ask the people if they want to be successful and get their agreement for that.
- Psychological insight: They will drive themselves for success as they themselves have chosen so.
- Clear conveying of ideal actions: They should have a clear understanding of ideal actions in the role assigned to them: ideal actions that they are expected to deliver for their own success.

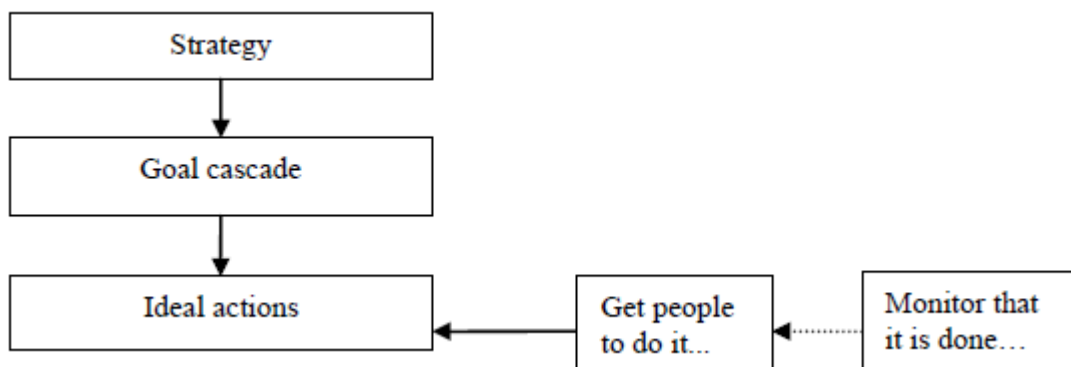
- Signoff on ideal actions: Getting their signoff for ideal actions will focus their minds on ideal actions and leave them with the least possibility to have their minds stray about any other action.
- Personal choice and commitment: Full delivery of ideal actions from them will mean their greater chance of success because they have agreed on to be successful.

The points above merely list the core activities of the OPD-SHRM process. It is an outline for an OPD-SHRM process (Little, 2013).

A person if left unattended for a prolonged time may get distracted from his/her focus in ideal actions. This is where the role of a Team Leader comes in. A Team Leader will consistently remind the team of the agreement they have signed to be successful by exhibiting the ideal actions they have agreed to. The Team Leader can employ tools like one on one interaction and periodical review of quality of execution of his/her ideal actions. The Team Leader's main objective is to ensure that the ideal actions are not forgotten by the team members by means of one on one interaction, periodical reviews and by rewarding, coaching or by remonstrating with them as and when appropriate. Whichever way the Team Leader feels appropriate is right in the current scenario.

One of the tasks of the HR Key Performance Indicator would be to monitor the extent to which the team leader has been capable of implementing the process derived from the OPD model. This way, HR will enact the OPD model in the team. The model can be simplified as shown in Figure 3 below.

Figure 3: Simplified Model



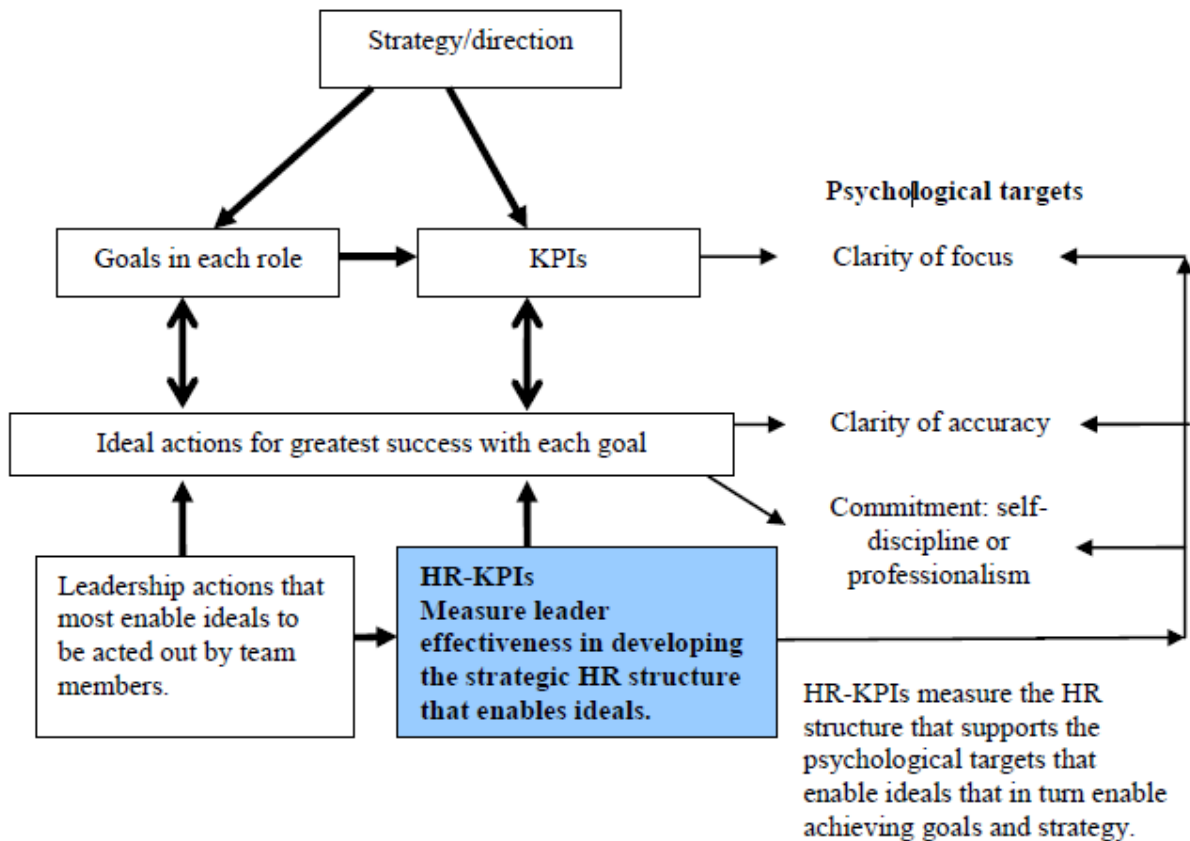
Source: Nel and Little (2010, p. 50)

Most importantly, as OPD-SHRM imparts in the person a perspective of working for his/her own professional success, it thus becomes an eminent step for the Team Leader to celebrate the person's success in a grand enough way to glorify his/her success, so the person can have the ultimate satisfaction of having finally achieved his/her professional goal that he/she had previously agreed. Rewarding is a crucial practice to be exercised in this phase of celebration (Nel & Little, 2010) .

The OPD-SHRM Elements ensures:

- Focus (Are people clear on goals/KPIs?)
- Accuracy: (Are people clear on the ideal actions to achieve those KPIs?)
- Commitment (Are people inclined to do it?)
- Team leader support (Do people feel their team leader is providing the support and guidance for them to achieve their KPIs?)
- Business processes (Do people think the business processes assist them to do a good job (Du Plessis et al., 2012)?)

Figure 4: Linking the Details of the Role Structure to Define Psychological Targets



Source: Nel and Little (2010, p. 49)

2.7 Ongoing Professional Development – Strategic Human Resource Management; a manager’s role

The most powerful benefit of using the model in an organization is for HR personnel. HR has a KPI to quantify managers' efficiency in the execution of OPD processes within his/her team. The execution of OPD process is more the responsibility of the manager rather than HR personnel. However, the HR personnel have to ensure that supervisors and managers have the expertise to implement strategic HR processes. HR personnel observe that the procedures are being applied correctly. If the OPD-SHRM processes and procedures are not being implemented then the HR should present a report to the divisional managers to steer them to take remedial action in order to reinforce the ongoing success of employees. HR’s essential role thus remains to supervise and direct ways of improving human performance that strategically drives the organization toward better results (Nel & Little, 2010).

In OPD-SHRM, the managers’ responsibility is reduced to just management. They need to just ensure that the link between staff behavior and organizational goals and outputs are accurate. The manager can concentrate on his/her other activities like preparing and

sending reports to divisions and superiors. Whenever a new strategy to plan is introduced, such as a new marketing campaign, the manager is simply required to review and identify changes in the staff's behavior necessary to make the new plan or tactic a success. The OPD model provides the managers with the understanding of how to identify the required behavior change. The OPD model takes all the guess work out of how to get the best results from the team. The OPD model works best wherever people are a strategic factor in deciding the success (OPD International Limited, 2014a).

2.8 Success lies in proper implementation

The processes of SHRM are derived by forward thinking, planning and analyzing the decision-making process and keeping focus on long term, top-level management actions and decisions. It is calculated to keeping it aligned with the general strategic management of the organization. It means the SHRM has to be synchronized with the organization's strategic business needs and plans with all the aspects arising from and related to the organization's personnel (Hartel & Fujimoto, 2010; Kearns, 2012).

Even after careful implementation of selected processes and procedures within the organization, sometimes returns might not be as anticipated. Does this always indicate flaws with the SHRM? Alternatively, was it properly implemented? Sometimes the implementation of a new process fails just because it was not suitably communicated to the employees or if it was, employees might not have fully comprehended it and actually felt reluctant to raise questions about it. Miller and Gordon (2014) emphasize the quality of managers' communication and say, "If communication is unclear or inconsistent, the employees receive confused signals. When employees receive confused signals, they are likely to rely on their own subjective interpretation of what is offered in terms of HRM" (p. 21). A clear communication is mandatory for proper implementation of a process for all affected stakeholders. An excellent process can fail in implementation just because there was a lack of good communication practice. As cited by the Society for Human Resource Management (U.S.) (2006), research conducted in 2003 by Watson Wyatt, an HR consulting firm, states in the conclusion that communication drives business performance and is a key factor of organization success. Everyone appreciates clear, concise communication that is easy to understand, and everyone appreciates it when someone takes the time to check their understanding. All employees benefit when good communication practices are put in place.

Good communication practice is that one essential component of the infrastructure an organization will always require for proper process implementation.

There are numerous debates on whether HR personnel should be held responsible for inadequate HR outcomes. Some looming questions on the validity of HR function are; Firstly, how can HR add value? Secondly, does HR possess the abilities of being a strategic partner? Thirdly, how can HR managers ensure HR personnel remain committed during times of turbulence (Larsen & Brewster, 2003)? The aforesaid limitations, suggest that organizations' strategic planning process should be reconsidered in terms of how HR management contributes to accomplishing the required output as part of an overall strategic objective achievement (Holbeche, 2009).

Delahaye (2005) observed that SHRM forces managers to embrace traditional mindset of looking at and thinking about the management of employees. The failure of managers to manage employees effectively leads to failure in getting the desired results from the implementation of SHRM. The answer lies in measuring HR-KPI. SHRM appears as a significant and critical factor in organizational success. The Human Resource – KPIs keep a check on whether managers are implementing the significant and appropriate strategic HR procedures and processes within their teams. If HR processes are properly implemented, only then would the psychological and architectural structure be in place to confirm that the organization would actually achieve its strategic goal and success (Nel & Little, 2010).

In some cases the KPIs are estimated to be significantly high, but still the organization does not come out relatively successful. This is an indication to the principal leadership that the problem has initiated from other external factors, which could be any of the economy, market, product or selection. So, if employees are trying harder but do not produce the desired result, the failure should not always be suspected to be a lack in the leadership or employee performance (Nel & Little, 2010).

2.9 Performance effect of OPD-SHRM

2.9.1 What makes OPD-SHRM work?

OPD is an intellectual principle that enables clear identification of leadership and HR processes that drive an organization's strategies and eventually improves results thereby

increasing profits, employee engagement and creating satisfaction(OPD International Limited, 2014b).

The fundamental principle of OPD-SHRM is that for each goal, specific clear actions must be executed in order to achieve the goals. In OPD-SHRM terminology such specific clear actions are called ‘ideal actions’ and defined as those actions which when executed, offer the greatest chance of greatest success (OPD International Limited, 2014b).

The task is limited to identification of clear ideal actions for each goal within different roles. Once the ideal actions are identified and clearly understood, it will be acted upon with more precision, skill and commitment which must improve the result (OPD International Limited, 2014b).

As mentioned by Nel (2010) in a testimonial, OPD is judged 10 years ahead of the field as a result of intellectually thorough foundations, and the tested and proven processes enabling easy implementation.

2.9.2 Easy and clear identification of performance lapses and controls

Within OPD-SHRM, identification of performance lapses and its controls is relatively easy. The basic principle is to monitor the business by monthly results and from that identify which ideal actions need improvement and then coach people in the better delivery of those ideal actions.

The team leader will keep a check of performance lapses and take measures to control it by four different ways.

Performance Management: The team leader will manage the team performance on a daily basis. The team leader will ensure that ideal actions are distinct and clearly written on paper. The ideal actions are clear in the mind of the staff as the best and only way to ensure the greatest success.

Performance Review: The second activity of the team leader is Performance Review. The team leader will meet with the staff every few weeks and review their success. The team leader will discuss the ideal actions, what the staff finds difficulty in delivering and ideal actions, and what the staff feels went well which enabled the success. As required the team leader will either coach the staff to improve on the delivery of that ideal action or may review

the ideal actions. The objective is to maintain the ideal action at the forefront of the minds of the staff.

Management by Wandering Around: The Manager walks around in the team and watches people delivering ideal actions and ensures they are doing it correctly. If required, the manager provides assistance and mentoring to correct them. He/she watches ideal actions acted upon and if anything appears wrong with an ideal action, takes note so it can be revised.

Fun at Work: Last but not least, it is important to incorporate fun in the job. People must enjoy what they are doing and have fun doing it.

The performance effect of OPD-SHRM is estimated from the results obtained from clients where ODP-SHRM has been implemented.

To estimate the increase in results, two crucial aspects within the organization under observation are to be assessed.

1. The link between ideal actions and the profit profiles which is also called Ongoing Professional Development Profit Profile Link (OPDPPL).

Profit profiles are the main components which participate in evaluating profit and are directly related to KPIs achieved. Ideal actions as defined relate to KPIs such as the link between ideal actions and KPIs is a causal link. This means, if the ideal actions are delivered more efficiently with an increase of quality then goal achievement will increase with the greatest possibility that under the conditions all external factors remain the same (Little, n.d.; Nel & Little, 2014).

So, in term of questions, the first aspect which is to be assessed is:

“For every 1% increase in effectiveness of delivery of ideal actions what will be the increase in the goal achievement” (p. 23)?

Based on the resulting data obtained from clients with OPD-SHRM, the different OPDPPL has been assessed for change due to improved effectiveness of delivery of ideal actions.

- For sales revenues OPDPPL, there is a 0.3 to 0.4 increase.

- For direct costs OPDPPL, there is a 0.2 to 0.3 reduction.
- For overheads OPDPPL, there is a 0.1 to 0.2 reduction.

OPD-SHRM has maximum impact on sales revenue OPDPPL because Sales has a direct relation with performance. As performance increases, the sales OPDPPL are impacted the most. Overhead OPDPPL has the least improvement because it depends upon the overhead costs required for sales or production and comprises costs such as employees' salaries. This OPDPPL will only show a significant impact when there is a cut down of number of employees.

2. The second aspect to be assessed is the potential increase in delivery of ideal actions within a team, unit or entire organization.

“What percentage increase in delivery and effectiveness of ideal actions is possible with this person (group of people, team, division, or whole organization)” (p.23)?

Within OPD-SHRM, the team leader process enables the team leader to develop improved delivery of ideal actions in the individual. The team leader works each month with each staff member and develops the improvement in delivery of ideal actions.

From empirical evidence and data collected to date from organizations with traditional SHRM, even well performing organizations, the OPD-SHRM model can bring 8% increase in aptness, accuracy of ideal actions and efficiency in delivery of ideal actions. In organizations with low SHRM and low performing organizations, the potential increase is about 20% (Little, n.d.).

2.9.3 Illustration of impact on organization profit with OPD theory

Based on the above two points, how much OPDPPL improves with 1% increase in delivery of ideal actions and how much potential increase in delivery of ideal actions is possible with an organization, the increase in profit can be estimated.

Below is an illustration of an organization, assuming it has revenue of \$200,000,000 with 80+ staff members. The organization makes a profit of 8% of the revenue, i.e. \$16,000,000. The organization's SHRM is reasonably good and hence its potential gain in people performance is assessed to be 10%.

As evident from empirical studies of clients with OPD-SHRM, the OPDPPLs are as below:

- Sales OPDPPL is 0.35%. Hence 10% increase in performance will result in sales OPDPPL of 3.5%;
- Direct cost is 0.25%; hence Direct Cost OPDPPL is 2.5%
- Overheads is 0.1%, hence Overheads OPDPPL is 1%

After applying these figures with profit profiles, the change in sales and profit figures obtained is illustrated in Figure 5 below:

Figure 5: Impact on Profit with OPD theory

	Before OPD-SHRM		OPDPIF	After OPD-SHRM	
Sales	\$ 200,000,000	100.00%	3.5%	\$ 207,000,000	100.00%
Direct costs	\$ 120,000,000	60.00%	2.5%	\$ 121,095,000	58.50%
Gross profit	\$ 80,000,000	40.00%		\$ 85,905,000	41.50%
Overheads	\$ 64,000,000	32.00%	1.0%	\$ 63,360,000	30.61%
Operating profit	\$ 16,000,000	8.00%		\$ 22,545,000	10.89%
Profit gain from better SHRM				\$ 6,545,000	40.91%

Source: Little (n.d., p. 26)

The profit is increased by 40% by simply managing people with OPD-SHRM technology arising from OPD theory, simply improving the delivery of ideal actions by 10%. OPD-SHRM can help an organization increase its efficiency of delivery even higher than 10%. The potential of an increase in efficiency of delivery depends on how well the organization performs (Nel & Little, 2014).

OPD-SHRM enables businesses to be more successful, people to be satisfied and successful. Managers' and team leaders' job are less stressful as performance management is more organized and simpler. Management ends up with more money which is utilized for performance pay. Rewarding makes people feel satisfied and successful.

OPD theory is causal theory. Results are caused by individual minds. If people choose to improve they can improve their actions which definitely will impact the results. OPD-SHRM brings people to the center stage and enables them to be clear that they have chosen to

be successful. OPD-SHRM simplifies success for them and by merely delivering improved actions, they become successful.

Research is underway for refining the profit profile links so assessment of results from OPD theory can be more measurable and more accurate. OPD theory is validated by science and proven in clients (Little, n.d.).

- In eight months, a retail electric chain experienced an increase of profit by 22% which equates to \$700,000 of annual profits.
- In ten months, sales gross profit of a food manufacturing business grew by 5%.
- In fifteen months, a small foundry business with 20 staff experienced a rise of gross profit from 42% to 58% (Little, n.d.).

2.9.4 OPD addresses human capital development and reaps many benefits

- A clear improvement in profit of up to 5% of revenue with a working average of 3% has been observed.
- People engagement is significantly improved.
- Because individual success increases, satisfaction automatically follows.
- Fun at work is ensured by the team manager.
- A culture of professionalism and focus on performance is built.
- People become self-responsible with their commitment for being successful.
- Performance management becomes simpler and it improves talent identification.

Theoretically any business that depends upon people for strategy delivery will benefit from OPD-SHRM. It applies equally with any social culture. If it works for one group of people, it applies similarly to all people if and only if the individual chooses to apply it (OPD International Limited, 2014b).

2.10 Summary

One of the primary functions of HR is to rollout any new strategy in an SHRM organization. The HR process should assist HR to align people to the organization's strategy.

There is no theoretical framework of SHRM which proves the validity of HR for really being able to associate people with strategy thereby creating better results in achieving organization goals. Strategic Human Resource Management has been doubted as truly being able to link people with organizational strategies. The role of HR was once under the scanner for whether they really contribute to organizational profits. Their validity was questioned. Many theorists see SHRM as HRM with some implementation of processes for aligning people with the organization's strategy. The main psychological assumption on which SHRM is based is that satisfied people produce better results and hence in an SHRM environment, all efforts go into keeping a satisfied workforce. The OPD theory is a relatively new theory, scientifically proven and supported by empirical evidence obtained from the clients. They are experiencing better results with OPD theory incorporated into their SHRM. OPD theory has a reverse finding to SHRM, according to which satisfaction follows success. The OPD theory begins with working from the minds of individuals. If the mind of the individual is committed and guided, success will follow.

The next chapter is Research Methodology which presents the various methods of data collection utilized as well as the overall approach for investigating the research problem.

Chapter 3: Methodology

3.1 Introduction

Methodology is a systematic approach, and the methods utilized to collect information for a research study. Chapter Three outlines the general methodology involved in this study and discusses the population, sampling procedures, the tools and approaches employed for data collection for the research study. Section 3.2 outlines the role of sampling techniques in a research study and relates to the kind of sampling used in this research study. The actual method and approach followed for sampling in this research study is discussed in Section 3.2.1. This research is based on the primary data collected. Section 3.3 details the mixed method approach utilized for this research in terms of primary data collection and Section 3.4 describes the various primary data collection methods utilized, whilst the various primary data collection approaches are discussed in Section 3.4.3. Both methods of qualitative and quantitative methods of data collection for the research have been discussed. This chapter also details the design and appropriateness of the data collection methodology utilized for this research study.

The chapter concludes with Section 3.5, ethical considerations and guidelines observed for the conduct of the research study for data collection and is followed by a summary in Section 3.6.

3.2 Sampling

It is impractical to investigate the whole population to obtain useful and valid information about the population. Sampling is a method to reduce the number of individuals or entities of a population under investigation. It has many advantages. Sampling reduces the cost and time for gathering the information from the population. Often high-quality information and a high response rate are possible with a small number of participants from the population. Good quality information is preferred over bad quality information irrespective of it being collected from the whole population. As long as the entities included in the sample genuinely represent the population, the result obtained will symbolize the whole population (Vetter & Matthews, 1999).

The sampling process can be described as a three step process. The first step of the sampling process is the identification of the sample population. The population includes all the people and subjects that the research study intends to study. The unit of sample population can be people, organizations, groups, countries, objects or any entity which the

research study needs to analyze. The second step in the sampling process is choosing a sample frame. A sample frame is an available and accessible portion of the sample population (usually geographically located in the vicinity of the researcher or whose contact information is available) which can be contacted or made easily available for surveying or analysis. The third and last step in the sampling process is selecting the sample from the sampling frame that will actually be analyzed, studied or surveyed in the research using a well defined sampling technique (Bhattacharjee, 2012).

There are several different sampling techniques available. Sampling techniques are broadly classified into two groups 1) Probability Sampling and 2) Non-probability sampling.

In Non-probability sampling techniques, the sample is created out of sample elements which have been chosen without any equal chance of selection (Explorable.com, 2009a). Whereas, in a probability sampling, all qualifying elements have a known probability of being present in the sample or each qualifying element has an equal probability of being chosen in the sample (Explorable.com, 2009b).

If random selection is done properly, it is a true representation of the whole population and research results will be a true representation of data from individual participants. The advantage with probability sampling is that it eliminates the chance of both systematic and sampling bias, but it comes with a cost. The drawback with the non-probability sampling method is that it does not sample the entire population and thus the sample may not be an accurate representation of the entire population. Therefore, the results cannot be generalized for the entire population. As almost all researches have a limitation of time and resource, often the non-probability sampling techniques is a more viable option than the probability sampling techniques (Explorable.com, 2009a).

Some types of probability sampling are simple random, stratified random, systematic random, cluster random, mixed/multi-staged random samplings, and some types of non-probability samplings are convenience, consecutive, quota, judgmental, snowball sampling.

The sampling technique involved in this research is a mix of both simple random probability sampling and non-probability convenience sampling.

Simple random sampling is the purest form of probability sampling. Each member of the population has an equal or known chance of being selected. It can be as simple as first

including all the members of population in the list and then randomly selecting the desired number of participants for the research (StatPac Inc., 2014).

The second approach used in the research for sampling is convenience sampling. In this case, participants are not selected at random, but are normally recruited through soliciting volunteers from a population or appeals to community groups such as clubs or churches. In this research, the researcher attended events similar to job fairs, which have various organizations' representatives as invitees. Often an effort is made to obtain quotas of individuals with particular demographic characteristics to achieve equal or nearly equal cell sizes (Hultsch, MacDonald, Hunter, Maitland, & Dixon, 2002)

The advantages of this convenience sampling include easy availability of subjects and faster accrual of samples with less cost. The disadvantages are the risks that the sample might not represent the population as a whole, and volunteers might create a bias. For example, if an study is conducted to determine average sex and age of coffee drinkers at Starbucks during four hours of weekday afternoons, the study is very much likely to be have overrepresentation of elderly people who are retired and do not pursue any occupation. The study will be underrepresented by the young people, who rarely would be seen at Starbucks during afternoon as they are more likely to be at school or at work during weekday afternoons (WebFinance Inc, 2014).

3.2.1 Participant selection

The eligible participants for this research were all service organizations of Auckland, who have more than 25 employees and have at least five years of establishment. A cap on the years of establishment was required to filter out organizations that were relatively new and most likely to be in a construction phase or a too early stage of HRM to be considered to have a mature HRM in place. The researcher's intention was to select organizations which have a mature SHRM process in place and have experienced diverse situations in regard to its employees and HRM in the organization.

As this researcher intended to assess SHRM in New Zealand organizations, it was important to exclude those organizations from the sample which do not yet have a fully operational SHRM. The researcher therefore sampled only those organizations that have come through diverse situations for at least 5 years, so as to have a functional, operational and mature SHRM in the organization.

The cap on the number of employees was required to exclude small organizations from the research study. Small organizations have a limited budget for management expense and they normally do not have a Human Resource Management department or SHRM processes (Nel & Simpson, 2013). In a country with a population of over 4 million people, enterprises with 20 or fewer employees are classified as small to medium-sized enterprises (SMEs) (Ministry of Economic Development New Zealand, 2011; Nel & Simpson, 2013). Also, as OPD theory impacts organizations' SHRM effectiveness via improvement in employees' performance, the study of this effect was thus pertinent only for organizations with a large enough number of employees where OPD theory affects SHRM in significant, observable and measurable magnitude. In the same vain this research study is limited to a sample which mainly focuses on service organization in New Zealand.

The sampling technique involved is a mix of convenience sampling and random sampling whereby the participating organizations were chosen.

The research project needed to study ten New Zealand organizations. The researcher visited a number of events held within Auckland to find the research participants. Events like CPA Career Fair, held at The Pullman, Auckland and 'Speed Networking with Industry' event held at Unitec, Auckland proved a hub for connecting with New Zealand organizations. The researcher attended those events primarily to connect with the representatives from various Auckland organizations. These events proved to be an initial source of potential participants for the research. Almost all eligible organizations present at the events were contacted and the research project was explained. Following these events, after some follow-ups, many organizations showed their interest in participation and some expressed their inability to participate due to their current workload. All eligible interested organizations were then readily selected in the research sample.

Some organizations were taken onboard by contacting them via personal contacts already working in those organizations and some were searched for on the Internet and LinkedIn for their contact information and then were contacted and asked for participation in the research study.

The sampling frame includes organizations which could be reached in events like career fairs and networking held across Auckland, New Zealand. Other organizations which

constitute the sampling frame are organizations which were contacted via the researcher's personal contacts already working in those organizations.

All the organizations in the sampling frame were contacted, and organizations which agreed to participate were included in the sample for this research study. This is convenience sampling technique and can be seen as an analogue to the instance of convenience sampling technique where if you stand outside a shop and distribute survey forms and whichever passerby is willing to fill up the survey will form the sample for the research (Bhattacharjee, 2012). As the sample size met the required number of organizations ready to participate in this research study, the researcher stopped looking for any new further participants. Considering the limited time frame of this research, the convenience sampling was an appropriate sampling technique. Convenience sampling allows for proper representation of the population over a reasonable amount of time (Tariman, Berry, Cochrane, Doorenbos, & Schepp, 2010).

After the organizations had been selected, the choice of the HR personnel for the interview was solely based on the organization. It was completely up to the organization's discretion, and the researcher did not have any control over it. Hence, it was a random sampling considering that HR personnel selection among all the HR personnel in the organization was solely based on the organization's discretion and was provided randomly.

After selection of the HR personnel for the interview, the selection of five participants for the online survey was up to the HR personnel participating in the interview. Any possibility of bias regarding participant selection by the researcher was completely ruled out and thus the resultant sample set was clearly a simple random and convenience sampling as whichever members were provided by the organization were considered in the research sample as online survey participants.

3.3 Primary data

Primary data refers to "original data which is collected at source, such as survey data or experimental data" (Collis & Hussey, 2013, p. 355). The research will seek to use both qualitative and quantitative data to reach the above-mentioned objectives. "Qualitative data is concerned with qualities and non-numerical characteristics, whilst quantitative data is all data that is collected in numerical form" (König, 2003, p. 7). The qualitative nature of data helps

the researcher to understand subjective aspects of the objectives. That is, this data can be used to explore possibilities, causes and generate new ideas.

A qualitative approach for data analysis becomes essential in dealing with subjects like Human Resources. Human Resource is an entity which responds to external and as well as internal environments like emotions, habits, moods, and many different human biological sensorial emotions. It is a rather unpredictable subject and to analyze a generalized theory relating to human resources, study of behavior from qualitative aspects becomes indispensable.

This research study has utilized both kinds of data collection methodology, qualitative and quantitative and thus can be termed as mixed method research. A mixed method research approach can use both qualitative and quantitative methods in the same research analysis in order to fully understand the various phenomena of interests of the research study. As Tashakkori and Teddlie (2003) define mixed method, at its core, it involves the use of multiple research methods or more than one world view (i.e., qualitative and quantitative approaches). Ridenour and Newman (2008) and Tashakkori and Teddlie (2003, 2009) named mixed methods as a third paradigm of research methodology with the first and second research methodology paradigm being the quantitative and qualitative research methodology. Proponents of mixed methods research equally emphasize the importance of both the qualitative and quantitative research methodology paradigm for deep analysis of subjects of interest.

A mixed method research can utilize the qualitative and quantitative methods in different ways. It can be used either concurrently (or independently), when findings from one method are separate from other methods and represents information regarding the separate interests of the research study or sequentially, when findings from one method are used to support or infer findings from the other method (Venkatesh, Brown, & Bala, 2013). Creswell and Clark (2007) further refined the mixed research method into four major research methods designs. Based on the different ways a qualitative and quantitative study can support a research proposition, Creswell and Clark (2007) broadly classified mixed method research into 4 different categories; 1) Triangulation: a mixed research method where the research question is answered based on both the quantitative and qualitative data; 2) Embedded: The research study involves a broad range of data collection through both the methods, qualitative and quantitative where either qualitative or quantitative data is used in answering the research

question. 3) Explanatory: The qualitative study helps support the findings of quantitative study and helps understand the cause of quantitative result. 4) Exploratory: quantitative data is collected to understand different aspects observed in qualitative study.

A mixed method research approach has the advantage, for example, that interviews as a qualitative data collection approach can provide the researcher with the depth of information regarding a research study. Open questions in interviews can enable deep understanding and information on subjects of interest, whereas the quantitative data collection approach helps the researcher to gather a breadth of information regarding a study, whereby the researcher collects information from a wide number of respondents over a fixed range of aspects of the research study. Both approaches utilized together in a research study can provide a more accurate and better result in a research study (Venkatesh et al., 2013).

However similar research questions can arguably be answered from both qualitative and quantitative analysis. Qualitative study has been predominantly used in typical areas like social sciences primarily in order to perform exploratory research which may induce some deep understanding and related inductive theoretical concept which may trigger other aspects related to the study (Punch, 2013; Walsham, 2006). As the subject of this research also deals with people, the study of managing people for guided behavior can be considered a subset of the study of social science. Thus, it is essential to employ a qualitative approach in this research study along with quantitative methods for data collection.

A mixed method approach can arguably be advocated to have many advantages. According to Teddlie and Tashakkori (2009), the meta-inference is one big advantage of mixed method research. Meta in a literal sense means, 'of higher order' and Teddlie and Tashakkori (2009) call it an essential component of mixed method research. With meta-inference, Teddlie and Tashakkori (2009) mean inference that represents an integrated viewpoint of research of interest from both the qualitative and the quantitative strands of mixed research methods.

The researcher used 'Personal Interview' as a method for qualitative data collection and interviewed HR personnel from different service organizations of Auckland. The interview was a structured interview. The interview questions were given to the participants many days before the actual interview so that they could be ready with the answers. The researcher expected them to come after having brainstormed the questions regarding SHRM

and OPD-SHRM. Perhaps some had also had thoughts on some aspects of Human Resource Management, which they planned to put forward during the interview. The researcher was interested in knowing the feelings and experience of HR practitioners, which they have realized over these many years working as HR practitioners.

3.4 The methods for primary data collection:

3.4.1 Interviews

Interviews are one-on-one question and answer sessions and provide much information from a small number of people besides being useful when one wants to get an expert or opinion on a subject. The researcher assumes that in one on one interviews, people discuss their ideas openly.

The researcher's task is to interview the HR managers. As they specialize in HR practices, they are the best people to discuss HR strategies and the new OPD theory. They can actually contrast their HR practices with the modern OPD-SHRM model and can express useful information for the research. The objective of interviewing HR people is to have an open discussion with them. The researcher has them expound beyond what the researcher had planned to ask them. The researcher is able to get more subjective answers to the questions, which would not be possible with questionnaire forms. The interview questions for HR managers are included in Appendix 5.

In addition, interviews with HR managers give the researcher first-hand information about their employees and their work culture before sending out questionnaire forms to them.

The interviews were recorded to enable the researcher to listen to them later to analyze and extract information.

3.4.2 Questionnaires

As cited by Collis and Hussey (2013) questionnaires are a popular method for collecting data. A questionnaire survey is an inexpensive and less time consuming method than interviews, and very large samples can be investigated. The questionnaire can reflect open-ended, closed, multiple choice questions and use rating scales, as these help the researcher to pursue both aspects of data. The questionnaire provides exact information and can be utilized to study respondents' opinion, views, believes preferences and attitude.

The questionnaire was designed to obtain the opinion of employees about their job satisfaction level, motivation at work, their efficiency, productivity, their performance, rating by their manager, professional development and work-life balance. On a very high level, questions were designed to get an insight into the extent the organization's SHRM was effective in matching its core objective with the actual realization within the organization.

On a very high level, the idea was to determine the degree of success of the organization's strategic HRM. This is based on the principle that an effective SHRM would mean a satisfied work force that has a high motivational state and is well aware of its job responsibilities and can effectively associate itself with organizational goals. The purpose was to analyze an organization's SHRM and discover whether OPD-SHRM could have been more beneficial and effective to the organization in reaching those SHRM objectives.

The survey questionnaire used in this research is included in Appendix 4 for reference purposes. It contains questions which revolve around key characteristics of OPD theory identified by Little (2013), Nel and Little (2010, 2014) regarding key aspects of the OPD model and cultural issues that the OPD model addresses. The questionnaire also analyzed the prediction of employees' behavior if they were in an OPD-SHRM environment. It collected information about possible behavioral changes employees' might exhibit if they were in OPD-SHRM.

Some of the questions were:

- Do you work better if assigned a work and a deadline and left undisturbed to be only bothered at the end of the deadline?
- Do you prefer your supervisor to be informed about your steady progress as you advance with the work and to be rewarded at intervals during your steady progress irrespective of the result?
- Do you want your performance measured only in terms of KPI value?
- Do you work better if either given discrete tasks (which could be defined by “done” or “not done”) or if given one big task (which is measured in percentage complete)?

A number of questions were designed to subtly attempt to explore behavior and thinking of how people would react to an OPD-SHRM environment. The characteristic OPD-

SHRM environment is based on the propositions by Little(2013) and Nel and Little (2010, 2014) for the OPD-SHRM model. Readers must note that one cannot delve into the psyche of respondents and therefore this research merely seeks their opinions which could perhaps be indicative of possible behavior changes attributable to the use of the OPD-SHRM model.

3.4.3 Data analysis

As mentioned by Ulrich, Younger and Brockbank (2008), the SHRM objective from employees' perspective is to provide them with work-life balance, job satisfaction, good employment relations and adequate and fair rewards. The SHRM objectives are not just about the organization's objectives to fully utilize its employee base but also to respond to employees' demands from the organization. The research questions were designed to learn directly from the employees to what extent they felt their company SHRM was able to successfully fulfill those demands.

The questionnaire has three types of questions. Type 1 questions are questions to ascertain how successful the existing SHRM was in achieving its objectives. Type 2 questions were to assess the extent of OPD-SHRM already present in the existing SHRM. This type of question sought to determine the characterizing attributes of OPD-SHRM already present and being exercised in the existing SHRM of the organization. The purpose was to find the correlation between the extent of the presence of OPD-SHRM and the extent of HRM objectives being met in terms of employees' performance, their satisfaction level and general HRM objectives. Type 3 questions presented the respondents with some hypothetical scenarios of an OPD-SHRM environment and asked about their hypothetical behavior in such an environment. Do they feel they would be performing better, more productive and would be leading a happier life? Would they be feeling more coupled to the organization and would realize their value for the organization? Type 3 questions sought to understand the behavior of employees in an OPD-SHRM environment. Would their behavior be more inclined towards meeting the SHRM objectives?

This research project has used the statistical methods of multiple regression and Pearson correlation coefficient to find the correlation between the OPD elements present in SHRM in New Zealand organization and effectiveness of SHRM. Although there are many other methods of determining the correlation between two variables, Pearson product-moment correlation coefficient is the most widely used method and is said Pearson correlation coefficient(Dewberry, 2004).

The value obtained for type 1 question represents the extent of OPD elements in the SHRM of New Zealand organization. The value of Type 2 questions represents the measure of effectiveness of SHRM in New Zealand organizations.

“Correlation coefficient is a number that summarizes the nature of relationship between two variables” (Hatcher, 2003, p. 290). The larger the correlation coefficient number is (absolute value), the stronger the relationship would be. Two variables with higher correlation coefficient mean that the two variables are related and it though does not determine any causality between the variables (Weinberg & Abramowitz, 2002). However, a positive correlation means that the extent of OPD element is directly proportional to SHRM efficiency whereas a negative correlation would mean exactly the opposite. At the same time the magnitude of correlation coefficient indicates the degree of relationship between the two sets of variables, one set indicating the extent of an OPD element and the other, SHRM efficiency (Hatcher, 2003).

Multiple regression correlation (MRC) technique is an extended form of bivariate linear regression statistical method. It is used to evaluate the value of one or more variables from the values of another set of 2 or more variables. The variable that is to be predicted is also called dependent, target, outcome or criterion variable. The variables that are used to predict the values for dependent variables are called independent, the predictor, repressor or the explanatory variables (Lund Research Ltd, 2013) . The researcher uses the MRC technique for predicting the effect of the presence of OPD elements in the SHRM in New Zealand organizations on SHRM outcomes.

Multiple regression statistical technique is used for forming equations for linearly related variables. However, it has broadly been used to describe complex relationships in fields of social science, behavioral science, business, health and education (Cohen, Cohen, West, & Aiken, 2013). These relationships are not patently rectilinear, yet MRC can be used to describe complex relationship in these fields. Cohen et al. (2013) say, “The critical point is the capacity of MRC to represent any degree or type of shape – complexity is yet another of important feature which make it truly a general data-analytic system” (p. 9). As this research study investigates businesses’ strategic ways of management of people that influence people’s behavior favorable to the business and as well as themselves, this technique very well fits in this case also.

The last section of the survey questionnaire is the demographic section where the participants are asked their age group, level of education and gender. Generally younger workers are more adaptive and probably striving more to achieve their professional goals in comparison to their older more experienced colleagues. Finding the difference between the opinions of these two groups of people based on the number of years of industry experience, would be interesting. Variables like age, level of education and gender play an enormous role in how an employee perceives an HR strategy. Hence, it can also be an interesting area to look for a pattern, more precisely the difference in the pattern based on these demographic variables. Further, this can open up another dimension of discussion, which may reflect that different HR policies may have different relevance and impact on employees based on these demographic variables.

However, the questionnaire was distributed irrespective of age/experience; the responses collected were later collated based on the above mentioned demographic variables. This study analyzes a theoretical principle, which must influence human behavior in general in all individuals irrespective of any demographic difference among employees in an organizational context. The categorization of results based on demographic differences allows the researcher to discover whether there is any pattern of change in opinion when results from different demographic sets are compared.

The questionnaire was distributed by means of an online survey. The survey was compiled to be executed via SurveyMonkey. This is an online tool to create, manage and distribute the survey to participants through various media, for example through social networking sites like Facebook, website code snippet, web-links and emails. As the survey was intended for a limited audience, it was distributed only via web-links sent in emails to the participants

SurveyMonkey is an external agency for conducting online surveys. Hence, data privacy and confidentiality is a concern. SurveyMonkey ensures the same privacy policy that it has cited on the website. It endorses Trustee's Privacy Seal, which signifies that SurveyMonkey privacy policy and privacy practices have been reviewed by Trustee. Trustee is an independent third party for compliance with TRUSTe's program requirements, which include accountability, transparency and selection regarding the collection and use of survey participants' personal information. In addition, SurveyMonkey Inc. is in compliance with the US-EU and US-Swiss Safe Harbor Frameworks. This framework has been developed by the

U.S. Department of Commerce regarding any collection of personal information, its use and retention from EU member countries and Switzerland. It has been certified, and has been verified by Trustee that SurveyMonkey adheres to the principles of Safe Harbor Privacy for notice, choice, onward transfer, security, data integrity, access and enforcement (SurveyMonkey Inc., 2014).

3.5 Ethical considerations

This research project only commenced after obtaining approval from UREC (Unitec Research & Ethics Committee) via submitting a Unitec Research Ethics Committee (UREC) application to the committee. The application defines and specifies the norms of conduct which the researcher will maintain during the research study and exhibit the acceptable behavior set by UREC for the conduct of research. Strict adherence to the guidelines specified is essential in order to avoid potential conflicts and any displeasure for the research audience or any social community. The UREC Registration number for this research is 2014-1006 and duration allowed to conduct research is from 20.3.14 to 20.3.15.

The researcher employed both qualitative and quantitative means of data collection, which were interview and online survey respectively. All participants were formally provided with research information and their consent was obtained via standard template before their involvement in the research study. The anonymity and confidentiality of participants and data were ensured. Any participating organization name, interview and online survey respondent names have not been mentioned anywhere in the research. Raw data obtained through interviews and online survey is kept securely in the researcher's private locker.

The template of research information sheets, participant consent form and organization consent form used in this research project are included in Appendices 1, 2 and 3 respectively.

3.6 Summary

The methodology was discussed in this chapter. It focused on sampling techniques outlining the value of a mix of both simple random probability sampling and convenience non-probability sampling techniques. Eleven organizations selected were Auckland service organizations with 25 or more employees and established for five or more years. The methodology used for primary data collection for both qualitative and quantitative data was via interview and an online survey respectively. This research study was conducted under

strict adherence to norms of conduct specified by UREC and after obtaining approval from UREC.

The next chapter focuses on the result data obtained through the qualitative and quantitative methods of data collections described in this chapter.

Chapter 4: Results

4.1 Introduction

This chapter presents the research data obtained from the online survey and the interviews conducted across eleven organizations in New Zealand. The online survey data is presented in Section 4.2, and the interview results are in Section 4.3. The collected data is presented in the form of frequency tables and bar charts for easy illustration of the data. As mentioned in the methodology chapter, the survey questionnaire comprised three types; Therefore Section 4.2 has been divided into three subsections; one for each Type 1, Type 2 and Type 3 question sets and is followed by questions regarding the demographic data of the respondents. The qualitative research data is in Section 4.3. Each question is represented in the form of a frequency table, and a histogram chart is followed by a summary of collated responses of HR managers of the eleven organizations which are all based in New Zealand.

4.2 Quantitative data: Online survey questionnaire

The questionnaire was distributed by means of an online survey which was sent to participants via emails. Five respondents from each of the eleven organizations of organization in New Zealand completed the survey and were mainly from the service sector (that is 75%).

An equal number of participants were obtained from each organization. Because every organization had different SHRM processes with different levels of impact and effectiveness, an equal number of participants from each organization ensured an equal weightage in results. The result thus obtained reflected the average overall state of SHRM in all New Zealand organizations. However, if an uneven number of participants were selected from each organization, a higher number of participants from one organization would mean more dominance of its SHRM effect on the overall result. The researcher therefore ensured an equal number of participants from each organization for the survey. The sampling involved here is analogue to stratified sampling where each organization is analogue to a stratum which contributes an equal number of elements (participants) in the research sample (Särndal, Swensson, & Wretman, 2003).

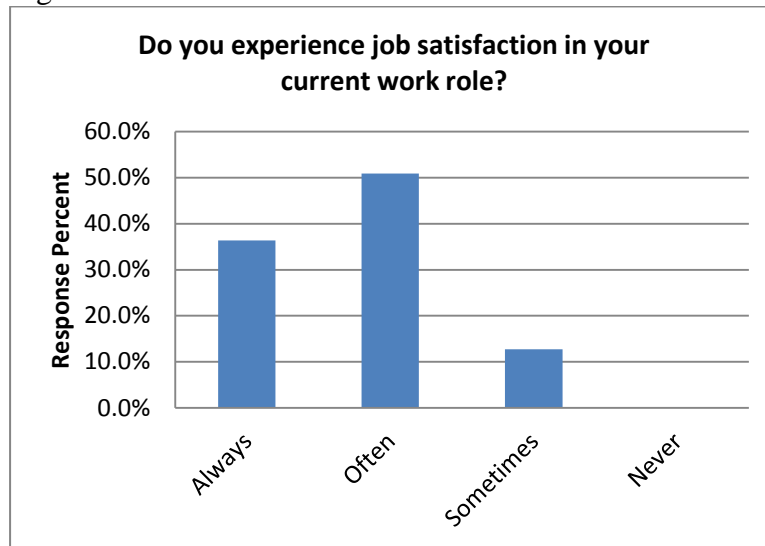
The survey questionnaire consisted of 21 questions. Questions were of three types. Results for each type are in separate subsections.

4.2.1 Type 1 (Questions 1 to 10)

Type 1 questions measure the effectiveness of SHRM in the organization in terms of work-life balance, job satisfaction and other different parameters.

Q1. Do you experience job satisfaction in your current work role?

Figure 6: Job Satisfaction

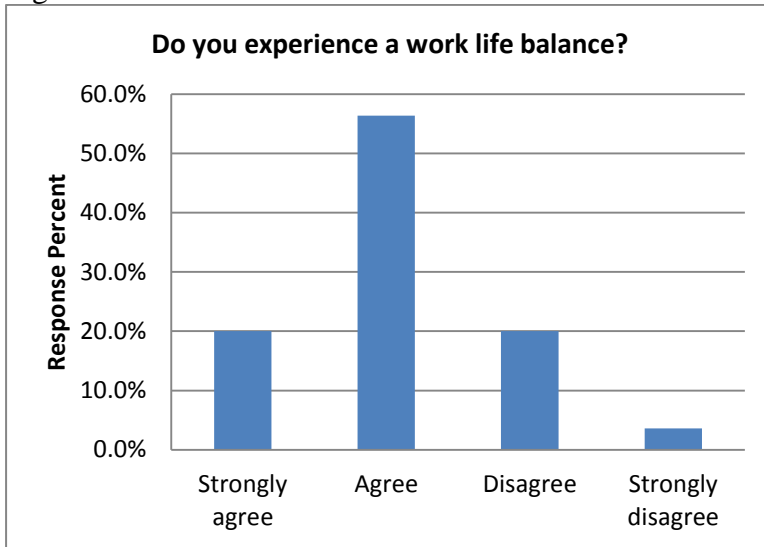


This is a key question to measure the effectiveness of SHRM. The question measures how satisfied an employee is working in his/her role? The result shows that only 36.4% of respondents have always experienced job satisfaction. The majority of respondents at 50.9% percent have often experienced job satisfaction, and 12.7% respondents experienced it just sometimes. None of the respondents said that they never experienced job satisfaction.

Q2. Do you experience a work-life balance?

As shown in Figure 7 on page 52, like the previous question, 56.4% of the respondents agreed to have experienced a work-life balance. 20% of respondents strongly agreed that they experienced a work-life balance, whereas the same number of respondents disagreed about experiencing a work-life balance. 3.6% of the respondents strongly disagreed about experiencing a work-life balance.

Figure 7: Work-life Balance



Q3. Do you regard yourself as being fairly rewarded at work?

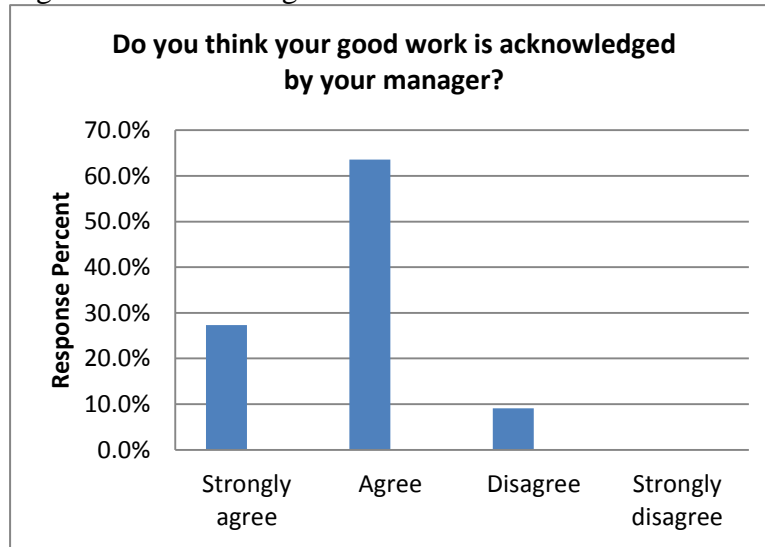
Figure 8: Rewarding



The majority of the respondents chose between 'agreed' or 'disagreed' on being fairly rewarded at work. Respondents who agreed and who disagreed were 65.5% and 20% respectively. Although 12.7% of respondents strongly agreed, 1.8% strongly disagreed that they had been fairly rewarded.

Q4. Do you think your good work is acknowledged by your manager?

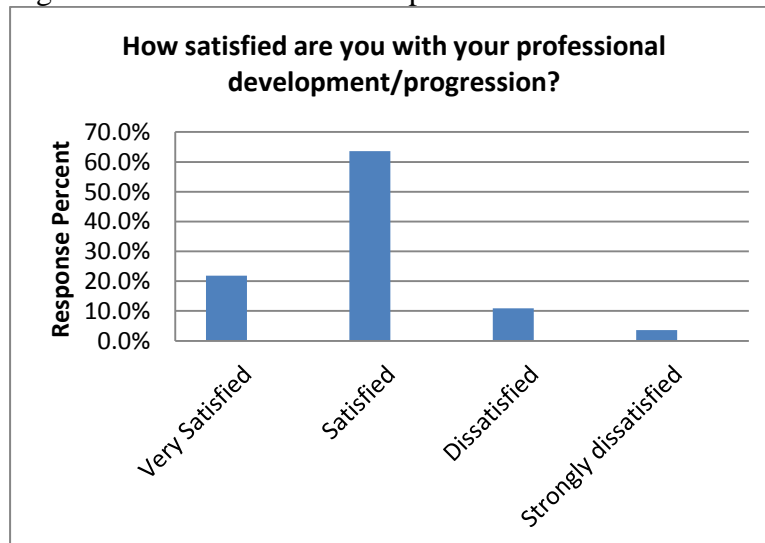
Figure 9: Acknowledgement of Good Work



A large number of respondents believed that their good work got an acknowledgment from their managers. Respondents who strongly agreed with this were 27.3% and those who just agreed to this were 63.3%. Whereas none strongly disagreed that their good work was not acknowledged, 9.1% disagreed and thought their good work was not acknowledged by the manager.

Q5. How satisfied are you with your professional development/progression?

Figure 10: Professional Development

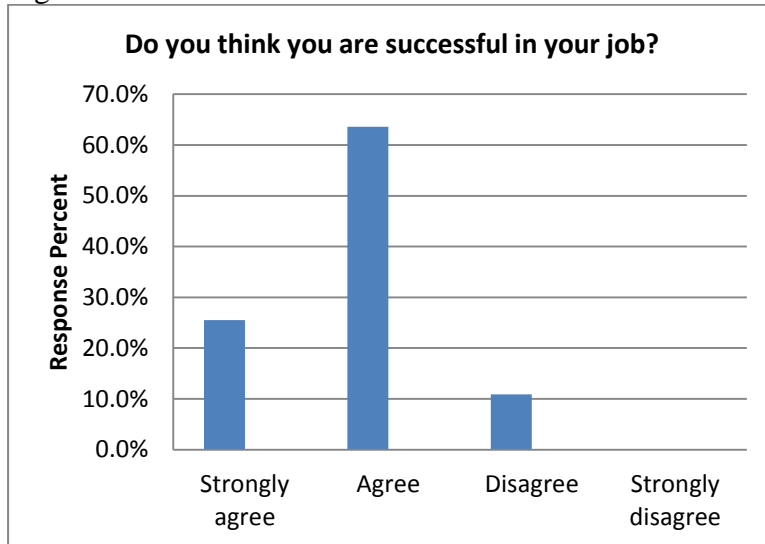


More than half of the respondents, 63.6% were satisfied with their professional development and career progression while working in their organization. 21.8% were

strongly satisfied with their professional development and career progression. Of all the respondents, 10.9% and 3.6% were dissatisfied and strongly dissatisfied respectively and felt they did not have as much career progression and development as they deserved.

Q6. Do you think you are successful in your job?

Figure 11: Success at Work

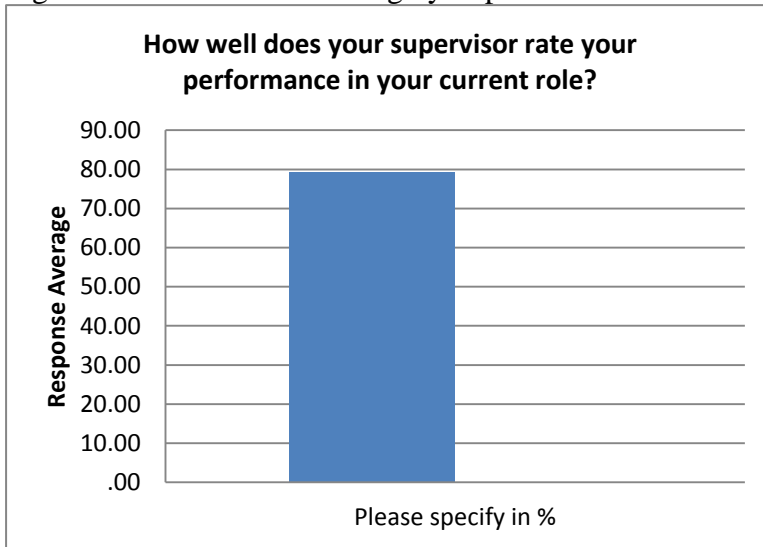


Except for 10.9% of the respondents, the rest all either strongly agreed or just agreed that they feel successful at work. Respondents who strongly agreed and who just agreed were 25.5% and 63.6% respectively. The remaining 10.9% disagreed that they were successful in their job, whereas none of the respondents strongly disagreed with it.

The next four questions are non-objective questions and required respondents to specify their answers as a percentage in order to get very precise answer.

Q7. How well does your supervisor rate your performance in your current role?

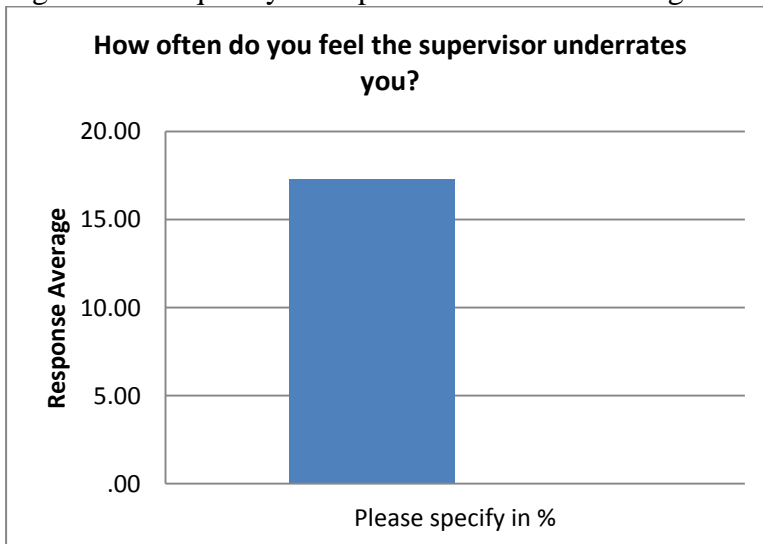
Figure 12: Performance Rating by Supervisor



The respondents were asked to fill in a percentage to rate how well they thought their supervisors rated their performance in their current role. The average percentage from all the responses was 79.11%.

Q8. How often do you feel the supervisor underrates you?

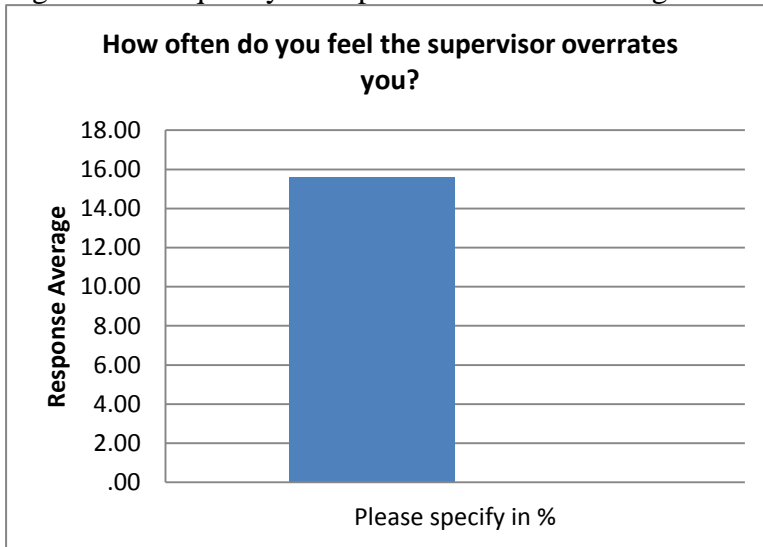
Figure 13: Frequency of Supervisor Underestimating the Employees Performance



Similarly to the previous questions, respondents were asked to specify in a percentage their supervisors' underrating of their performance in their current role. The average response from all 55 respondents was 17.31%. This means on a scale of 100 points, the supervisors of all 55 respondents rated their performance on an average of 17.31 points.

Q9. How often do you feel the supervisor overrates you?

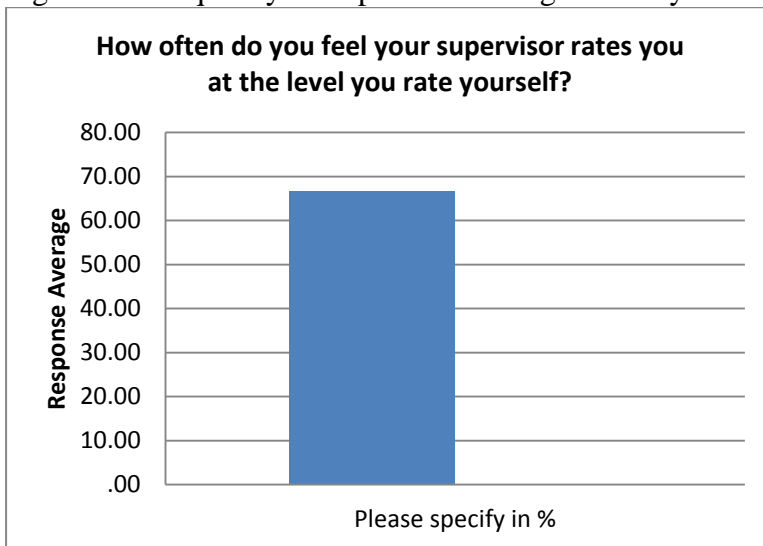
Figure 14: Frequency of Supervisor Overestimating the Employees Performance



On an average, all the respondents felt the supervisor overrated them on 15.58% of occasions.

Q10. How often do you feel your supervisor rates you at the level you rate yourself?

Figure 15: Frequency of Supervisor Rating Correctly the Employees Performance



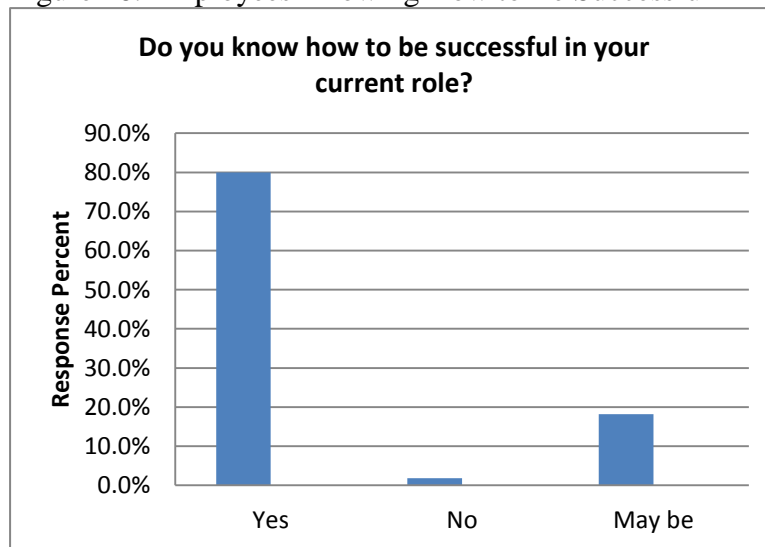
On average, all the respondents felt the supervisor rated them at the same level as they rated themselves on 66.82% of the occasions.

4.2.2 Type 2 (Questions 11 to 21)

Type 2 questions measured the extent of the presence of OPD-SHRM elements. OPD-SHRM has an emphasis on more frequent manager-employee interactions, help and support from the manager, more employees' engagement, inclination towards success and emphasis on actions over results. These questions measured the degree to which these elements of OPD-SHRM were present.

Q11. Do you know how to be successful in your current role?

Figure 16: Employees Knowing How to Be Successful

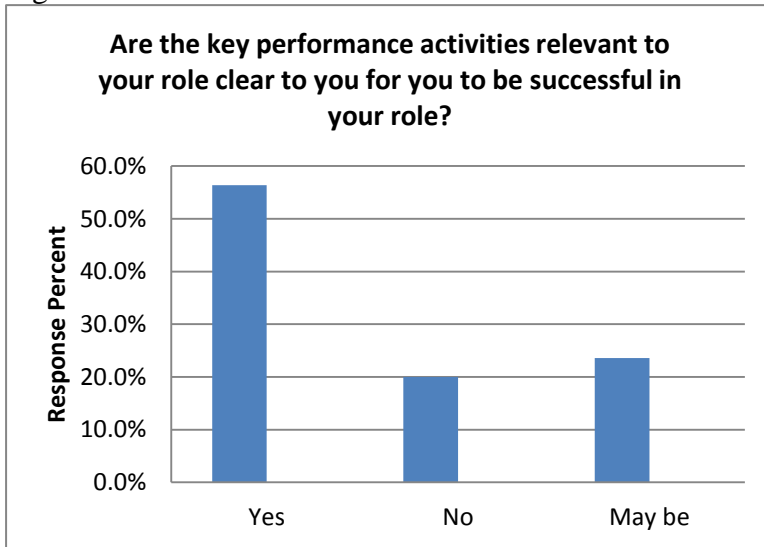


A large number of respondents affirmed that they knew how to be successful in their current role. Those who said 'Yes' for knowing how to be successful, made up 80% of all the respondents. Just one respondent, which was 1.8% of all respondents, did not know how to be successful in his/her current role and 18.2% were unsure.

Q12. Are the key performance activities that are relevant to your role clear to you for you to be successful in your role?

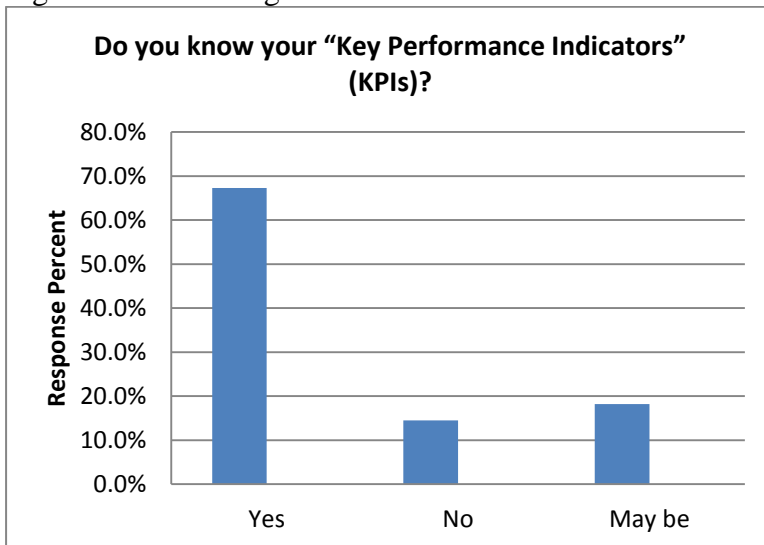
As shown in Figure 17 on page 58, nearly half the respondents were either unsure or did not have their key performance activities made clear to them to be successful in their roles. 20% of respondent did not have their key performance activities clear to them to be successful in their roles. 20% of respondents were not clear about their key performance activities, and 23.6% were unsure. Over half of the respondents, 56.4%, said they were clear on the key performance activities to be successful in their roles.

Figure 17: Clear on KPI



Q13. Do you know your “key performance indicators” (KPIs)?

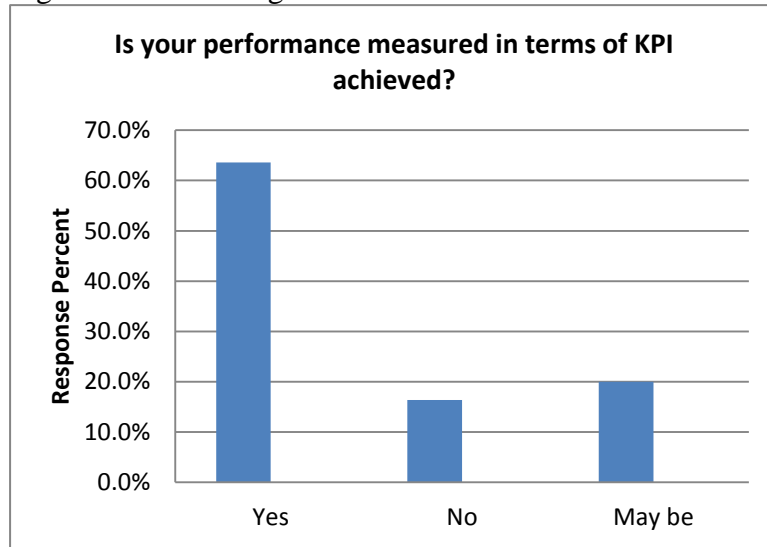
Figure 18: Knowledge of KPI



Well over half of the respondents, 67.3%, are aware of their KPIs. Of the remainder, 14.5% of respondents did not know what their KPIs were and 18.2% of the respondents were unsure.

Q14. Is your performance measured in terms of KPIs achieved?

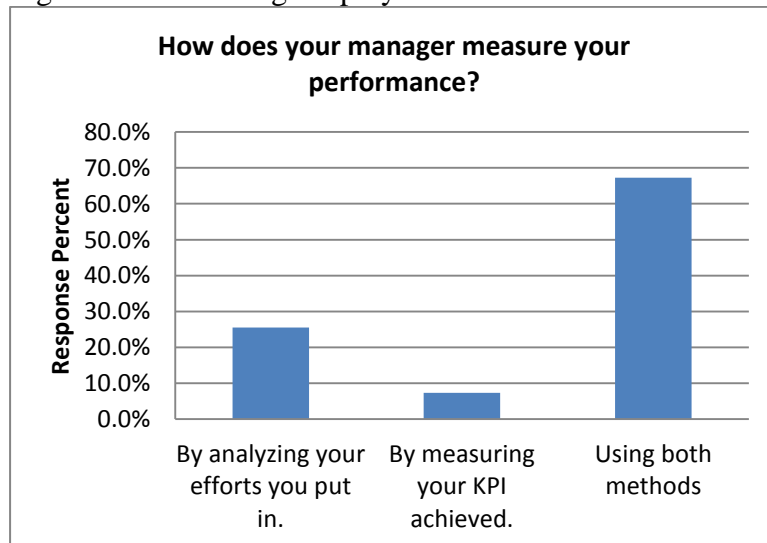
Figure 19: Knowledge of KPIs



Normally in an SHRM environment, Key Performance Indicator (KPI) is the principal determinant for performance of an employee. 63.6% of respondents said that their performance was measured in terms of KPIs achieved. 20% were unsure of whether or not KPI was a parameter to measure their KPIs, and 16.4% said that their performance was not measured in terms of KPI achieved.

Q15. How does your manager measure your performance?

Figure 20: Measuring Employees Performance

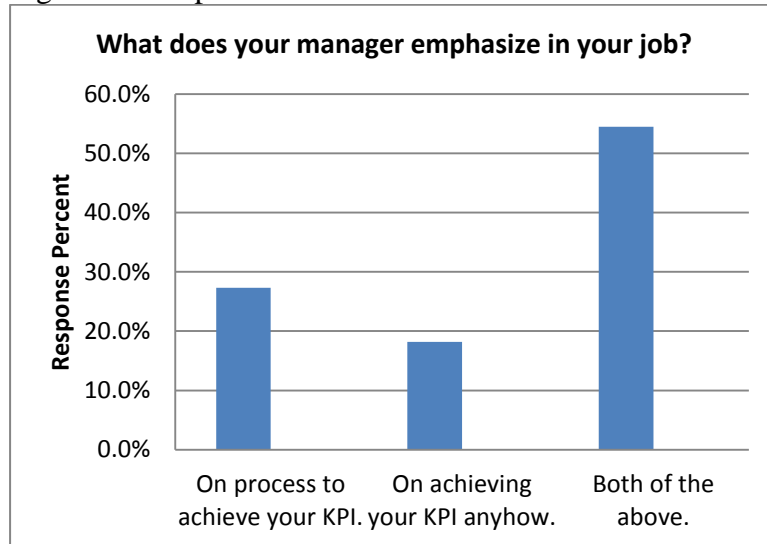


Nearly a quarter of the respondents said that their managers measured their performance by analyzing the efforts they put into their deliveries of the work they do. For

67.3% of respondents, their manager measured their performance based on their KPIs achieved as well as the effort they put in. And, just 7.3% of the respondents' performance was measured in terms of only KPIs by their managers.

Q16. What does your manager emphasize in your job?

Figure 21: Emphasis on KPI or on Process

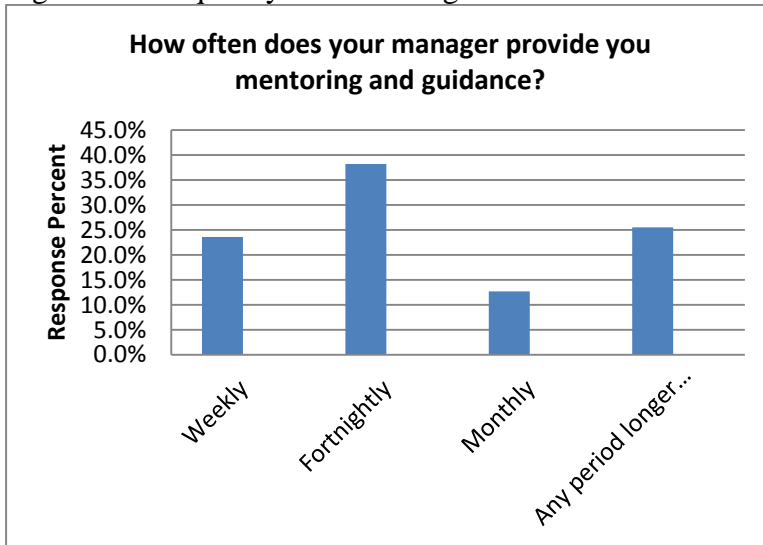


Nearly half of the respondents' managers emphasized both the process to achieve the KPIs and achieving the KPIs anyhow. Of the rest, 27.3% of respondents' managers emphasized the process to achieve the KPI, and 18.2% of respondents' managers emphasized achieving the KPI anyhow.

Q17. How often does your manager provide you with mentoring and guidance?

As shown in Figure 22 on page 61, the frequency of managers mentoring and guiding employees, 'Fortnightly' was the most chosen option by 38.2% of the respondents. Next was 'Any period longer than a month' selected by 25.5% of the respondents followed by 'Weekly' and 'Monthly' chosen by 23.6% and 12.7% of the respondents respectively.

Figure 22: Frequency of Mentoring and Guidance



Q18. Do you think the expectations of your manager of you are realistic?

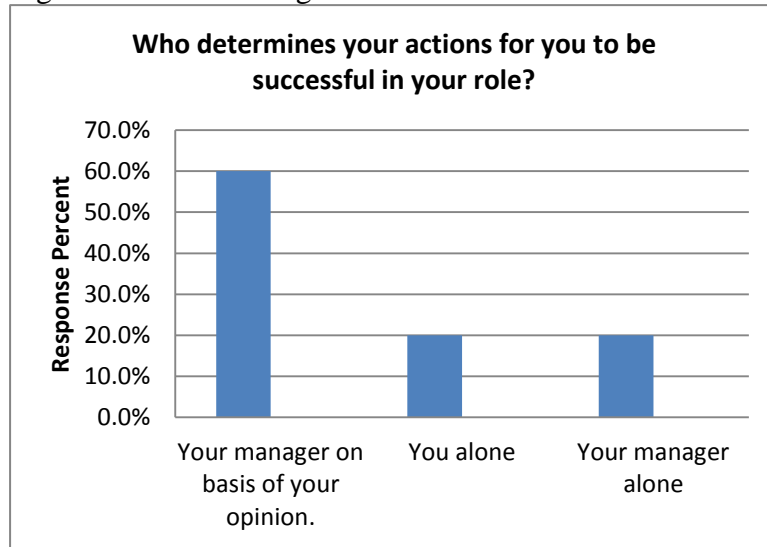
Figure 23: Realistic Expectation



Just over half of the respondents, 50.9% believed that the expectation of their managers from them is realistic. 34.5% thought the expectation was somewhat realistic, and 14.5% thought mostly the expectations were not realistic. None of the respondents chose the fourth option which was that the expectations were not realistic at all and practically not possible.

Q19. Who determines your actions for you to be successful in your role?

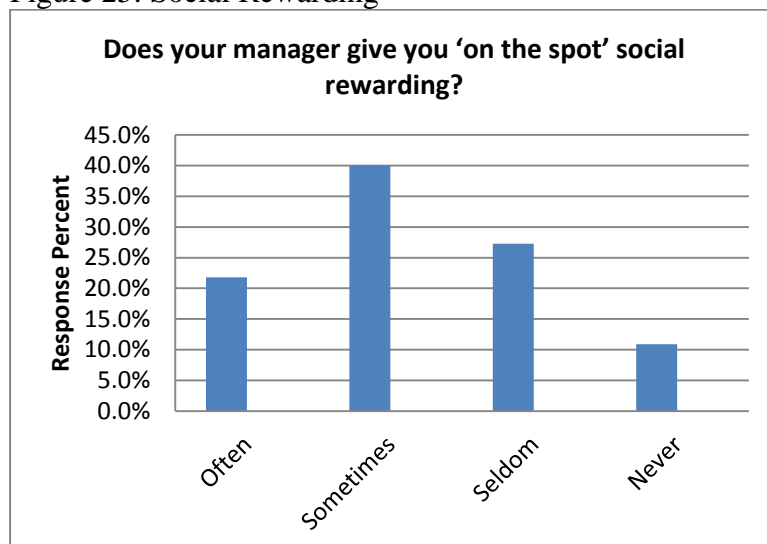
Figure 24: Determining Ideal Actions for Success



An equal number of respondents, 20%, said they alone or the manager alone determined their actions for them to be successful in their role. Of the rest 60% of respondents said that their manager on the basis of the employees' opinion determined their actions for them to be successful in their role.

Q20. Does your manager give you 'on the spot' social rewarding?

Figure 25: Social Rewarding

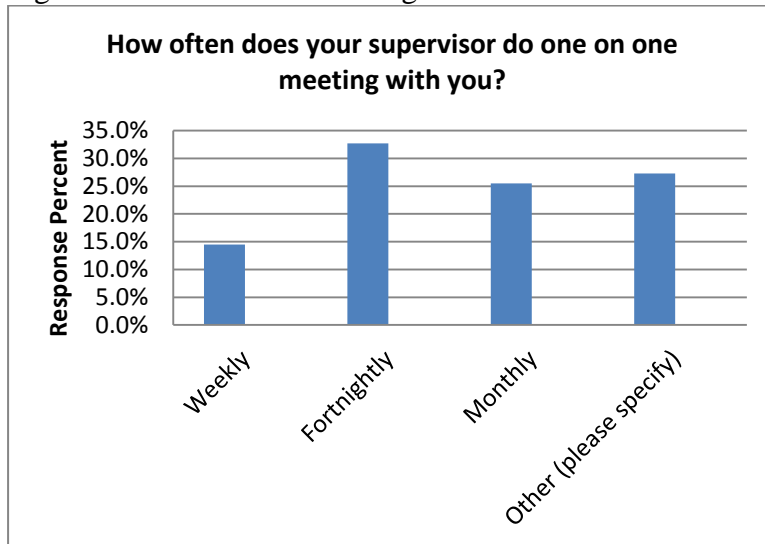


Leaving aside 10.9% of respondents who said their managers never gave them 'on the spot' social rewards, the remaining respondents' managers gave them 'on the spot' social

rewards on some occasions. 21.8% often received it; 40% received it sometimes, and 27.6% seldom received it.

Q21. How often does your supervisor do a one-on-one meeting with you?

Figure 26: One on One Meeting



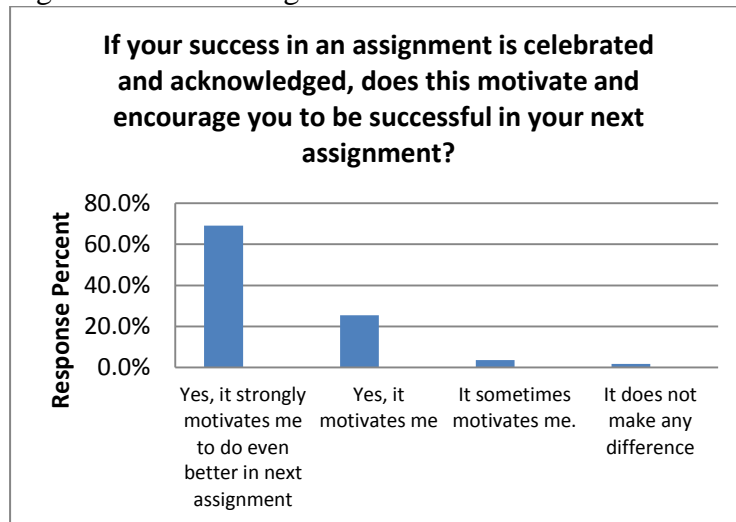
More frequent interactions of supervisors with the employees are encouraged in the OPD-SHRM model. A more frequent meeting indicates greater likelihood of an SHRM environment where the employee is clear on his/her role, is getting frequent support and guidance from his manager and is constantly reminded of his/her role and responsibilities, by his/her manager. 14.5% of the respondents had their managers doing one-on-one meetings with them every week. 32.7% fortnightly; 25.5% monthly and the remaining 27.3% had one-on-one meetings with their managers at intervals greater than a month.

4.2.3 Type 3 (Questions 22 to 26)

Type 3 questions concern OPD-SHRM hypothetical environment. Participants had to answer about their behavior in those hypothetical situations. Based on the participants' responses for those questions, the employee's behavior was evaluated as to whether it was positive in those OPD-SHRM scenarios. A positive result indicates OPD-SHRM to be more efficient in comparison to current SHRM practices across New Zealand organizations.

Q22. If your success in an assignment is celebrated and acknowledged, does this motivate and encourage you to be successful in your next assignment?

Figure 27: Celebrating Success

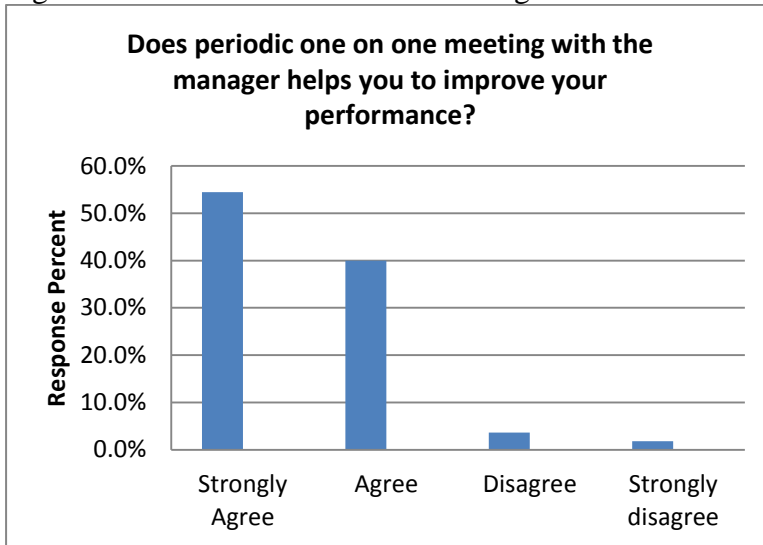


This is a hypothetical scenario, and the respondents were asked whether they would be motivated and encouraged to be successful in their next assignment when their success in an assignment would be celebrated and acknowledged. 69.1% of the respondent said yes to it and that it would encourage them to do even better in next assignment whereas 25.5% simply said that it would motivate them. 3.6% of the respondents felt it would sometimes motive them whereas 1.8% believed that it would not make any difference to their motivation level.

Q23. Do periodic one-on-one meetings with the manager help you to improve your performance?

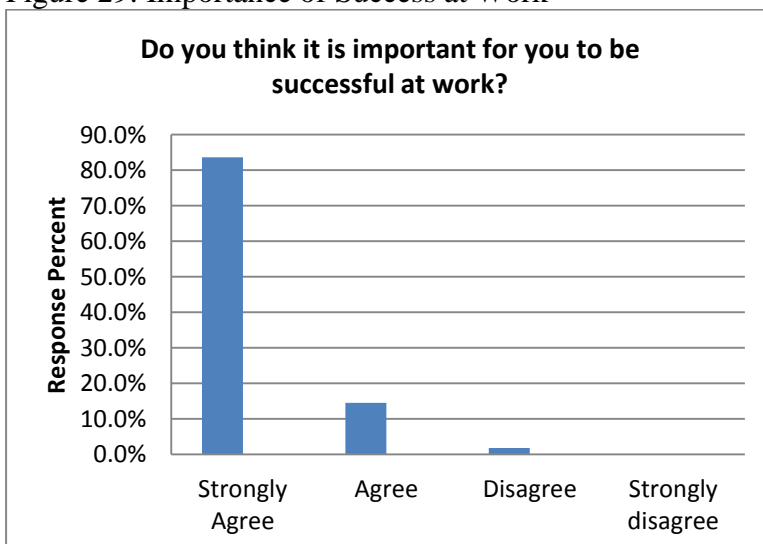
As shown in Figure 28 on page 65, the majority, namely 94.5% of the respondents agreed that periodic one-on-one meetings with the managers helped them improve their performance. 54.5% strongly agree with it, and 40% just agreed with it. 3.6% and 1.8% of respondents disagreed and strongly disagreed respectively that managers doing periodic one to ones with them improved their performance.

Figure 28: Periodic One on One Meeting



Q24. Do you think it is important for you to be successful at work?

Figure 29: Importance of Success at Work



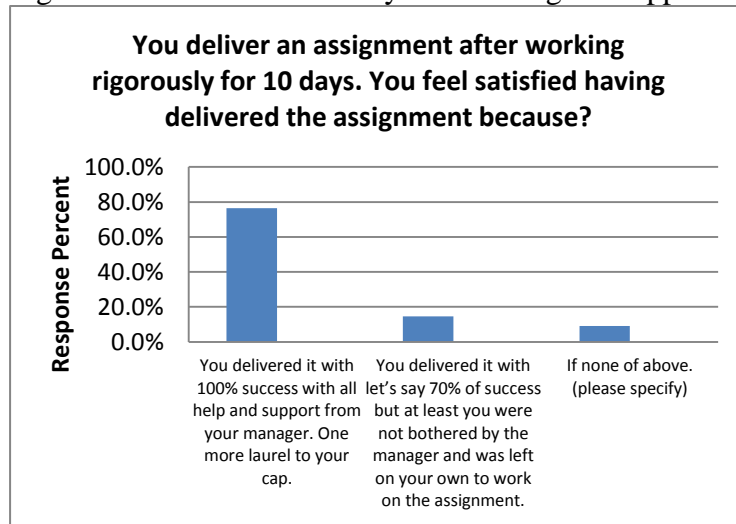
A very high percentage of respondents, 83.6% thought that being successful at work was important. Respectively 14.5% and 1.8% of the respondents agreed and disagreed with this thinking.

Although the response to this question is quite obvious, in respect of OPD–SHRM, employees’ commitment to success forms a fundamental cultural requirement. As a cultural requirement, every employee is required to sign an agreement, normally as part of joining formalities that they want to be successful at work. This agreement further forms the basis for getting sign off from employees to deliver ideal actions with full commitment so, if they do

so, it guarantees their success at work (see Section 2.6). Hence as per OPD-SHRM, those 1.8% employees who chose ‘Disagree’ would immediately get rejected for employment with the organization for not considering it important to be successful at work.

Q25. You deliver an assignment after working rigorously for 10 days. You feel satisfied having delivered the assignment because?

Figure 30: Successful delivery with Manager's Support

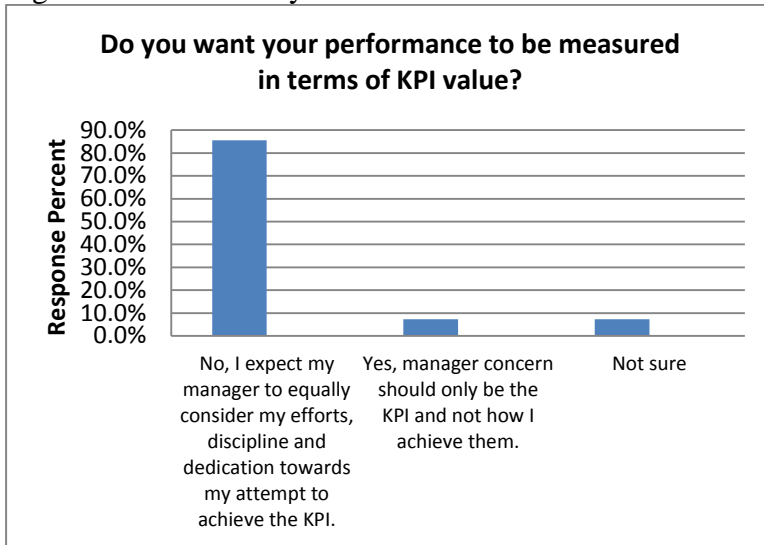


The majority of the respondents, 76.4%, would feel satisfied on delivering an assignment with 100% success with the help and support from their managers. 14.5% of respondents would feel satisfied even with partial success of their assignment if they had not been bugged by their managers and had been left alone to work independently. The remaining 9.1% of respondents, would prefer being dissatisfied with results but would have the manager hover over them and push for at least a second rate result.

Q26. Do you want your performance to be measured in terms of KPI value?

As shown in Figure 31 on page 67, an overwhelming majority of respondents did not want their performance to be measured in terms of KPIs. They were 85.5% of the respondents who wanted their managers to consider equally their efforts and discipline and dedication towards their efforts to achieve the KPI. Nearly an equal number of participants, 7.3%, either were unsure or wanted their managers to be only concerned about the KPIs and leave it to them about how they are achieving those KPIs.

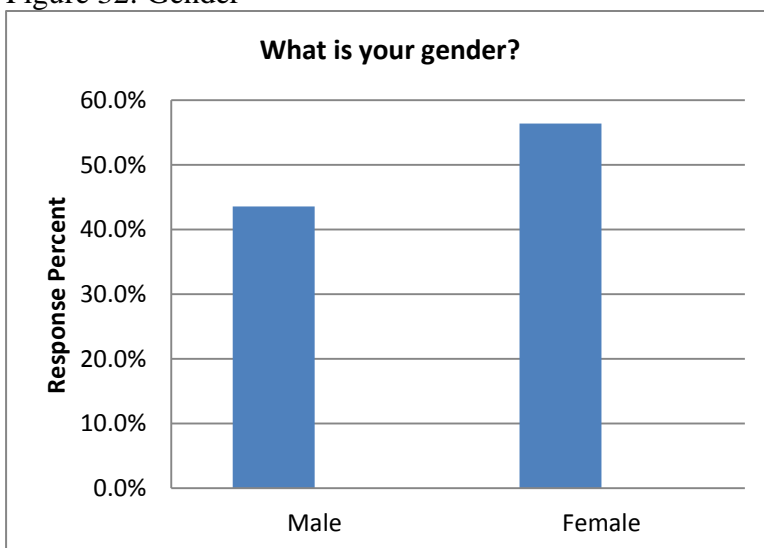
Figure 31: KPI as Only Performance Parameter



Questions from 27 to 29 are about background information of the participants to collect their age, sex and level of education.

Q27. What is your gender?

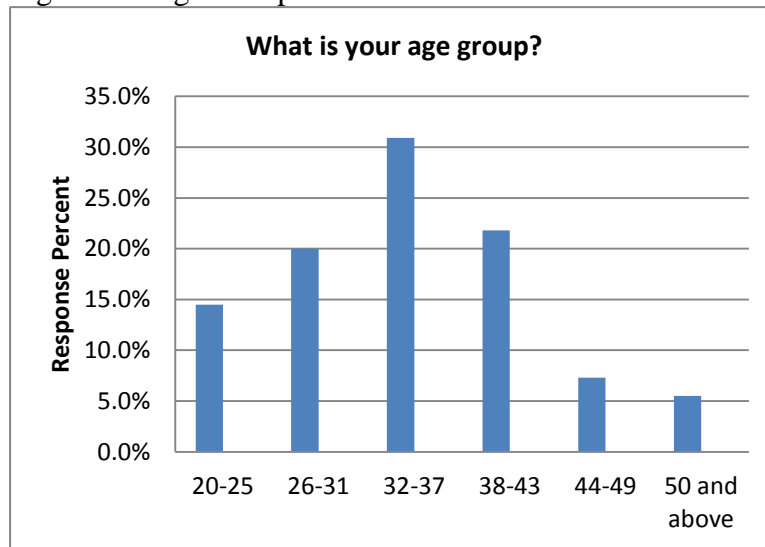
Figure 32: Gender



The respondents included more females with 56.4% of females over 43.6% of males.

Q28. What is your age group?

Figure 33: Age Group

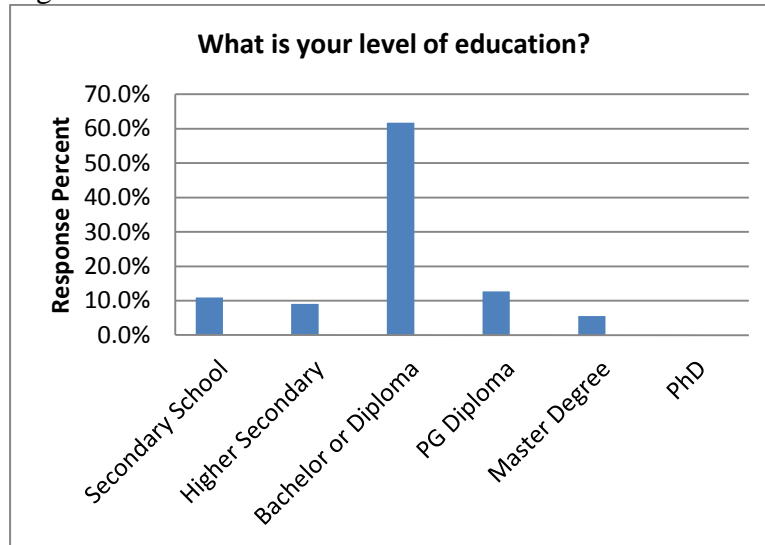


The respondents were from all the age groups with the maximum number of respondents; 30.9% were between age 32 and 37. The number of respondents from age groups 26 to 31 and 38 to 43 were nearly the same at 20% and 21.8% respectively. The next age group which followed these three age groups was 20 to 25 and 44 to 49 with 14.5% of respondents and 7.3% of respondents belonging to those age groups respectively. Just three respondents were aged 50 and above and comprised 5.5% of all respondents.

Q29. What is your level of education?

As shown in Figure 34 on page 69, of all the respondents, 61.8% had completed their graduation with bachelor degree/diploma, followed by 12.7% of respondents with Post Graduate Diploma. 10.9% achieved secondary school level followed by 9.1% of respondents with High Secondary level education. The highest level of education was Master Degree completed by 5.5% of respondents and none at the Ph.D. level.

Figure 34: Level of Education



4.3 Qualitative data: Interviews

The interview consisted of 15 questions. The purpose of conducting interviews with HR managers in New Zealand organizations was to assess the effectiveness of SHRM in their organizations. The intent was to find whether the SHRM implemented in their organization had any similarity with the OPD-SHRM model.

Each question had three choices, 'Yes', 'No' and 'Maybe'. Furthermore each participant was encouraged to provide reasoning for their choice. This was to encourage them to talk and explain their rationale for their answer given for a particular question. The choice set (Yes No, Maybe) was different from the choice set (Strongly Agree, Agree, Disagree, Strongly Disagree), which was mostly asked in the survey questions. The intention for survey questions was different from the interview questions as here the researcher objective was not to measure something on a scale of five points. Asking a question with Yes, No, Maybe allow the participant to first clarify his point. The participant then discusses the topic broadly after having clarified whether he/she is discussing it in favor of or against the topic, or being neutral when he/she has selected 'Maybe'.

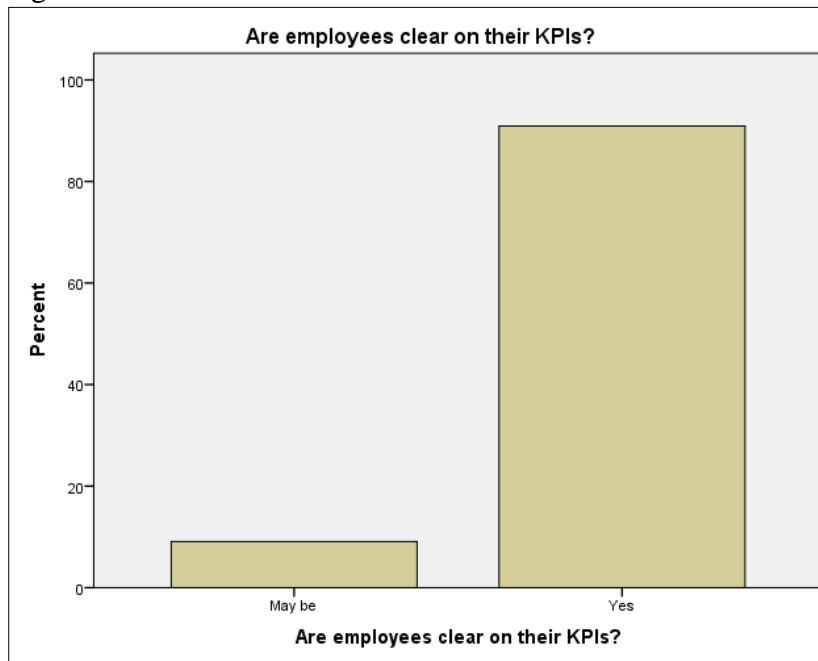
Below are the collated responses of all HR managers for each interview question.

Q1. Are employees clear on their KPIs?

Table 1: Interview - Clear on KPIs

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Maybe	1	9.1	9.1	9.1
	Yes	10	90.9	90.9	100.0
	Total	11	100.0	100.0	

Figure 35: Interview - Clear on KPIs



It is a useful fact that there was not any 'No' response to this question. A small percentage of HR managers suspected that their employees might not be aware of their KPIs. Ten out of eleven HR managers were definite that their SHRM had processes in place, which enable the employees' awareness of their KPIs.

Most organizations have performance review systems for employees, and they set KPIs annually or twice every year but there are some who do have KPIs set on a weekly basis and some on a monthly basis. Organizations prefer to have goals/KPIs set for smaller intervals of period. For instance, an HR manager reported that they switched from a yearly goal setting process to a monthly goal setting process, as they believed it would encourage more communication between the employees and managers.

HR managers related the manager-employee communication with employees being clear on KPIs, assuming more communication would mean clear conveyance of KPIs to the employees. For KPIs set for longer duration like a year, the employees are periodically reviewed for how they are going about their annual goals or achieving KPIs. Organizations also keep track of the performance by comparing KPIs achieved during a period with KPIs achieved during the same period of last year or last month.

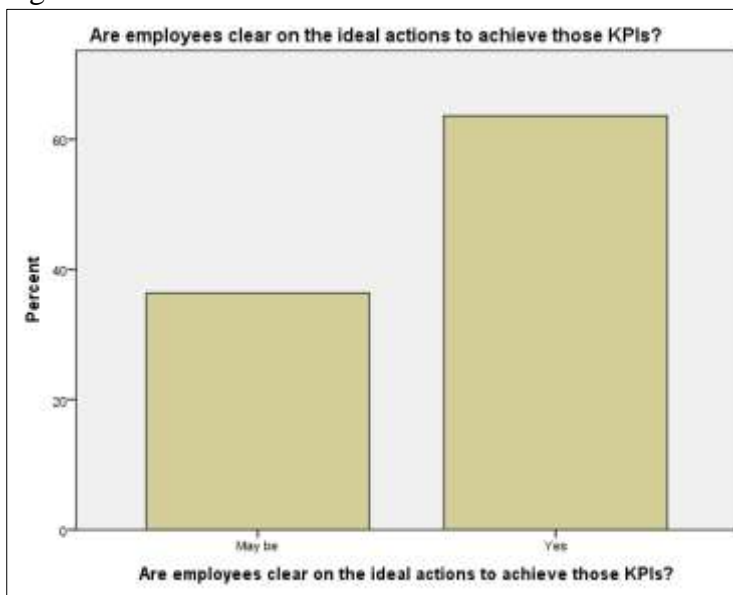
The single ‘Maybe’ response from an HR manager was because of the nature of business of the organization. KPIs are not necessarily always valid in certain roles. Sometimes it is only applicable to some employees, and hence the HR manager responded with ‘Maybe’.

Q2. Are employees clear on the ideal actions to achieve those KPIs?

Table 2: Interview - Clear on Ideal Actions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Maybe	4	36.4	36.4	36.4
	Yes	7	63.6	63.6	100.0
Total		11	100.0	100.0	

Figure 36: Interview - Clear on Ideal Actions



Again, none of the HR managers answered 'No.' However, many who responded with 'Maybe', in this case were reluctant in saying that their employees knew the ideal actions they should pursue to achieve the set KPIs. Their system emphasis was on KPI rather than on Ideal Actions. The HR managers responding by saying 'Maybe' were 36%. The remaining 64% of HR manager responses were 'Yes', which indicates that they had a system in place that equally emphasized Ideal Actions. They were aware that their SHRM system had a process of conveying 'Ideal Actions' to the employees.

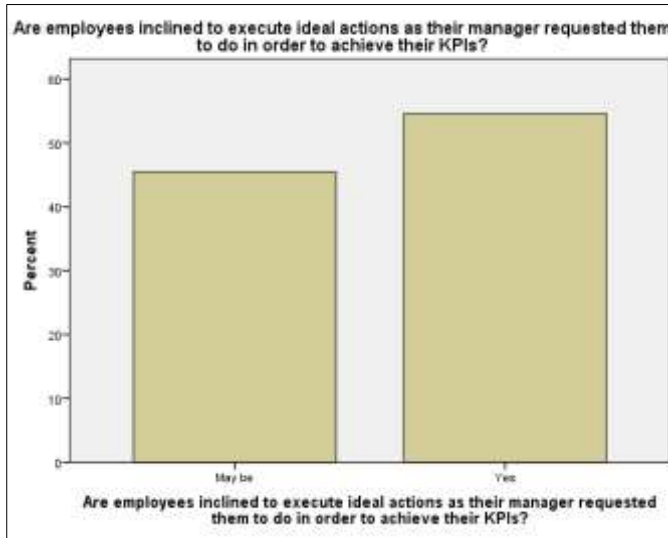
Sometimes, the ideal actions are so obvious that explicitly defining them is not necessary. This happens due to the nature of the business. The KPIs are simple and ideal action obvious. In contrast to this, an HR manager from a creative industry reported that because they were a creative industry, it was difficult for them to have a prescribed way of doing most of the things. Everybody was encouraged to have their own style and put their own stamp on things he or she did. They relied on the creativity of the employees and had to provide freedom for the employees to do their work with their own way. The HR manager said, "We cannot use the same cookies kind of approach all the time".

Q3. Are employees inclined to execute ideal actions as their manager requested them to do in order to achieve their KPIs?

Table 3: Interview - Inclined to be the Manager's way

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Maybe	5	45.5	45.5	45.5
Yes	6	54.5	54.5	100.0
Total	11	100.0	100.0	

Figure 37: Interview - Inclined to be the Manager's way



A large percentage of HR managers reported they were unsure of whether or not ideal actions were being executed by the employees. This is quite an unlikely scenario in an OPD-SHRM environment. Many said that they relied on the employees for how they went about achieving the objectives. They put more emphasis on managers having a conversation with employees on how they achieved just as much as what they achieved. Sometimes HR managers are not very descriptive and do not actually specify certain actions as ideal actions for achieving the goal. They rather leave employees to find their own best way to achieving their goals or KPIs. For example, as one HR manager said, "Sales is an easy example, where calling 100 people could be considered as an ideal action considering calling 100 people on an average would generate 10 meetings, and out of 10 meetings the company will expect a sale". However, the employee can find his or her own way to create sales and may not then require calling 100 people every day to meet his or her goal of achieving a certain number of sales.

Managers of employees do not define the ideal actions but examine the feedback on behaviors and whether or not employees are getting successful outcomes from KPI's or targets. One HR manager comment was that because the performance review system was in place, it eliminated the need for defining ideal actions. Because employees cannot be treated as robots, they cannot be expected to keep carrying out the same set of approaches. They could make an assumption that in order to achieve the KPIs, they needed to do certain things, and if that did not go well, they needed to assess their assumptions and learn from them. It is not about what needs to be done but it is what development is all about.

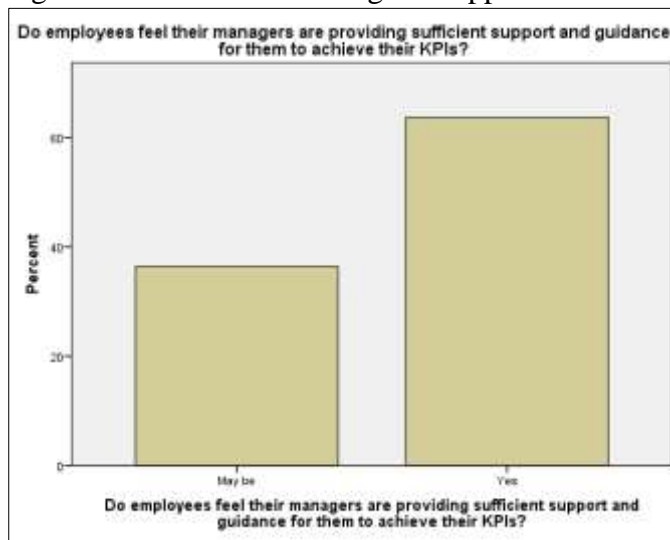
About 55% of the respondents said that they believed their employees were inclined towards executing ideal actions the way their managers requested them. Having the HR managers said that, it can be assumed that 55% of the organizations did believe that the manager communicated with the employees about the way to go about doing something and the employees' emphasis was on performing the way suggested by the manager and not just on the KPIs. An HR manager said that not all ideal actions were defined, but maximum time general guidelines were defined, so employees could perform actions in compliance and under the constraints of the defined guidelines.

Q4. Do employees feel their managers are providing sufficient support and guidance for them to achieve their KPIs?

Table 4: Interview - Manager's Support and Guidance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Maybe	4	36.4	36.4	36.4
	Yes	7	63.6	63.6	100.0
	Total	11	100.0	100.0	

Figure 38: Interview - Manager's Support and Guidance



A manager is meant to not just manage his or her team but also if an employee needs some advice or help, the manager should be the first point of contact for his/her support. So, obviously none of the HR managers responded with a 'No' for this question. Managers' main responsibility should be to listen to their team and understand all their issues that could be hampering their performance. Despite this, a large number of HR managers doubted that the

managers were supportive to their teams. The HR managers answering this question as ‘Maybe’, held managers responsible. They said, "Some managers are not as good as others, and sometimes the employee might also be unhappy with their manager." The HR managers did not articulate whether their SHRM system had anything in place to avoid such instances.

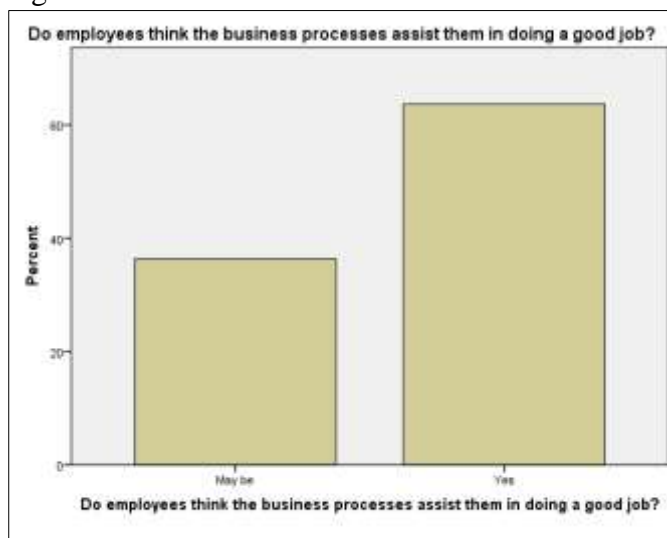
A good thing is that a higher number of HR managers responded with ‘Yes’. That is because they have processes like 360 degree feedback where an employee can put his comments as well, which later can be reviewed by the manager. They ensure periodic meetings and conversations of managers and employees on a quarterly or fortnightly basis. One HR manager mentioned that the discussion sessions with employees were also documented for later review as well.

Q5. Do employees think the business processes assist them in doing a good job?

Table 5: Interview - Role of Business Process

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Maybe	4	36.4	36.4	36.4
	Yes	7	63.6	63.6	100.0
	Total	11	100.0	100.0	

Figure 39: Interview - Role of Business Process



36% of respondents reported that they were unsure whether their business process was sufficiently assisting employees in doing a good job. Almost all HR managers, who responded as ‘Maybe’, did so because, they said, they were large organizations. A large

organization has many numbers of different business units. Every unit is different and due to this they lacked uniformity across different units in terms of business processes to assist the employee to do a good job. One HR manager cited an example of his/her organization and said that a large number of employees did not feel that there was any proper process in place to help them do their jobs well. They had recently merged sub-divisions into one and had been working hard to consolidate their systems and processes, which was a time intensive and very expensive task. Many sub-divisions which did not have any information systems were the biggest challenge.

Besides organization size and diverse business units, the other reason which was observed is rapid change in businesses. Sometimes when the nature of business is such that it changes rapidly, an adequate training plan is tough to create in the short time of transition.

A higher number of HR managers (64%) reported that their business process facilities employees did a good job. They think this because they have a system of maintaining a training database, which has training manuals and business process documents. Employees can access the training database anytime and learn by themselves. Periodic examinations of the business process also keep business knowledge at the forefront of the heads of the employees. Classroom type training and e-training are a few different ways for business processes to assist employees to perform well. Many organizations provide full-time training during initial months before a new employee starts his/her job.

Q6. What good or bad feelings do employees have about the organization which could influence their performance?

Employees have good feelings on a diverse range of practices within the organization. For example, wellness programs so people can stay fit and healthy, flexible work hours, rewards for achieving KPIs, celebration of success with employees, work from home, training and development are some good practices within the organizations. Besides all these, there are some specific practices in some organizations. There was one organization which never laid off its employees and hired employees for entry level positions only. All higher positions were hired from within. This practice provided the employee with a high level of job security. Organizational success was celebrated with employees. In another organization, the CEO periodically communicated to the employees their vision, business directions, ventures and current performance, so employees felt connected with the business.

Certain general and common practices about which employees might have bad feelings are long work hours, being asked to work more and to stretch their abilities and high expectations. A particular issue as reported by one HR manager of a large organization is that they lacked communication and collaboration between different business units. People were disconnected and business units lacked relationship among themselves which often led to employees getting frustrated when working with other business units. Another HR manager said that big businesses could accommodate ups and downs of deliveries but small organizations needed to be more careful as they were always a lot closer to the line of success and failure in comparison to a large business.

Q7. What approach do you use to execute SHRM, for example OPD-SHRM?

The development plan is mainly discussed during the performance review process. Along with goal and KPI setting, employee development plans are discussed. The performance review process has two parts, one which looks at the KPIs and objectives and another which looks mostly at people development programs. The performance process has Talent Matrix, to identify where people sit in the Talent Matrix. Competencies of the employees determine the career path. Employee suitability is assessed based on their competencies required by the role. There are open trainings that any employee can voluntarily attend. The majority of employees take care of their own development aided by the systems and processes which are in place. Organizations also have role specific training and some organizations only have training for particular teams, i.e. for particular roles.

Q8. What approach do you use to motivate employees to improve their outputs?

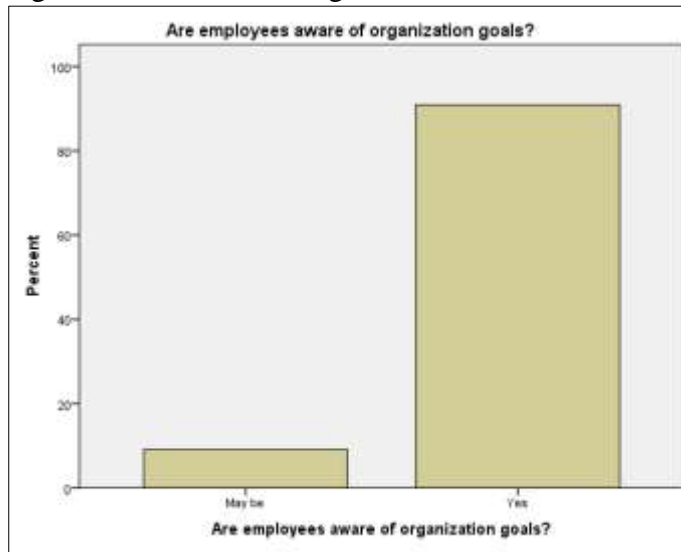
Bonuses are the key part for motivation. Pay rises, promotions and other benefits like free health insurance coverage is some of the perks for employees to motivate them. Certain teams/groups like sales teams are kept motivated by stated incentives, for example, when they hit 90% to 100% of target sales and even higher. Some organizations give people time and flexibility to perform well, and if they are still not able to hit targets, they are performance managed out from the organization. One HR manager said that they work on identifying people's strengths; rather than emphasizing their weaknesses, they work on harnessing their strengths. Other ways to motivate employees are to do regular celebrations like 'branch of the year or month', give kudos and Christmas parties and giving out an extra week's salary during Christmas.

Q9. Are employees aware of the organization’s goals?

Table 6: Interview – Organization’s Goals

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Maybe	1	9.1	9.1	9.1
	Yes	10	90.9	90.9	100.0
	Total	11	100.0	100.0	

Figure 40: Interview - Organization’s Goals



The majority of HR managers’ answer to this question was ‘Yes’. Having employees always aware of the organization’s goals and vision is one of the prime elements and a fundamental requirement to have employees feeling engaged and valuable to the organization. The employee knowing how he/she is adding value to the organization by working in his/her role is one major way to feel valued, satisfied and happy. Organizations employ different ways to keep their employees aware of their organization goals and vision. Largely, they send newsletters and emails from the Chief Executive Officer (CEO) to all employees. These newsletters and CEO emails keep them notified of the organization’s progression toward its goal. They hold meetings with employees and run programs like ‘Launch Vision and Value’, which actively require employee involvement. Apart from all these ways, from time to time, they can organize road shows and different events across the city and country. These functions propagate the organization’s goal to the employees. The chief executive members of the organization discuss the business plan, goals, how they are going, what their plans are with each employee present at those events. Employees are also

told about the organization’s goals and plans during orientation at the time of joining the organization.

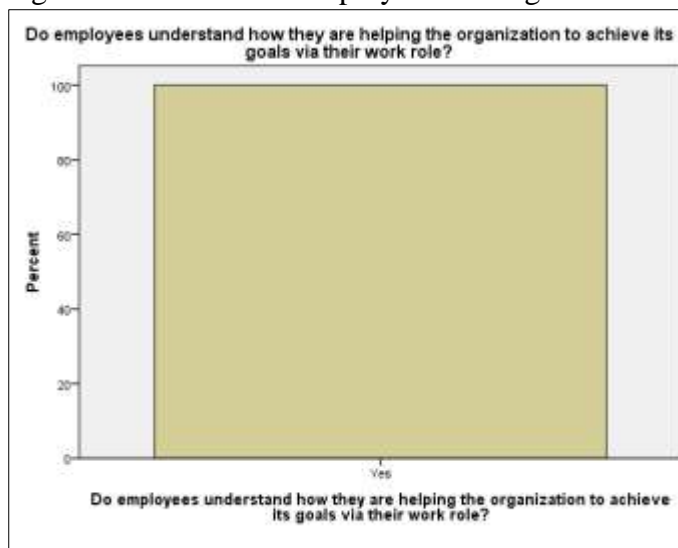
Q10. Do employees understand how they are helping the organization to achieve its goals via their work role?

Table 7: Interview - Employees Adding Value to Organization

Do employees understand how they are helping the organization to achieve its goals via their work role?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	11	100.0	100.0	100.0

Figure 41: Interview - Employees Adding Value to Organization



A total of 100% responded with ‘Yes’. HR managers emphasized that each role is designed to be carefully aligned with the organization’s goals. When the goal is designed, it is the responsibility of the manager to take care that the role is being served appropriately by the employees. Regular one-on-one sessions of manager with employees are part of this. The manager is expected to address any issues and support required by the employees, immediately. One HR manager also said that they had leadership development programs, which coached managers to lead their team effectively. The key message of these programs was to impart knowledge to the employees about how they connect at organizational level, which they could do via their role. General Managers and CEOs visiting a branch and talking to people and creating a good understanding of what the organization is trying to do and

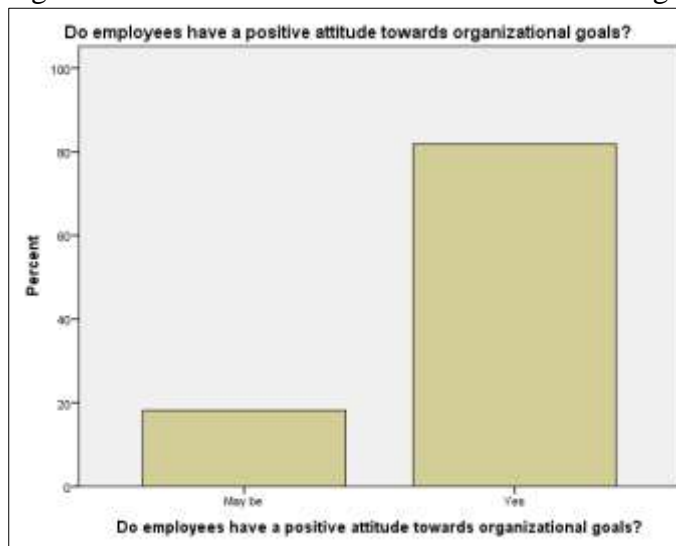
where the organization is trying to be are ways to make employees connected. There is a cascade of information about organizational goals, cascading only information relevant goals to relevant employees on the basis of employees' roles, cascading information to employees through email are all means to make employees connect with organizational goals.

Q11. Do employees have a positive attitude towards organizational goals?

Table 8: Interview - Positive attitude towards Organization Goals

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Maybe	2	18.2	18.2	18.2
	Yes	9	81.8	81.8	100.0
	Total	11	100.0	100.0	

Figure 42: Interview - Positive attitude towards Organization Goals



Two of the HR managers said 'Maybe'. The HR managers believed that due to the unions, the message that they tried to communicate to the employees did not reach them. The union influence on employees may sometimes be thought to be a reason for them not to have a positive attitude towards the organization and its goals. Another reason is that employees may not have the right attitude when they have a feeling of being exploited. Sometimes, the organization may require a long stretch of work hours and is not able to mitigate such a situation due to costs or other reasons. Employees may tend to assume those instances are hostile behavior from the organization.

Again, a large number of HR managers (82%) responded with a ‘Yes’. This was certainly an achievement of the SHRM of the organization. Employees are only inclined to work honestly in their roles when they have a positive attitude towards the organization’s goals. There are some organizations which are not for making a profit and are for helping people live a better life in some way. Working in those organizations itself makes employees feel good to be associated with such an organization which is of a philanthropic nature or in some way associated with improving the lives of people. Similarly, having a sense in employees of being part of a family working together can make them feel committed to doing good work and being fair to the organization. Bringing up organizational achievements, signage of new business or assignments, when celebrated with employees, helps bolster their attitude towards organization goals. A few other ways that HR departments assess employees’ attitude towards organization goals is through employee survey results, and from the organization’s CEO Sessions with the employees.

Q12. Is employees’ professional development coupled to organizational goals?

Table 9: Interview - Professional Development coupled to Organization Goals

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	1	9.1	9.1	9.1
	Maybe	3	27.3	27.3	36.4
	Yes	7	63.6	63.6	100.0
	Total	11	100.0	100.0	

Figure 43: Interview - Professional Development coupled to Organization Goals



Many HR managers admitted that they did not have an efficient system in regard to employee professional development. They showed the need for development in this area. Even when professional development of employees was being take care of, not all employees could have the career progression that suited their future needs. However, career progressions of the employees were taken care of in line with the business needs and requirements.

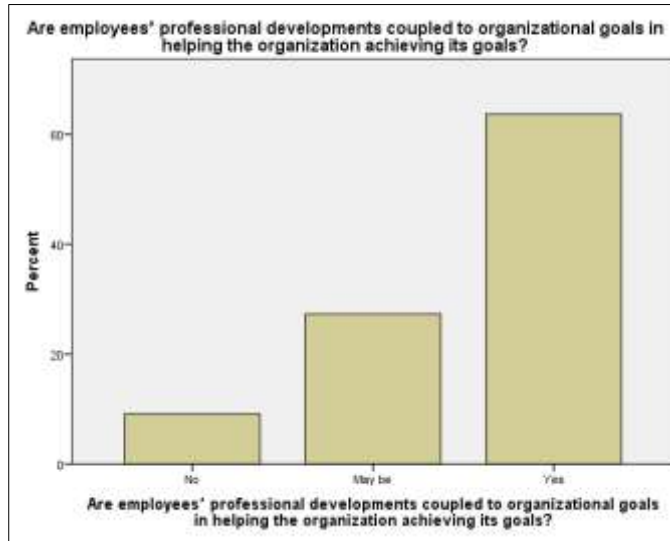
HR managers responding with ‘Yes’ emphasized the need for choosing the next business leaders among themselves. According to the HR managers interviewed, fostering talent among existing employees had its benefits. Employee career progression is a long term goal and involves training and course programs tailored to his/her next role, which employees must come through successfully in order to be promoted to the next successive role. A wide scope of professional development is essential to the employees. Employees will thus have job security and career progression and can rest assured that they will not be restructured or made redundant.

Q13. Is employees’ professional development coupled to organizational goals in helping the organization achieve its goals?

Table 10: Interview - Professional Development Helping Organizational Goals
Is employees’ professional development coupled to organizational goals in helping the organization achieving its goals?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	1	9.1	9.1	9.1
	Maybe	3	27.3	27.3	36.4
	Yes	7	63.6	63.6	100.0
	Total	11	100.0	100.0	

Figure 44: Interview - Professional Development Helping Organizational Goals



Only one HR manager responded with a 'No' to this question. The HR managers answering this question as 'No' said that they did not have a way to find out whether employees had achieved individual goals. The HR managers' emphasis was on systems like 360-degree feedback, where the manager was able to get feedback from the employees. The HR managers did not feel that one-on-one discussions and feedback sessions were efficient enough to collect employees' feedback in a managed way.

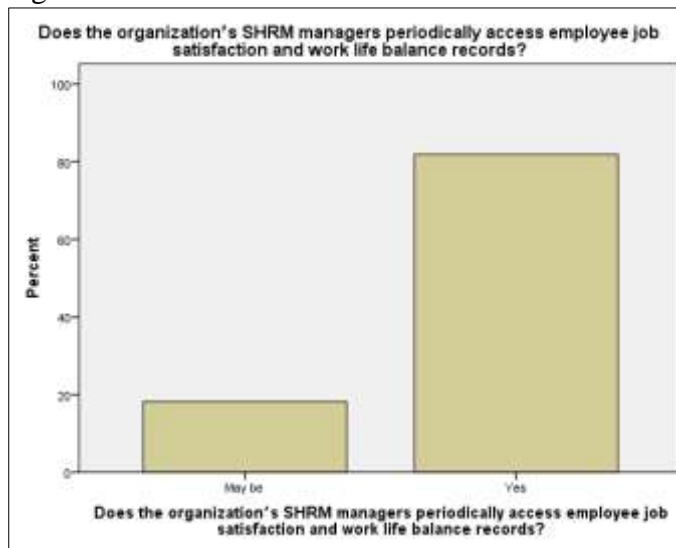
Exactly the same percentage of HR managers responded with 'Yes' to this question, who responded with a 'Yes' to the question, "Is employees' professional development coupled to organizational goals?" perhaps because the primary objective for enabling employees' professional development must be in line with efforts to help reach organizational goals. One HR manager said that they believed in hiring from within, because it expedited the organization's growth. New recruitments were only at graduate, school teens and receptionist levels. Primary operation staff positions were filled from within.

Q14. Do the organization's SHRM managers periodically access employee job satisfaction and work-life balance records?

Table 11: Interview - Periodic Assessment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Maybe	2	18.2	18.2	18.2
	Yes	9	81.8	81.8	100.0
Total		11	100.0	100.0	

Figure 45: Interview - Periodic Assessment



Work-life balance and job satisfaction are core objectives of SHRM apart from the organization's profitability. The majority of HR managers affirmed that assessing employees' work-life balance and job satisfaction was essential. Almost all HR managers said that they conducted surveys to assess this. HR managers conducted yearly and half yearly surveys, employee engagement surveys and Gallup surveys to get feedback from employees to assess their work-life balance, job satisfaction and whether they get assistance from their leaders.

One of the HR managers commented that employees might not have the level of work-life balance they might want, but survey reflected they were happy with the job and had job satisfaction. If they had reason to love their job, even though they did not find much work-life balance, they loved coming to the job every day. The HR managers though stated that paying employees nicely could be a determining factor. Another HR manager stated that

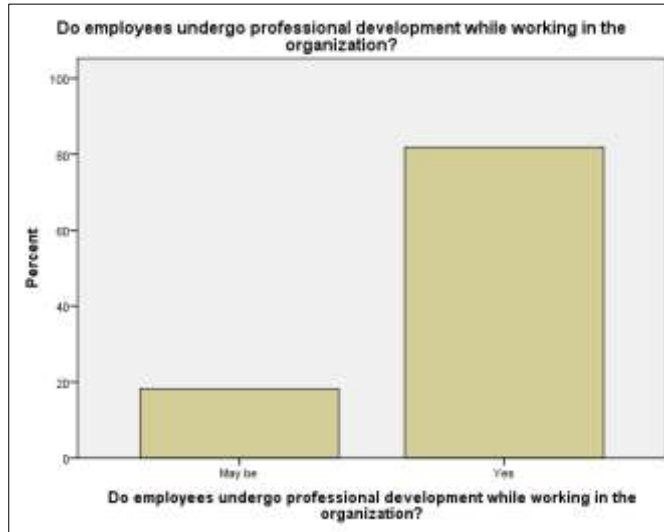
having a caring attitude towards the employees contributed to their job satisfaction. Accommodating employees' urgent needs such as when they were sick or were working mothers, adjusting a bit for them, gave them reasons to love the job even more. The HR manager said, "We try to embrace them as much as we can as long as no silliness is involved in it". One of the HR managers even said that he did not record employees' time sheets and expects people would not be working at nights. The wellness programs also aided in having happy employees.

Q15. Do employees undergo professional development while working in the organization?

Table 12: Interview - Professional Development

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Maybe	2	18.2	18.2	18.2
	Yes	9	81.8	81.8	100.0
	Total	11	100.0	100.0	

Figure 46: Interview - Professional Development



According to the HR managers interviewed, most SHRMs in organizations believed and preferred promoting employees from within rather than hiring from outside. Different methods of professional development used by organizations were conducting workshops, e-learning modules and business process modules on an organization portal. Job shadowing was also part of training for professional development. One organization also trains their

employees in soft skills. Leadership training is for senior members. Some training is job specific and only applies to relevant roles.

4.4 Summary

The data collected for this research thesis represents measures for current SHRM concerning its effectiveness in several aspects concerning employees' work-life, job satisfaction, rewards, mentoring and guidance, professional development and work efficiency. Also, current SHRM in New Zealand organizations were explored in order to find commonality between it and the OPD-SHRM model.

The results of quantitative and qualitative survey questions are illustrated by means of bar diagrams and tables. Respondents to survey questions were asked to specify answers on a five point scale and for some questions on a three point scale. All except three interview questions asked the respondent to specify whether they would be speaking in favor, against or just be neutrally discussing the question. Each interview question covered the central theme of the discussions from all respondents of the interviews. There is a rationale behind categorizing the survey questionnaire into three different types. This approach forms the basis for analyzing the resulting data in drawing useful inferences for determining the answers to the research questions.

The findings presented in this chapter are statistically analyzed in Chapter Five for inferring answers to the research questions.

Chapter 5: Analysis and Discussion of the Research Findings

5.1 Introduction

This chapter presents the different approaches used to analyze the research data and discusses the research findings from data obtained via a survey as well as interviews. The analysis was conducted to find answers to the research questions. The chapter is divided into four sections. Beginning with an introduction section, the chapter has successive sections, 5.2, 5.3 and 5.4 for quantitative analysis, qualitative analysis and a summary of the chapter respectively.

There are four different approaches described to find the answers to the research questions. Section 5.2 is a quantitative analysis and describes three different approaches to find answers to the research questions. Section 5.2.3 and 5.2.4 provide answers to the research question, “Is the OPD-SHRM model better than existing Human Resource Management practices?” Section 5.2.3 analyzes the effect of OPD-SHRM on SHRM effectiveness and Section 5.2.4 measures employee behavior in hypothetical scenarios.

Section 5.3 is a qualitative analysis and the fourth approach to finding an answer to the research question, “Does SHRM in New Zealand organizations contain elements of OPD-SHRM?”

The chapter uses the statistical method for data analysis through the SPSS programme.

5.2 Quantitative analysis on SHRM vs. OPD-SHRM

As discussed in Chapter 3, Section 3.4.3, p. 45 the survey question set has Type 1 and Type 2 questions.

Type 1 questions measure the effectiveness of SHRM and ask employees about their work-life balance, job satisfaction, professional development etc.

Type 2 questions measure the extent of the presence of OPD-SHRM elements and ask employees whether or not they know their KPIs, whether their success is measured in terms of KPIs or in terms of delivering ideal actions only, how frequently they get support from their managers etc. These are some core practices within an OPD-SHRM Model and these survey questions identify whether the current SHRM of New Zealand organizations has those core practices.

This approach of having two different types of questions is to determine the relationship between the effectiveness of SHRM and the extent of the presence of OPD-SHRM elements in the SHRM of New Zealand Organizations.

5.2.1 Multiple Regression

Multiple regression is a statistical concept for assessing relationships between two sets of variables. "The general purpose of multiple regressions (the term was first used by Pearson, 1908) is to learn more about the relationship between several independent or predictor variables and a dependent or criterion variable" (Graham, 2009, p. 49). The researcher utilized the SPSS programme to generate the multiple regression linear equations in terms of independent variables (predictors) to evaluate the dependent variables.

Each survey question is a variable. In this case, as the impact of OPD-SHRM is to be determined on the effectiveness of SHRM, the Type 1 questions are dependent variables and Type 2 questions are independent variables.

Another statistical concept which is worth mentioning here is the Pearson correlation coefficient. It is a statistical method to investigate the relationship between two quantitative variables. It describes the linear relationship between two variables. The correlation coefficient got its name from its inventor, Karl Pearson and is also referred to as Pearson Product Moment Correlation or PPMC. In simple terms, if two variables when plotted on a graph represent a line, the variables are said to be perfectly correlated (see Section 3.4.3, p. 46) (Russo, 2004).

Person correlation coefficient is represented by Greek alphabet rho (ρ) and its value ranges from -1 to 1 through 0. A value of 1 or -1 would mean perfect linear correlation whereas 0 would mean no correlation between two variables. A graph of perfectly correlated variables would be a straight line. A positive correlation would mean, when one variable increases, there is a linear increase in the other variable and vice versa. Similarly, a negative correlation means when the value of one variable increases, the value of the other variable decreases linearly. A correlation of value between 0.3 and 0.5 is a medium correlation and 0.5 to 1.0 is a high correlation (see Section 3.4.3, p. 46) (Russo, 2004).

Table 13 on page 89 is the Pearson Correlation Coefficient matrix of Type 1 and Type 2 variables sets.

Table 13: Pearson Correlation Coefficient Matrix

		X1	X2	X3	X4	X5	X6	X7	X8	X9	X10	X11
		Do you know how to be successful in your current role?	Are the key performance activities that are relevant to your role clear to you for you to be successful in your role?	Do you know your "key performance indicators" (KPI's)?	Is your performance measured in terms of KPI achieved?	How does your manager measure your performance?	What does your manager emphasize in your job?	How often does your manager provide you with mentoring and guidance?	Do you think the expectations of your manager from you are realistic?	Who determines your actions for you to be successful in your role?	Does your manager give you 'on the spot' social rewarding?	How often does your supervisor do one on one meetings with you?
Y1	Do you experience job satisfaction in your current work role?	0.354	<u>0.495</u>	0.306	0.067	0.185	0.281	0.13	<u>0.544</u>	<u>0.476</u>	<u>0.554</u>	0.04
Y2	Do you experience a work-life balance?	0.17	0.232	0.138	-0.101	0.079	0.236	0.031	<u>0.461</u>	0.266	0.292	-0.063
Y3	Do you regard yourself as being fairly rewarded at work?	0.173	0.264	0.046	-0.045	0.005	0.242	-0.063	<u>0.411</u>	0.197	0.359	0.03
Y4	Do you think your good work is acknowledged by your manager?	0.36	0.293	0.203	-0.114	0.244	0.336	0.2	0.366	0.316	<u>0.607</u>	0.078

Y5	How satisfied are you with your professional development/progression?	<u>0.433</u>	0.309	0.178	0.002	0.275	0.389	0.283	<u>0.523</u>	0.238	<u>0.56</u>	0.111
Y6	Do you think you are successful in your job?	<u>0.461</u>	0.082	0.244	0.214	0.203	0.338	0.118	0.305	0.303	0.309	0.007
Y7	How well does your supervisor rate your performance in your current role?	0.358	0.02	0.189	0.141	0.134	0.3	0.021	0.523	0.296	<u>0.496</u>	-0.202
Y8	How often do you feel the supervisor underrates you?	0.348	0.193	0.03	0.026	0.342	0.317	0.233	0.388	<u>0.549</u>	0.384	0.001
Y9	How often do you feel the supervisor overrates you?	0.094	0.037	0.044	0.026	0.13	0.194	0.076	0.106	0.026	0.065	0.126
Y10	How often do you feel your supervisor rates you at the level you rate yourself?	0.389	0.168	0.246	0.204	0.126	0.359	0.098	<u>0.593</u>	0.49	<u>0.531</u>	-0.043

Note: Table 13 represents the correlation between pair of Y_i (dependent) variables and X_i (independent) variables. The grey shaded cells represent medium to high correlation.

5.2.2 Linear equation of line of regression for X1

Every X variable is correlated to every Y variable to some extent. The researcher will derive the linear equation for the line of regression of Y1 with respect to each variable Xi and then will derive a single linear equation in terms of all Xi variables.

The linear equation of line of regression for X1 is of the form:

$$Y1 = m1 X1 + c1$$

The constants m1 and c1 have been determined using the SPSS programme.

Table 14: Regression variables (Y1, X1)

Variables Entered/Removed ^a			
Model	Variables Entered	Variables Removed	Method
1	Do you know how to be successful in your current role? ^b		Enter
a. Dependent Variable: Do you experience job satisfaction in your current work role?			
b. All requested variables entered.			

Table 15: Model Summary (Y1, X1)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.354 ^a	.125	.109	.62848
a. Predictors: (Constant), Do you know how to be successful in your current role?				

Table 16: Coefficients (Y1, X1)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.810	.525		3.447	.001
	Do you know how to be successful in your current role?	.513	.186	.354	2.753	.008
a. Dependent Variable: Do you experience job satisfaction in your current work role?						

From the above Table 16: Coefficients (Y1, X1), the linear equation of Y1 variable can be determined in terms of predictor X1 as:

$$Y1 = (0.513)X1 + 1.810$$

The above equation yields the value of Y1 from a given value of X1 with a Standard error of estimate of 0.62848. The standard error of estimate is error in prediction. A standard error of estimate of 0.62848 means the difference between the predicted value of Y1 and the actual value of Y1 is less than or equal to 0.62848.

In similar way, the equation for the line of regression for Y1 and X2 variables has been derived. In this case the Y1 is “Do you experience job satisfaction in your current work role?” and X2 variables is “Are the key performance activities that are relevant to your role clear to you for you to be successful in your role?”

Table 17 and Table 18 below are Model Summary and Coefficients² tables respectively obtained from running “Analyze Regression” command in SPSS programme.

Table 17: Model Summary (Y1, X2)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.495 ^a	.245	.231	.58376
a. Predictors: (Constant), Are the key performance activities that are relevant to your role clear to you for you to be successful in your role?				

Table 18: Coefficients (Y1, X2)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.265	.247		9.169	.000
	Are the key performance activities that are relevant to your role clear to you for you to be successful in your role?	.411	.099	.495	4.149	.000
a. Dependent Variable: Do you experience job satisfaction in your current work role?						

From Coefficients² table, the linear equation of Y1 variable can be determined as:

$$Y1 = (0.411)X2 + 2.265$$

With the above linear equation, the value of Y1 can be determined from a given value of X2 with a standard error of estimate of 0.58376.

So now, there are two linear equations for determining Y1, one from the predictor X1 and another from the predictor X2.

1. $Y1 = (0.513)X1 + 1.810$

2. $Y1 = (0.411)X2 + 2.265$

In a similar way, the linear equation of Y1 variable can be determined in terms of each of Xi by regression analysis in SPSS programme between Y1 with each of Xi variables. Table 19: Regression Linear Equations (Y1, Xi) lists all the linear equations for determining Y1 in terms of each of Xi variables.

Table 19: Regression Linear Equations (Y1, Xi)

Xi (Dependent variable)	Regression Linear equation of Y1 in terms of Xi	Standard error of estimate
Do you know how to be successful in your current role?	$Y1 = (0.513)X1 + 1.810$	0.62848
Are the key performance activities that are relevant to your role clear to you for you to be successful in your role?	$Y1 = (0.411)X2 + 2.265$	0.58376
Do you know your "key performance indicators" (KPI's)?	$Y1 = (0.274)X3 + 2.543$	0.63978
Is your performance measured in terms of KPI achieved?	$Y1 = (0.058)X4 + 3.092$	0.67038
How does your manager measure your performance?	$Y1 = (0.225)X5 + 2.746$	0.66033
What does your manager emphasize in your job?	$Y1 = (0.278)X6 + 2.656$	0.64477
How often does your manager provide you mentoring and guidance?	$Y1 = (0.077)X7 + 3.035$	0.66623
Do you think the expectations of your manager from you are realistic?	$Y1 = (0.497)X8 + 1.565$	0.56361
Who determines your actions for you to be successful in your role?	$Y1 = (0.392)X9 + 2.295$	0.59108
Does your manager give you 'on the spot' social rewarding?	$Y1 = (0.395)X10 + 2.158$	0.55957
How often does your supervisor do one on one meeting with you?	$Y1 = (0.026)X11 + 3.202$	0.67136

From the above, the standard error of estimate is different for different X_i . This makes sense as a different dependent variables X_i has a different correlation coefficient with Y_1 variable. The more correlated a variable is with Y_1 , the better predictor it is of the dependent variable, Y_1 .

The ‘Standard error of estimate’ is also an indicator of correlation between the dependent and independent variable. The more they are correlated, the more accurately the independent variable can be determined in terms of dependent variable; thereby the ‘Standard error of estimate’ will be lesser (Chaudhary, 2009).

By looking at the Table **19** on page 93, it can be found that the ‘Standard error of estimate’ is lowest when Y_1 is represented in terms of X_{10} . This means that X_{10} is the best predictor of Y_1 among all other independent variables, X_i .

$$Y_1 = (0.395)X_{10} + 2.158.$$

Before selecting the above equation as the final one to calculate a value for Y_1 , the researcher have to first determine linear equations for the line of regression between the independent variable, Y_1 and all dependent variables, X_i taken together. This is also known as the multiple regression equation.

A Multiple Linear Regression Equation represents the dependent variable in terms of all the predictors (independent variables). In this case, we will find an equation for Y_1 in terms of all X_i and will check whether the standard error of estimate in this case is even less than the case when the equation is in terms of Y_1 and X_{10} . A less standard error of estimate will indicate that Y_1 is better predicted with all dependent variables, X_i taken together (Chaudhary, 2009).

Now, to find how all variables X_i collectively related to Y_1 , a multiple regression analysis between Y_1 and all independent variables, X_i has been run using the SPSS programme.

Table **20** and Table **21** on page 95 show the Model Summary and Coefficient² tables respectively for multiple regression analysis between Y_1 and X_i (where i range from 1 to 11).

Table 20: Model Summary (Y1, Xi)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.776 ^a	.602	.500	.47071
a. Predictors: (Constant), How often does your supervisor do one on one meeting with you?, How does your manager measure your performance?, Do you think the expectations of your manager from you are realistic?, Is your performance measured in terms of KPI achieved?, What does your manager emphasize in your job?, Are the key performance activities that are relevant to your role clear to you for you to be successful in your role?, Do you know how to be successful in your current role?, Does your manager give you 'on the spot' social rewarding?, How often does your manager provide you mentoring and guidance?, Who determines your actions for you to be successful in your role?, Do you know your "key performance indicators" (KPI's)?				

Table 21: Coefficients (Y1, Xi)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.349	.519		2.600	.013
	Do you know how to be successful in your current role?	.028	.215	.019	.128	.898
	Are the key performance activities that are relevant to your role clear to you for you to be successful in your role?	.467	.120	.563	3.891	.000
	Do you know your "key performance indicators" (KPI's)?	-.132	.152	-.147	-.866	.391
	Is your performance measured in terms of KPI achieved?	-.034	.118	-.039	-.287	.776
	How does your manager measure your performance?	.058	.159	.047	.362	.719
	What does your manager emphasize in your job?	-.115	.120	-.116	-.955	.345
	How often does your manager provide you mentoring and guidance?	-.206	.082	-.345	-2.505	.016
	Do you think the expectations of your manager from you are realistic?	.147	.135	.161	1.084	.285
	Who determines your actions for you to be successful in your role?	.194	.115	.236	1.690	.098
	Does your manager give you 'on the spot' social rewarding?	.301	.095	.422	3.157	.003
	How often does your supervisor do one on one meeting with you?	-.005	.077	-.008	-.065	.949
a. Dependent Variable: Do you experience job satisfaction in your current work role?						

From the Coefficients² table, the linear equation of Y1 variable can be determined as:

$$Y1 = (0.028)X1 + (0.467)X2 - (0.132)X3 - (0.034)X4 \\ + (0.058)X5 - (0.115)X6 - (0.206)X7 + (0.147)X8 + (0.194)X9 \\ + (0.301)X10 - (0.005)X11 + 1.349$$

With the above equation, the value of Y1 can be determined from a given value of Xi with a Standard error of estimate of 1.349. The Standard error of estimate is even less than what it was in the linear equation between Y1 and X10.

The above linear equation comprises all independent variables to determine the dependent variable Y1 with the least standard error of estimate and hence is the best determinant equation for predicting the value for Y1 variable.

Although all the dependent variables Xi are positively correlated with Y1, there are some negative beta coefficients of X in the multiple regression linear equation. This is a case called Positive Net Suppression. This happens when one or more dependent variables are more correlated among themselves than with the independent variable (Darmawan & Keeves, 2006).

This has been observed above, that the multiple regression linear equation is the best fit for calculating dependent variable Y1 than any regression linear equation in terms of a single dependent variable, Xi. The researcher therefore utilized this equation to determine the values of variables Yi with the given set of values for variables Xi.

5.2.3 Analysis of effect of OPD elements on SHRM effectiveness

In the previous section, the below equation has been deduced to find out the value for dependent variable Y1.

$$Y1 = (0.028)X1 + (0.467)X2 - (0.132)X3 - (0.034)X4 \\ + (0.058)X5 - (0.115)X6 - (0.206)X7 + (0.147)X8 + (0.194)X9 \\ + (0.301)X10 - (0.005)X11 + 1.349$$

Variables X1...X11 are Type 2 questions, which determine the extent of OPD elements in a particular organization.

Just to recap, below are the questions each variable represents in the above equation.

- Y1: Do you experience job satisfaction in your current work role?
- X1: Do you know how to be successful in your current role?
- X2: Are the key performance activities that are relevant to your role clear to you for you to be successful in your role?
- X3: Do you know your “key performance indicators” (KPIs)?
- X4: Is your performance measured in terms of KPIs achieved?
- X5: How does your manager measure your performance?
- X6: What does your manager emphasize in your job?
- X7: How often does your manager provide you mentoring and guidance?
- X8: Do you think the expectations of your manager from you are realistic?
- X9: Who determines your actions for you to be successful in your role?
- X10: Does your manager give you ‘on the spot’ social rewarding?
- X11: How often does your supervisor do one on one meetings with you?

The variable X1 represents the question, “Do you know how to be successful in your current role?” of the survey and its value ranges from ‘Yes’ to ‘No’. For statistical interpretation, ‘No’ is coded as numerical value 1 and ‘Yes’ as numerical value 3. A higher numerical number means more efficient SHRM and higher extent of OPD for Type 1 and Type 2 questions (variables) respectively.

For example, Table 22 and Table 23 on page 98 illustrate numerical values coded for representation of different values as in the survey questionnaire for variables Y1 and X1.

Table 22: Variable Y1 numerical coding for SPSS

Y1	
Value	Numerical Equivalent
Always	4
Often	3
Sometimes	2
Never	1

Table 23: Variable X1 numerical coding for SPSS

X1	
Value	Numerical Equivalent
Yes	3
Maybe	2
No	1

For reference, the whole list of variables' values and numerical equivalents used for statistical analysis in the SPSS programme is listed in a table in Appendix 6.

5.2.3.1 Verification of Multiple Regression approach

Before going further, the researcher verifies the multiple regression approach. The researcher verifies the multiple regression equation for Y1 in terms of all Xi to find out if the equation can correctly predict the value of Y1 from a given set of values of Xi. The researcher substitutes the values of Xi obtained from the online survey and compute Y1 to verify whether it matches with the Y1 obtained from survey. If it matches, it proves the validity of the multiple regression equation the researcher just derived thereby validating the multiple regression approach used in this research.

Table 24 on page 99 shows the frequency distribution obtained from the SPSS programme. This table lists the mean value of Y1 and all Xi variables obtained from the survey.

Table 24: Frequency Distribution (Y1, Xi)

		Y1	X1	X2	X3	X4	X5	X6	X7	X8	X9	X10	X11
		Do you experience job satisfaction in your current work role?	Do you know how to be successful in your current role?	Are the key performance activities that are relevant to your role clear to you for you to be successful in your role?	Do you know your "key performance indicators" (KPI's)?	Is your performance measured in terms of KPIs achieved?	How does your manager measure your performance?	What does your manager emphasize in your job?	How often does your manager provide you with mentoring and guidance?	Do you think the expectations of your manager from you are realistic?	Who determines your actions for you to be successful in your role?	Does your manager give you 'on the spot' social rewarding?	How often does your supervisor do one on one meetings with you?
N	Valid	55	55	55	55	55	55	55	55	55	55	55	55
	Missing	0	0	0	0	0	0	0	0	0	0	0	0
Mean		3.2364	2.7818	2.3636	2.5273	2.4727	2.1818	2.0909	2.6000	3.3636	2.4000	2.7273	1.3455
Median		3.0000	3.0000	3.0000	3.0000	3.0000	2.0000	2.0000	3.0000	4.0000	3.0000	3.0000	1.0000
Mode		3.00	3.00	3.00	3.00	3.00	2.00	2.00	3.00	4.00	3.00	3.00	2.00
Std. Deviation		.66566	.45910	.80193	.74173	.76629	.54742	.67420	1.11555	.72937	.80737	.93203	1.04027
Range		2.00	2.00	2.00	2.00	2.00	2.00	2.00	3.00	2.00	2.00	3.00	3.00
Minimum		2.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	2.00	1.00	1.00	0.00
Maximum		4.00	3.00	3.00	3.00	3.00	3.00	3.00	4.00	4.00	3.00	4.00	3.00

In the multiple regression equation below, the researcher has substituted Xi variables with their mean values.

$$\begin{aligned}
 Y1 = & (0.028)X1 + (0.467)X2 - (0.132)X3 - (0.034)X4 \\
 & + (0.058)X5 - (0.115)X6 - (0.206)X7 + (0.147)X8 + (0.194)X9 \\
 & + (0.301)X10 - (0.005)X11 + 1.349
 \end{aligned}$$

$$\begin{aligned}
RHS &= (0.028)X_1 + (0.467)X_2 - (0.132)X_3 - (0.034)X_4 \\
&\quad + (0.058)X_5 - (0.115)X_6 - (0.206)X_7 + (0.147)X_8 + (0.194)X_9 \\
&\quad + (0.301)X_{10} - (0.005)X_{11} + 1.349 \\
\\
&= (0.028) * 2.7818 + (0.467) * 2.3636 - (0.132) * 2.5273 - (0.034) * 2.4727 \\
&\quad + (0.058) * 2.1818 - (0.115) * 2.0909 - (0.206) * 2.6000 \\
&\quad + (0.147) * 3.3636 + (0.194) * 2.4000 + (0.301) \\
&\quad * 2.7273 - (0.005) * 1.3455 + 1.349 \\
\\
&= (0.028) * 2.7818 + (0.467) * 2.3636 - (0.132) * 2.5273 - (0.034) * 2.4727 \\
&\quad + (0.058) * 2.1818 - (0.115) * 2.0909 - (0.206) * 2.6000 \\
&\quad + (0.147) * 3.3636 + (0.194) * 2.4000 + (0.301) \\
&\quad * 2.7273 - (0.005) * 1.3455 + 1.349 \\
\\
&= 3.2364
\end{aligned}$$

The mean value for the question Y1, “Do you experience job satisfaction in your current work role?” as obtained from the survey is 3.2345, which means in the current SHRM in New Zealand organizations the job satisfaction level in employees is 3.2345 on a scale ranging from 1 to 4, with 1 being ‘Never’ and 4 being ‘Always’. The current SHRM in New Zealand organization is effective as much as to make employees experience job satisfaction somewhere between ‘Always’ and ‘Often’ but inclined more towards ‘Often’.

5.2.3.2 Measuring the impact of increase in extent of OPD-SHRM

To measure the impact of OPD-SHRM on SHRM effectiveness, the value of each X_i variable is increased to its maximum. And, the value of Y_i is predicted with this increased value of X_i . The maximum value for each variable can be found in Appendix 6, which lists the numerical equivalent of each choice of the survey questions. With the help of multiple regression equations for Y1 in terms of X_i , the researcher predicts the value of Y1 to know how an increase in OPD characteristics within SHRM impacts on employee job satisfaction.

$$\begin{aligned}
Y1 = & (0.028)X1 + (0.467)X2 - (0.132)X3 - (0.034)X4 \\
& + (0.058)X5 - (0.115)X6 - (0.206)X7 + (0.147)X8 + (0.194)X9 \\
& + (0.301)X10 - (0.005)X11 + 1.349
\end{aligned}$$

Replacing X_i with its maximum values, the researcher has RHS as:

$$\begin{aligned}
RHS = & (0.028)3.00 + (0.467)3.00 - (0.132)3.00 - (0.034)3.00 \\
& + (0.058)3.00 - (0.115)3.00 - (0.206)4.00 + (0.147)4.00 \\
& + (0.194)3.00 + (0.301)4.00 - (0.005)4.00 + 1.349 \\
= & 3.693451
\end{aligned}$$

So, with all X_i increased to its maximum value, an increase in the value of $Y1$ can be seen. The value of $Y1$ soared from 3.2364 to 3.69345. This implies that the job satisfaction level increases with an increase in the extent of OPD-SHRM elements.

This is now measured in percentages:

Current $Y1$ (job satisfaction level):

$$Y1 = ((3.2364 - 1) \times 100) \div (4 - 1) = 74.54545 \%$$

Increased Job satisfaction level

$$Y1 = ((3.693451 - 1) \times 100) \div (4 - 1) = 89.78171\%$$

Clearly, there is an increase of about 15% in job satisfaction with the increase in the extent of OPD-SHRM elements.

Similarly, the multiple regression equations for other Y_i variables are derived by running the multiple regression command “Analyze Regression” command in the SPSS programme. Table 25 on page 102 shows all Y_i variables.

Table 25: Multiple Regression Equations (Yi, Xi)

Dependent Variable(Yi)	Multiple Regression Linear Equation	Current Y (%)	Predicted Y In Absolute OPD Environment (%)	Net Difference(Predicted Y - Current Y)
Do you experience job satisfaction in your current work role?	$Y1 = (0.028)X1 + (0.467)X2 + (-0.132)X3 + (-0.034)X4 + (0.058)X5 + (-0.115)X6 + (-0.206)X7 + (0.147)X8 + (0.194)X9 + (0.301)X10 + (-0.005)X11 + 1.349$	74.55	89.78	15.24
Do you experience a work-life balance?	$Y2 = (0.014)X1 + (0.177)X2 + (-0.048)X3 + (-0.260)X4 + (-0.135)X5 + (0.077)X6 + (-0.124)X7 + (0.488)X8 + (0.105)X9 + (-0.017)X10 + (-0.038)X11 + 1.897$	64.24	63.95	-0.29
Do you regard yourself as being fairly rewarded at work?	$Y3 = (0.407)X1 + (0.409)X2 + (-0.477)X3 + (-0.039)X4 + (-0.236)X5 + (0.070)X6 + (-0.303)X7 + (0.346)X8 + (-0.049)X9 + (0.133)X10 + (0.080)X11 + 1.736$	63.03	67.04	4.01
Do you think your good work is acknowledged by your manager?	$Y4 = (0.250)X1 + (0.188)X2 + (0.026)X3 + (-0.178)X4 + (-0.013)X5 + (0.048)X6 + (-0.031)X7 + (-0.121)X8 + (0.022)X9 + (0.348)X10 + (-0.018)X11 + 1.857$	72.73	86.50	13.77
How satisfied are you with your professional development/progression?	$Y5 = (0.626)X1 + (0.229)X2 + (-0.265)X3 + (0.004)X4 + (0.115)X5 + (0.145)X6 + (-0.050)X7 + (0.267)X8 + (-0.304)X9 + (0.241)X10 + (-0.004)X11 + 0.166$	67.88	87.88	20.00
Do you think you are successful in your job?	$Y6 = (0.494)X1 + (-0.147)X2 + (0.036)X3 + (0.182)X4 + (0.091)X5 + (0.249)X6 + (-0.042)X7 + (0.025)X8 + (-0.074)X9 + (0.085)X10 + (-0.060)X11 + 0.909$	71.52	81.21	9.70

How well does your supervisor rate your performance in your current role?	$Y7 = (7.100)X1 + (-4.267)X2 + (-2.069)X3 + (5.650)X4$ $+ (-0.591)X5 + (4.746)X6 + (-1.660)X7$ $+ (8.652)X8 + (-1.384)X9 + (5.716)X10$ $+ (-5.704)X11 + 22.504$	78.93	78.08	-0.85
How often do you feel the supervisor underrates you?	$Y8 = (-2.279)X1 + (-2.320)X2 + (4.755)X3 + (0.814)X4$ $+ (-1.339)X5 + (-0.113)X6 + (-0.485)X7$ $+ (-2.311)X8 + (-7.987)X9 + (-2.884)X10$ $+ (1.698)X11 + 52.047$	17.31	10.71	-6.60
How often do you feel the supervisor overrates you?	$Y9 = (-2.560)X1 + (4.068)X2 + (-3.707)X3 + (2.742)X4$ $+ (-10.534)X5 + (10.621)X6 + (-0.340)X7$ $+ (-11.119)X8 + (3.006)X9 + (5.634)X10$ $+ (-5.484)X11 + 39.533$	15.58	5.21	-10.37
How often do you feel your supervisor rates you at the level you rate yourself?	$Y10 = (5.023)X1 + (-2.827)X2 + (-3.595)X3 + (6.902)X4$ $+ (-3.236)X5 + (4.059)X6 + (-3.950)X7$ $+ (11.939)X8 + (6.608)X9 + (8.109)X10$ $+ (-3.931)X11 + -12.456$	66.82	75.01	8.20

The negative value of net improvement for variables Y9 and Y10 may appear as if there is a decline in them in the absolute environment of OPD but actually this is not the case. For variables Y9 and Y10, a negative value indicates a more effective SHRM. In a perfectly efficient and ideal SHRM environment, a supervisor will accurately estimate the performance of the team. The more often the supervisor underrates or overrates the employees' performance, the less efficient SHRM will be. Hence, a negative value for 'Net difference (Predicted Y - Current Y)' for variables Y9 and Y10 actually shows improvement in an absolute OPD-SHRM environment.

5.2.3.3 Predicting efficiency of SHRM after increasing the degree of OPD-SHRM already present

The researcher has identified 10 different variables to measure the SHRM effectiveness in New Zealand organizations. Which variable weighs more than another for measuring overall SHRM effectiveness could be another topic for research, but for the sake of simplicity, the researcher has assumed all 10 variables are of equal weight and are equivalent parameters for the assessment of SHRM.

Overall effectiveness can thus be measured by simply calculating the average of all parameters' values. Parameters, Y8 and Y9 as they are represented as negative values, have been adjusted to reflect a higher value for more efficient SHRM. Table 26 on page 105 shows the last two columns of the table listed above.

Table 26: Predicted Yi for OPD-SHRM

Dependent Variable(Yi)	Current Y (%)	Predicted Y in absolute OPD environment (%)
Do you experience job satisfaction in your current work role?	74.55	89.78
Do you experience a work-life balance?	64.24	63.95
Do you regard yourself as being fairly rewarded at work?	63.03	67.04
Do you think your good work is acknowledged by your manager?	72.73	86.50
How satisfied are you with your professional development/progression?	67.88	87.88
Do you think you are successful in your job?	71.52	81.21
How well does your supervisor rate your performance in your current role?	78.93	78.08
How often do you feel the supervisor underrates you?	82.69	89.29
How often do you feel the supervisor overrates you?	84.42	94.79
How often do you feel your supervisor rates you at the level you rate yourself?	66.82	75.01
Average	72.68	81.35

On a scale of 0 to 100, the effectiveness of SHRM currently in New Zealand organizations is 72.68 as evaluated from the survey results. This is a good score but with the introduction of an absolute OPD-SHRM model in the existing SHRM, this score can be augmented to 81.35. This is an increase of 12%. Though this is not a small increase, it may appear not very significant and can look as if the introduction of the OPD-SHRM model does not make a significant change. This can be explained. The OPD-SHRM and SHRM are not altogether different; theoretically they cannot be represented as two separate non intersecting sets. Both the systems are HRM with a difference. They are not entirely separate entities with distinct boundaries which do not touch or overlap each other. This is why the researcher has measured the extent of OPD-SHRM present in the existing SHRM of New Zealand Organizations in the first place. The existing SHRM has already some degree of OPD-SHRM present (the extent has been evaluated later in this chapter) and with that it is 72.68% efficient. A 12% increase indicates an increase in efficiency with an increase of OPD-SHRM to its fullest from the level that already exists in the SHRM of New Zealand organizations.

The result obtained from this research study conforms to the empirical findings from organizations where OPD-SHRM was implemented. As mentioned in the literature review in Section 2.9.2, p. 32, OPD-SHRM can bring an improvement in an organization's performance from 8% to 20% depending upon how well the existing SHRM is performing in the organization. The result from this research study predicts an improvement of 12% lies well in between 8% and 20% and also indicates the SHRM in New Zealand organizations in this sample population to be of a moderate level.

5.2.4 Measuring employees' behavior in hypothetical OPD scenarios

Type 3 questions in the online survey consist of hypothetical OPD scenarios. The purpose is to record the opinions of employees on how they would behave in such scenarios. A positive behavior would mean a higher chance of efficiency increase thereby indicating that OPD-SHRM could prove more effective than SHRM, if the OPD-SHRM procedures are adopted in the SHRM of New Zealand organizations (see Section 3.4.3, p. 45).

Table 27 on page 107 is the frequency distribution of Type 3 questions. Each question had a different number of options for respondents to choose from and thus they differ on the scale from one another. In order to measure each of the questions on the same scale, a scale of 100 points has been chosen to uniformly represent values obtained from the online survey. The last row of Table 27 on page 107 contains the collective answers to the respective survey question on a scale of 100 points.

Table 27: Frequency Distribution of Type 3 Questions

		Q1	Q2	Q3	Q4	Q5
		If your success in an assignment is celebrated and acknowledged, does this motivate and encourage you to be successful in your next assignment?	Does periodic one on one meetings with the manager help you to improve your performance?	Do you think it is important for you to be successful at work?	You deliver an assignment after working rigorously for 10 days. You feel satisfied having delivered the assignment because?	Do you want your performance to be measured in terms of KPI value?
N	Valid	55	55	55	55	55
	Missing	0	0	0	0	0
Mean		3.6182	3.4727	3.8182	1.6727	2.7818
Median		4.0000	4.0000	4.0000	2.0000	3.0000
Mode		4.00	4.00	4.00	2.00	3.00
Std. Deviation		.65237	.66261	.43423	.63987	.56735
Minimum		1.00	1.00	2.00	0.00	1.00
Maximum		4.00	4.00	4.00	2.00	3.00
Equivalent value of mean on a 100 point scale		87.27	82.42	93.94	83.64	89.09

It is interesting to note that with a value of 94, being successful at work is given the most emphasis by the employees. In other words, employees do want to be successful in their work role. Having a desire in employees is the most crucial factor for an SHRM to be successful. There is just the need for the right process which enables them to drive their own success. With a value of 89, many employees' emphasis goes not on measuring their efficiency by KPIs achieved alone. Rather, the efforts they put in also should be accounted for measuring their efficiency. This is what an OPD-SHRM scenario involves, where managers' emphasis is on the execution of ideal actions, not just on achieving the KPI (see Section 2.9.2, p. 30). In an OPD-SHRM environment, celebrating the success of employees is encouraged. According to this result, the employees feel the same up to 87 points on a 100 point scale. Employees feel that celebrating their quality of delivery motivates them. Motivation is an important parameter in deciding the effectiveness of SHRM within the organization. Questions 2 and 4 measure the extent to which the employees give importance to the interactions with their managers: whether they do not want to be bothered by their managers and want to be left alone to do their work until they finish it or they feel the periodic one-on-one meeting helps them deliver better. The values of questions 2 and 4 are nearly the same and are 82.4 and 83.6 respectively. Periodic one-on-one interactions are

given the least emphasis by the respondents but it is higher when managers' interactions contribute to supporting the employees to deliver their assignment with 100% successes. The main idea is that for employees the interaction is more worthy when it enables them to perform better.

This analysis provides an answer to the Research Question, "How is the OPD model better than the existing SHRM practices." To get an overall score and consolidate individual values of the questions, the mean of all values can be taken as an indicator for measuring employees' behavior in OPD-SHRM scenarios.

$$\begin{aligned} \text{Overall Value} &= \text{Mean of individual values} \\ &= (87.27 + 82.42 + 93.94 + 83.64 + 89.09) / 5 = 87.27 \end{aligned}$$

Clearly, it has been observed that in the OPD-SHRM scenarios presented via the survey questionnaire, the employees have their opinion inclined positively towards it with up to 87.27 points on a 100 point scale. This is a significant amount and an indicator that employees do feel celebrating their success motivates them, periodic interaction with managers helps them do their job better, they do not mind their managers interfering to provide them with support and help, so they deliver with 100% success. They desire to be successful and feel their actions should be considered over KPI's achieved for measuring their efficiency.

5.2.5 Measuring the extent of the presence of OPD-SHRM elements

Type 2 questions set in the online survey are designed around questions regarding some characteristic attributes of the OPD-SHRM model to find its presence in the current SHRM in New Zealand organizations (see Section 3.4.3). Though this is not an exhaustive and enumerated list of OPD-SHRM attributes it has been designed to be relevant to employees belonging to an organization with any HRM system. Responses collected for those survey questions can thus be an indicator of the extent of OPD-SHRM elements already present in the SHRM of New Zealand organizations. Responses to the Type 2 question set have been consolidated into a numerical equivalence to measure the extent of the presence of OPD-SHRM elements. This analysis answers the first research questions, "Does the SHRM in New Zealand organizations have a presence of OPD-SHRM elements?"

The approach used for this analysis is similar to the approach utilized in the previous section to measure employees' behavior in absolute OPD-SHRM.

Similarly to the previous approach, each question's response has a numerical value, typically from 1 to 4. A low value means a low measure for OPD-SHRM presence and similarly a high value indicates a high measure of OPD-SHRM presence in the SHRM of New Zealand organizations. Based on the numerical values assigned to the questions' responses, the Frequency Distribution table for Type 2 survey questions is shown in Table 28 on Page 110.

Table 28: Frequency Distribution of Type 2 Questions

		Q. 11	Q. 12	Q. 13	Q. 14	Q. 15	Q. 16	Q. 17	Q. 18	Q. 19	Q. 20	Q. 21
		Do you know how to be successful in your current role?	Are the key performance activities that are relevant to your role clear to you for you to be successful in your role?	Do you know your "key performance indicators" (KPI's)?	Is your performance measured in terms of KPI achieved?	How does your manager measure your performance?	What does your manager emphasize in your job?	How often does your manager provide you with mentoring and guidance?	Do you think the expectations of your manager from you are realistic?	Who determines your actions for you to be successful in your role?	Does your manager give you 'on the spot' social rewarding?	How often does your supervisor do one on one meeting with you?
N	Valid	55	55	55	55	55	55	55	55	55	55	55
	Missing	0	0	0	0	0	0	0	0	0	0	0
Mean		2.7818	2.3636	2.5273	2.4727	2.1818	2.0909	2.6000	3.3636	2.4000	2.7273	1.3455
Median		3.0000	3.0000	3.0000	3.0000	2.0000	2.0000	3.0000	4.0000	3.0000	3.0000	1.0000
Mode		3.00	3.00	3.00	3.00	2.00	2.00	3.00	4.00	3.00	3.00	2.00
Std. Deviation		.45910	.80193	.74173	.76629	.54742	.67420	1.11555	.72937	.80737	.93203	1.04027
Minimum		1.00	1.00	1.00	1.00	1.00	1.00	1.00	2.00	1.00	1.00	0.00
Maximum		3.00	3.00	3.00	3.00	3.00	3.00	4.00	4.00	3.00	4.00	3.00
Percentage		89.09	68.18	76.36	73.64	59.09	54.55	53.33	68.18	70.00	57.58	44.85

The last row of Table 28 on page 110 contains values on a scale of 100 points. The value on a scale of 100 has been calculated utilizing the mathematical formula below.

$$\text{Value on 100 point scale} = \frac{(\text{Mean} - \text{Lower Bound}) \times 100}{\text{Upper Bound} - \text{Lower Bound}}$$

Upper Bound and Lower Bound is the maximum and the minimum value designated to an option of the question. The row header ‘Minimum’ should not be confused with ‘Lower Bound’. A Minimum of 2.00 for example, as in case of question 18 only means none of the respondents answered that question with the option having 1 as its numerical value. In an ideal OPD-SHRM environment, the above questions will always have an answer with numerical equivalence, 4. Considering this, values for the above questions have been assessed for measuring the extent of OPD-SHRM present in the current SHRM in New Zealand organizations. An average of all values or rather the extent of the presence of OPD-SHRM can be computed as below:

$$\begin{aligned} \text{Overall Value} &= \text{Mean of individual values} \\ &= (89.09 + 68.18 + 76.36 + 73.64 + 59.09 + 54.55 + 53.33 \\ &\quad + 68.18 + 70.00 + 57.58 + 44.85) / 11 = 64.99 \end{aligned}$$

By using this technique, the obtained value, 65 (approximated), is an indicative extent of the presence of OPD elements on a scale of 100 points. This is just a fair estimate and serves the purpose of numerical estimation of the extent of OPD in SHRM in New Zealand organizations.

5.3 Qualitative analysis

In the qualitative research, eleven HR managers were questioned regarding the effectiveness of current SHRM in New Zealand organizations.

To the question “Are employees clear on ideal actions to achieve those KPIs?”, 7 out of 11 HR managers said “Yes”. While saying "Yes", they did not mention any system they had implemented in their organization which ensured the ideal actions to be at the top of the mind of the employees. Except for 2 HR managers, none articulated whether, in their organizations, ideal actions were derived or not or at least were discussed for achieving the KPIs. Although they had systems to set annual goals and KPIs, managers did the regular catch ups with teams about how they were going about to achieve the KPIs set in the system. Some organizations had standards set to define the KPIs to create smart KPIs for different

roles. Employees' roles have key competencies associated with them on the basis of which KPIs are linked.

One of the HR managers said, "The supervisors guide employees how to do it in the proper way." Guiding helps but laying out a clear, concise list of discrete actions is what OPD-SHRM is (see Section 2.6, p. 23). So, those respondents who answered 'Yes' formed a majority but did not have a system of defining 'ideal actions' but rather supported it as managers' responsibility and mostly employees' responsibility. The emphasis has always been more on KPIs than on ideal actions. The responses of two HR managers suggested similarity with the OPD-SHRM model in regard to emphasis on actions to achieve KPI rather than on achieving the KPI anyhow. One of the HR managers said, "There are also the key actions that they need to undertake to achieve those KPI's. We do whole sessions with managers on how to write KPIs. When you come up with a KPI then they have up to 3 key actions to support those and they are very specific and we talk about how they need to be specific and we also outline that they need to be specific and measurable." Another HR manager's response was close to OPD-SHRM in a sense. The HR manager said, "Throughout the year, they would communicate with employees on one on one forums and make sure that employees are clear on what they need to achieve and how they are going to go about doing it." To have an emphasis on how the employee is going to go about achieving the KPIs, suggests an OPD-SHRM attribute (see Section 2.6, p. 23). The remaining HR managers, who responded with 'Maybe', either did not seem to be aware of the 'ideal action' or it did not make any sense in their business context because sometimes there is no specific way of doing certain things. For example, in the case of a creative industry, there cannot be the same stereotyped approach for working on different creative tasks.

In an OPD-SHRM environment, the actions are defined and confirmed to the employees. The employees are then expected to be inclined to execute those ideal actions as their managers requested them. Six of the HR managers said 'Yes' when asked whether their employees are inclined to execute ideal actions as their manager requested them to do. The rest of all HR managers were unsure of this. One of the HR managers, who said, "Yes", believed that it was facilitated by the system they had in place. The HR manager said, "In their performance management system, if they find someone not willing to work on things as their manager wanted because the employee may feel he/she has a better way of doing something but the manager may have a reason why they want them to do it in a certain way,

we always try to create an alignment and agreement about how they are going to deliver it." Others' answers were more about ideal actions rather than an inclination towards the manager's way of executing ideal actions. As one of the HR managers said, "We try to put more emphasis on managers having conversations with their teams about how they achieve just as much as what they achieve." And another said, "There are certain processes that we have to follow. There are fundamentals in how we deliver in a timely manner and damage free." The HR manager is seen here emphasizing manager–employee communication and as well emphasis is on the way the employees are achieving their KPIs. There may not be ideal actions defined explicitly for each employee but a fundamental set of ideal actions for doing the work is defined to ensure delivery in a timely and damage free manner. Another HR manager said, "We do not have job descriptions here but we do have quality manuals which say how to do things around here."

Many HR managers emphasized that communication between managers and employees were encouraged which would help them keep the KPIs or the ideal actions on the top of the mind of the employees (see Section 2.6). An HR manager said, "We tell managers to make sure they revisit their KPIs on a regular basis to check."

Rewarding and recognition are ways of keeping a high motivational state in the employees (see Section 2.6). In the same way, there are some similar practices being followed in SHRM in New Zealand organizations. These practices include giving incentives, bonuses and promotions. In the words of an HR manager, "We do 'employee of the year,' we do kudos, lots of money and things like that. Sharing those aspects when we give a bonus at the end of the year. We do Christmas parties, and people make money and get a week's salary." In some organizations, incentives are for some specific teams, for example the sales team. An HR manager said, "We start the commission at 90% of the target." Besides rewarding and giving recognition, many organizations have other perks and benefits for the employees, for example, organizations do wellness programs and different fun events.

5.4 Summary

The statistical method employed explores the correlation between different variables to measure OPD-SHRM elements and SHRM effectiveness from employees' as well as the employers' perspective. According to 55 participants of the survey, the results show that an increase in OPD-SHRM elements has a positive impact on SHRM effectiveness. This statistical analysis of the survey predicts an increase of 12% in the SHRM effectiveness in

New Zealand organizations with an OPD-SHRM model. This prediction is based on the assumption that the current SHRM in New Zealand organizations already has some extent of OPD-SHRM elements. This assumption is supported by the qualitative analysis of interviews of eleven respondents. The analysis shows the presence of OPD-SHRM elements although not exactly in the way it happens to be in OPD-SHRM, in the current SHRM of New Zealand organizations.

The result showing an increase in SHRM effectiveness with OPD-SHRM is in compliance with the result obtained from the part of the survey that assesses employees' behavior in a hypothetical OPD-SHRM scenario. The respondents are affirmative to 87.27% on exhibiting positive behavior in an OPD-SHRM context.

The next chapter presents a synthesis of results of this research study and recommendations for future research.

Chapter 6: Conclusions and Recommendations

6.1 Introduction

This research study was conducted to analyze SHRM in New Zealand organizations, the majority of which are service organizations, and to discover whether OPD-SHRM could have been more effective in organizations in reaching SHRM objectives. As cited in Wright, Dunford and Snell (2001), the SHRM evolution started in the early 1980s with the article of Devanna, Fombrum and Tichy (1984) extensively exploring the linkage between HR and strategy. An increasing consensus is emerging among researchers that employees' behavior is an important independent component of SHRM. Organizations must adequately utilize its valuable human capital, or else, mismanagement of employees and poor work design can fail the organization to deploy the human capital in achieving its strategic goals (Wright et al., 2001). Even today, as this study explored, HR personnel are not very definite about the results of SHRM processes implemented in their organizations. OPD theory is a relatively new and seamlessly plugs into an organization's existing SHRM systems. It is a result of Hawthorne experiments of the 1920s and theoretically is a causal theory of science which explains how organizational strategies can be better linked with people behavior thereby benefiting the organization (Nel & Little, 2010). As OPD theory implementation has shown positive results in organizations, it is a critical area requiring further research to explore and ascertain its validity as improved SHRM in organizations.

The research study has accomplished the objectives listed below and have discovered the answers to the research questions.

1. To assess SHRM in New Zealand organizations for its effectiveness in achieving SHRM outcomes.
2. To measure the extent of the presence of OPD elements in SHRM in New Zealand organizations.
3. To measure the conformance of the behavior of employees with the OPD environment.
4. To interview HR managers in order to contrast the existing SHRM practices in New Zealand organizations with the OPD model.

Based on the outcomes of the research objectives, this research study sought to answer two questions by analyzing SHRM in New Zealand organizations.

1. Does SHRM in New Zealand organizations contain elements of OPD-SHRM?
2. Is the OPD-SHRM model better than existing Human Resource Management practices?

Section 6.2 synthesizes the research findings which answer the research questions of this study. Like any research study, this study also has some limitations. Section 6.3 lists all those limitations of this research study and is followed by Section 6.4 presenting suggestions for further research which can augment the purposefulness of this research study.

6.2 Findings

This section synthesizes the findings to answer the study's two research questions. The first research question the study addressed was:

1. Does SHRM in New Zealand organizations contain elements of OPD-SHRM?

The second and fourth objectives of the research led to the answer to this research question. As the second objective of the research, this study has utilized a quantitative approach to measure the extent of the presence of OPD elements in New Zealand SHRM (see Section 5.2.5). In Section 5.2.5, all the responses on all OPD elements have been collated and averaged on a uniform scale to measure the extent of the presence of OPD elements. The quantitative analysis thus shows an extent of 65% presence of OPD elements in the New Zealand organizations' SHRM practices. As the fourth research objective, SHRM in New Zealand organizations was contrasted with the OPD model from the interview data (see Section 4.3). The qualitative data, detailed in Section 4.3 of Chapter 4, presents individual responses of HR managers to question regarding their organizations' SHRM processes. The HR managers' responses reveal that though organizations have some OPD elements in their SHRM they differ in the implementation of those OPD elements in their SHRM. The implementation is more crucial than the process itself as that is what determines successful outcomes from the process.

Similar practice different implementation

SHRM in New Zealand organizations has certain practices in commonality with the OPD-SHRM framework. However, they differ in their implementations. For instance, in both the methodologies, ‘rewarding’ is one way of motivating employees. (See collated responses of HR managers in Section 4.3 to Question no. 6, “What good or bad feelings do employees have about the organization which could influence their performance”?) In SHRM in New Zealand organizations, the employee is rewarded based on the achievement of KPIs. The emphasis is on KPIs, whereas in an OPD-SHRM environment, rewarding is part of the celebration of an employee’s success with the emphasis on the employee’s success as a consequence of him/her being disciplined and clear. Another difference is in the timing of the reward. As mentioned in Section 2.6, the timing when rewarding is very crucial in OPD-SHRM and has to be such that it forms the basis for reinforcing a cycle of effort and reward whereas in New Zealand organizations’ SHRM, no specific significance for timing of rewarding has been observed.

Another commonality found is that both the systems, SHRM in New Zealand organizations and OPD-SHRM, try to achieve focused employees towards their goals. The majority of New Zealand organizations have a goal setting system which is reviewed bi-yearly or yearly. The employees set the goals (or KPIs) for themselves in accordance with their managers. The manager reviews the employees’ goals during the assessment time which is normally six months or a year (see Section 4.3; Question no. 1: Are employees clear on their KPIs?). However in an OPD-SHRM framework (as mentioned in Section 2.6 under the heading, “The key psychological aspect of OPD-SHRM”), the team leader has a duty to constantly remind the employees of their goals (or ideal actions) thereby maintaining the goals always being at the top of the mind of the employee.

Both the systems of HRM, SHRM and OPD-SHRM have approaches to ensure employees’ commitment. In SHRM in New Zealand organizations, motivation is the main driving strategy for imparting commitment in employees towards successful results. In Section 4.3, page 69, in response to Question no. 8: “What approach do you use to motivate employees to improve their outputs”?, it is evident from the responses of HR managers that the common practices in New Zealand organizations for motivating employees are to distribute bonuses, incentives and also commissions on sales to the employees. Some organizations even offer wellness programs and other benefits like health insurance. On the

other hand, the OPD-SHRM framework specifies a very direct approach to employees' commitment. In the very first place, as part of the joining formalities, the employee is explicitly asked to sign an agreement for their commitment to be successful. On the basis of this agreement, their sign off is sought for their commitment in full delivery of ideal actions relevant to their role (see Section 2.6).

The second research question, which this research study sought to answer, is:

2. Is the OPD-SHRM model better than existing Human Resource Management practices?

The first, second and third research objectives form the basis for answering the second research question.

The research results are in favor of OPD-SHRM. The first and second research objectives to measure SHRM effectiveness and measure the extent of OPD elements led to the result which clearly shows a positive correlation between OPD-SHRM elements and SHRM effectiveness. Table 13: Pearson Correlation Coefficient Matrix in Section 5.2.1 illustrates a medium to high correlation between OPD-SHRM elements and SHRM effectiveness. Nearly 35% of the combinations of OPD-SHRM elements and SHRM effectiveness variables are correlated from medium to high range.

The analysis with multiple regression technique in Section 5.2.3 predicts an increase in OPD-SHRM elements with an increase in SHRM efficiency. The quantitative analysis in Section 5.2.3 indicates that a 12% increase in employee performance is predicted with the implementation of OPD theory in the SHRM of New Zealand organizations. This result also conforms to the results obtained about the behavior of respondents in hypothetical OPD-SHRM scenarios. The third research objective was to assess the conformity of employees' behavior with the OPD environment. The analysis in Section 5.2.4 measures the employees' behavior in an OPD-SHRM scenario, where employees have expressed an expectation of better outcomes to an extent of 87.27%.

SHRM in New Zealand is, however, continuously evolving. The fourth objective to interview HR managers revealed an interesting phenomenon in New Zealand organizations. A spontaneous transitioning is observed in the SHRM in New Zealand organizations towards practices which OPD theory already emphasizes. The practices of yearly goal (or KPI)

settings are now being considered to be conducted more frequently. One organization reported considering changing it to as frequently as monthly (see Section 4.3; Question number 1). A high need for more and more employees-manager communication is being felt (see Section 4.3; Question nos. 1, 3 and 14). Another transition observed is that the emphasis is no longer just on the KPIs but now there is a shift towards considering how KPIs are being achieved (see Section 4.3, Question nos. 3 and 5). The shift towards how to achieve the KPIs is analogous to the emphasis on ideal actions to achieve the KPIs in an OPD-SHRM environment. Apparently these transitions seem related to characteristic attributes already present in the backdrop of OPD-SHRM.

Besides the answers to the research questions, this research study also reveals a deficiency in SHRM. SHRM in New Zealand organizations lacks tools to assess its effectiveness in some aspects. In the qualitative study of this research many HR personnel have been found to be unsure on various interview questions. Section 4.3 presents the qualitative data with bar graphs to illustrate the percentage of HR managers responding with 'Yes', 'No' and 'Maybe' for each interview question. The HR personnel expressed their inability to answer some crucial questions about their SHRM such as whether they know 1) whether employees are clear on ideal actions to achieve their KPIs, 2) whether employees are inclined to look to their managers for execution of their roles, 3) whether employees are getting sufficient support and guidance from their managers and 4) whether business processes are effective enough in assisting the employees to do a good job. These were the questions where the HR personnel had to choose among 'Yes', 'No', and 'Maybe'. The majority of HR personnel responded with 'Maybe' to the above mentioned questions. In all, 23% of answers are 'Maybe'. Although this is not a large number, it is significant enough to imply the lack of sufficient tools for measuring various aspects of SHRM in the organization. Lack of assessment tools has already claimed by many theorists, and this research study bares the same. HR personnel lack tools that enable them to measure the efficacy of different HR processes by accurately measuring the outcomes.

6.3 Limitations of the research

Due to the limited nature of this research study (being 90 credits only), the survey question does not represent an exhaustive list of all the parameters for evaluating SHRM efficiency and OPD-SHRM elements. Thus not all aspects of SHRM and OPD-SHRM could

be covered in assessing SHRM in New Zealand organizations and not every aspect of the New Zealand economy was addressed either.

This study like any research study depends upon the truthfulness of the respondents. As the survey and interviews involved questions regarding the employees, HR and its organization's effectiveness in different aspects, participants could have been tempted to present a falsely good image about themselves and the organization they belong to. The influence of socially desirable bias in this research study is thus not ruled out.

The study involves multiple regression statistical techniques to investigate relations between OPD-SHRM elements and SHRM outcome. A multiple regression technique is based on assumptions of the nature of data types of the variables and relationships between the dependent and independent variables. This study however lacks any analysis of appropriateness of the data used with this statistical technique for this research study. Shalev (2007) says, "even though technical means are available to deal with many of the limitations of MR (Multiple Regression), these solutions are either unconvincing or else require such advanced technical skills that they offer questionable returns on scholarly investment" (p. 261). Application of Multiple Regression and Correlation (MRC) technique with more sophistication could guarantee more accuracy in results but with additional costs invested. Assessing the various assumptions like linearity, homoscedasticity and multicollinearity requires a large sample size and a considerable amount of time for careful selection of sample data.

The results of this research study should therefore take into account the limitation of MRC as a statistical method in analysis of social science or psychological human behavior and accordingly be used for application or contrasting to practical scenarios.

This research study only covers eleven Auckland based organizations which are mainly in the service sector. The sample size included 55 employees and 11 HR personnel. As mentioned in the research methodology, the sampling is a convenience sampling and organizations which were geographically easy to reach and interested in participation were selected in the sample for this research study. The sample size selected is too small to be truly representative of all New Zealand organizations. It will require a larger study with a bigger sample size and participation of organizations from varied geographical locations and industries to yield a result for more accurate representation of all New Zealand organizations.

Also as the study is limited to New Zealand organizations, a larger research study could cover organizations across different countries and cultures. Such a study will yield results which would help to interpret whether or not the OPD theory works consistently and neutrally regardless of type of organization, country and culture. The result thus obtained will provide a more accurate answer to the second research question.

6.4 Recommendation for future work

The result of this research study is based on data collected from two groups, HR personnel and employees. OPD theory success mainly depends upon the team leaders/managers. Although employees separately can be analyzed as in this research study for prediction of their behavior in OPD-SHRM, opinions of team leaders can bring out useful information. A team leader is required to identify factors and execute models which influence the people most and help him/her achieve greatest team performance (Nel & Little, 2010). A team leader is thus in a better position and a better analyst to see drawbacks in the SHRM of the organization and can contrast it with the OPD theory to tell whether or not OPD theory would be useful in mitigating those drawbacks. Surveying team leaders could add significant value to the research.

This research study is a cross sectional study. The impact of OPD theory could be more prominently observed in a longitudinal study wherein OPD theory could be implemented practically within a team of a reasonable size, being about 5-10 employees. The researcher would need to educate the team leader/ manager of the team and help him or her implement the OPD theory within the team. The study could be carried on for 3-5 months or till 1-2 projects are delivered. The team could be observed on performance, quality of delivery, satisfaction levels and other parameters of HR outcomes with respect to both the team members and the team leader. The longitudinal practical study would enable researchers to better assess the effect of OPD theory in contrast to the organization's SHRM. Did managers and team leaders experience more control with this new approach? Both team leaders and team members could be surveyed and interviewed. Having experienced the actual OPD environment, the team leader and team as well could better provide an opinion on the new style of work culture in comparison to their traditional SHRM.

This research study did not provide much literature on the Hawthorne experiments neither did it explain the theory of leadership principles which forms the basis for the OPD

theory as it falls outside the scope of this research project. The study mainly focuses on the literature on the HR role in strategy in organizations' SHRM. The OPD theory is contrasted with SHRM as an efficient approach in linking strategy with people and simultaneously being more constructive to the employees as well. The qualitative study of this research revealed some issues and challenges in today's SHRM that HR managers face. This study, however, only shows an overall influence of OPD theory in organizations' SHRM but not the individualistic impact of OPD theory on issues in today's SHRM. A broader study is therefore recommended to explore OPD theory by examining its underlying principles of leadership and perhaps the Hawthorne experiments and analyze whether or not OPD theory addresses today's issues of SHRM and can mitigate their impacts. This will help understand the scope of OPD theory in an HRM context in a broader sense and also uncover areas which still remain to be tapped in order to have an all rounded system of HRM.

6.5 Overall Conclusion

Ever since the evolution of SHRM, HR theorists have doubted the role of HR in strategy and seeking alignment of peoples' behavior with the strategy. HR practitioners have been struggling to get it right with the existing processes of traditional SHRM. OPD-SHRM is seen emerging as a solution to the problem. This research study strengthens the validity of OPD theory in organizations' SHRM by theoretically testing for a link between SHRM outcomes and OPD elements in organizations' SHRM. It is evident from the results of this research study that the presence of a higher concentration of OPD elements in an organization's SHRM relates to a better result and thereby implies the capability of the OPD theory in enabling HR to link people with strategy in an efficient manner for greater results.

This research study will be helpful in strengthening the confidence of the HR practitioner for the trial or adoption of the OPD model. Although the explanations for an OPD model are rooted in the Hawthorne experiments and the leadership question, "How does a leader achieve greatest staff performance?" here its validity is strengthened via results reached from within the existing SHRM with which the HR practitioners are quite familiar. This study thus provides another perspective to help HR practitioners to appreciate the policies and procedures contained in the OPD-SHRM model, in order to enhance an organization's performance of its most important asset, namely its human capital.

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Appendix 1: Research Information Sheet



Information for participants

Research Project Title: Analysis of HR Policies and Procedures and its impact on performance of employees

Synopsis of project:

The role of HR in an organization is critical as they need to continuously monitor and assess policies to evaluate how effective they are in providing employees with much needed work-life balance. The culture of an organization does not remain the same over time. A set of policies that might have been useful in the past can no longer stay the same and be effective in current times. This introduces the role of an HR practitioner. They are required to carefully analyse the current policies in an organization that can simultaneously be in the best interest of the organization and the employees. The research with the help of opinions gathered from employees and HR personnel will attempt to uncover possible limitations of current HR model in organizations and will try to identify how the OPD-SHRM (Ongoing Professional Development – Strategic Human Resource Management) model can minimize those limitations.

What we are doing:

We are executing research on current HR models in organizations. How the OPD-SHRM model, a new scientific approach of HR practices, could bring better results in comparison to existing HR model in organizations.

What it will mean for you:

- 1) You may be asked to fill in a questionnaire regarding your organization's HR policies and practices and your opinion about work culture/appraisal/performance/rewards.
- 2) You may be interviewed one on one by the researcher.

Your name and information that may identify you will be kept completely confidential. All information collected from you will be stored on a password protected and only available to the researchers.

Please contact us if you need more information about the project. At any time if you have any concerns about the research project you can contact our supervisor:

My supervisor is Prof. Pieter Nel, phone 815 4321 ext.7026 or email pnel@unitec.ac.nz

UREC REGISTRATION NUMBER: 2014-1006

This study has been approved by the UNITEC Research Ethics Committee from 20.3.14 to 20.3.15. If you have any complaints or reservations about the ethical conduct of this research, you may contact the Committee through the UREC Secretary (ph: 09 815-4321 ext 6162. Any issues you raise will be treated in confidence and investigated fully, and you will be informed of the outcome.

Appendix 2: Participants' Consent Form



Participant Consent Form

Research Project Title: Analysis of HR Policies and Procedures and its impact on performance of employees

I have had the research project explained to me and I have read and understand the information sheet given to me.

I understand that I don't have to be part of this if I don't want to and I may withdraw at any time prior to the completion of the research project.

I understand that everything I say is confidential and none of the information I give will identify me and that the only persons who will know what I have said will be the researchers and their supervisor. I also understand that all the information that I give will be stored securely on a computer at Unitec for a period of 5 years.

I understand that my discussion with the researcher will be taped and transcribed.

I understand that I can see the finished research document.

I have had time to consider everything and I give my consent to be a part of this project.

Participant Signature: *Date:*

Participant Name:

Project Researcher: *Date:*

UREC REGISTRATION NUMBER: 2014-1006

This study has been approved by the UNITEC Research Ethics Committee from 20.3.14 to 20.3.15. If you have any complaints or reservations about the ethical conduct of this research, you may contact the Committee through the UREC Secretary (ph: 09 815-4321 ext 6162). Any issues you raise will be treated in confidence and investigated fully, and you will be informed of the outcome.

Appendix 3: Organization Consent Form



Organisational Consent

I, _____ of _____ give consent for *Ms. Parwinder Kaur Sabarwal* to undertake research in this organisation as discussed with the researcher.

The consent is subject to the research ethics application no **2014-1006** by the Unitec Research Ethics Committee. A copy of the approval letter will be forwarded to the organisation if requested.

UREC REGISTRATION NUMBER: 2014-1006

This study has been approved by the UNITEC Research Ethics Committee from 20.3.14 to 20.3.15. If you have any complaints or reservations about the ethical conduct of this research, you may contact the Committee through the UREC Secretary (ph: 09 815-4321 ext 6162. Any issues you raise will be treated in confidence and investigated fully, and you will be informed of the outcome.

Signature:

Date:

Appendix 4: Survey Questionnaire

Online Survey Monkey Questions for Employees

Note for participants:

- 1. Throughout this survey, the term ‘manager’ is used to include ‘manager’, ‘team leader’ and ‘supervisor’. Please consider the appropriate word which ever applies in your case.**
- 2. KPI is Key performance Indicator, it is also known as Key Success Indicator (KSI). For many employees KPI will relate to their Target figures which they are required to meet on daily, weekly or monthly basis.**

Section A: Questionnaire on Strategic Human Resource Management and Ongoing Professional Development

1. Do you experience job satisfaction in your current work role?
 - a. always
 - b. often
 - c. sometimes
 - d. never

2. Do you experience a work-life balance?
 - a. Strongly agree
 - b. Agree
 - c. Disagree
 - d. Strongly disagree

3. Do you regard yourself as being fairly rewarded at work?
 - a. Strongly agree
 - b. Agree
 - c. Disagree
 - d. Strongly disagree

4. Do you think your good work is acknowledged by your manager?
 - a. Strongly agree
 - b. Agree
 - c. Disagree
 - d. Strongly disagree

5. How satisfied are you with your professional development/progression?
 - a. Very Satisfied
 - b. Satisfied
 - c. Dissatisfied
 - d. Strongly dissatisfied

6. Do you think you are successful in your job?
 - a. Strongly agree
 - b. Agree

- c. Disagree
 - d. Strongly disagree
7. How well does your supervisor rate your performance in your current role? (Please specify in %)
8. How often do you feel the supervisor underrates you? (Please specify in %)
9. How often do you feel the supervisor overrates you? (Please specify in %)
10. How often do you feel your supervisor rates you at the level you rate yourself? (Please specify in %)
11. Do you know how to be successful in your current role?
- a. Yes
 - b. No
 - c. Maybe
12. Are the key performance activities that are relevant to your role clear to you for you to be successful in your role?
- a. Yes
 - b. No
 - c. Maybe
13. Do you know your “key performance indicators” (KPI’s)?
- a. Yes
 - b. No
 - c. Maybe
14. Is your performance measured in terms of KPI achieved?
- a. Yes
 - b. No
 - c. Maybe
15. How does your manager measure your performance?
- a. By analyzing your efforts you put in.
 - b. By measuring your KPI achieved.
 - c. Using both methods.
16. What does your manager emphasize in your job?
- a. On process to achieve your KPI.
 - b. On achieving your KPI anyhow.
 - c. Both of above.
17. How often does your manager provide you mentoring and guidance?
- a. Weekly
 - b. Fortnightly
 - c. Monthly
 - d. Any period longer than a month

18. Do you think the expectations of your manager from you are realistic?
- Yes, they are realistic
 - To some extent they are realistic
 - Mostly they are not realistic
 - They are not realistic at all and practically not possible.
19. Who determines your actions for you to be successful in your role?
- Your manager on basis of your opinion.
 - You alone
 - Your manager alone
20. Does your manager give you 'on the spot' social rewarding?
- Often
 - Sometimes
 - Seldom
 - Never
21. How often does your supervisor do one on one meeting with you?
- Weekly
 - Fortnightly
 - Monthly
 - Others _____
22. If your success in an assignment is celebrated and acknowledged, does this motivate and encourage you to be successful in your next assignment?
- Yes, it strongly motivates me to do even better in next assignment
 - Yes, it motivates me
 - It sometimes motivates me.
 - It does not make any difference
23. Does periodic one on one meeting with the manager helps you to improve your performance?
- Strongly Agree
 - Agree
 - Disagree
 - Strongly disagree
24. Do you think it is important for you to be successful at work?
- Strongly Agree
 - Agree
 - Disagree
 - Strongly disagree
25. You deliver an assignment after working rigorously for 10 days. You feel satisfied having delivered the assignment because?
- You delivered it with 100% success with all help and support from your manager. One more laurel to your cap.

- b. You delivered it with let's say 70% of success but at least you were not bothered by the manager and was left on your own to work on the assignment.
- c. If none of above. Please comment : _____

26. Do you want your performance to be measured in terms of KPI value?
- a. No, I expect my manager to equally consider my efforts, discipline and dedication towards my attempt to achieve the KPI.
 - b. Yes, manager concern should only be the KPI and not how I achieve them.
 - c. Not sure

Section B: Background Information

27. What is your gender?
- a. Male
 - b. Female
28. What is your age group?
- a. 20-25
 - b. 26-31
 - c. 32-37
 - d. 38-43
 - e. 44-49
 - f. 50 and above
29. What is your level of education?
- a. Secondary School
 - b. Higher Secondary
 - c. Bachelor or Diploma
 - d. PG Diploma
 - e. Master Degree
 - f. PhD

Note: The questions asked in the questionnaire are meant to evaluate the efficacy of traditional HR policies implemented in organizations. To check whether the traditional SHRM (Strategic Human Resource Management) implemented is lacking in addressing SHRM objectives and can those be addressed by the new scientific Ongoing Professional Development – Strategic Human Resource Management (OPD-SHRM) model.

The questions are built keeping in mind to directly know from the employees, supervisors and managers, what they feel, to what degree different objectives of traditional SHRM are achieved.

Employee Work-life Balance, Organization goal and motivation are like few most common general objectives of an HR Strategy. There are direct questions to know if these common general objectives are being achieved or not.

Also, questions have been designed to know if the ‘Strategic Human Resource Management’ model is an ‘Ongoing Professional Development – Strategic Human Resource Management’ model and if it is, then how effective ‘Ongoing Professional Development – Strategic Human Resource Management’ is addressing objectives which ‘Strategic Human Resource Management’ failed at doing effectively. The questions would put employees in a hypothetical situation to predict their behavior and actions, had it been ‘Ongoing Professional Development – Strategic Human Resource Management’ model in their organization. This would enable us to know if ‘Ongoing Professional Development – Strategic Human Resource Management’ model would bring out a better employee, better leader or a better manager in them.

Thank You

Appendix 5: HR Interview Questions

Interview Questions for participants

[Note: Although the majority of questions are subjective, the researcher wishes to know the participants' comments on their choice made.]

1. Are employees clear on their KPIs?
 - a. Yes
 - b. No
 - c. Maybe

2. Are employees clear on the ideal actions to achieve those KPIs?
 - a. Yes
 - b. No
 - c. Maybe

3. Are employees inclined to execute ideal actions as their manager requested them to do in order to achieve their KPIs?
 - a. Yes
 - b. No
 - c. Maybe

4. Do employees feel their managers are providing sufficient support and guidance for them to achieve their KPIs?
 - a. Yes
 - b. No
 - c. Maybe

5. Do employees think the business processes assist them in doing a good job?
 - a. Yes
 - b. No
 - c. Maybe

6. What good or bad feelings do employees have about the organization which could influence their performance?

7. What approach do you use to execute SHRM, for example OPD-SHRM?

8. What approach do you use to motivate employees to improve their outputs?

9. Are employees aware of organization goals?
 - a. Yes
 - b. No
 - c. Maybe

10. Do employees understand how they are helping the organization to achieve its goals via their work role?
 - a. Yes
 - b. No
 - c. Maybe

11. Do employees have a positive attitude towards organizational goals?
 - a. Yes
 - b. No
 - c. Maybe

12. Are employees' professional development coupled to organizational goals?
 - a. Yes
 - b. No
 - c. Maybe

13. Are employees' professional developments coupled to organizational goals in helping the organization achieving its goals?
 - a. Yes
 - b. No
 - c. Maybe

14. Does the organization's SHRM managers periodically access employee job satisfaction and work-life balance records?
 - a. Yes
 - b. No
 - c. Maybe

15. Do employees undergo professional development while working in the organization?
 - a. Yes
 - b. No
 - c. Maybe

Note: The questions asked in the interviews are meant to evaluate the efficacy of traditional HR policies implemented in the organization. To check whether the traditional 'Strategic Human Resource Management' SHRM implemented is lacking in addressing SHRM objectives and can those be addressed by the new scientific OPD-SHRM (Ongoing Professional Development – Strategic Human Resource Management) model.

Employees Work-life Balance, Organization goals and motivation are a few of the most common general objectives of HR strategies. There are direct questions to reveal whether these common general objectives are being achieved or not.

Appendix 6: SPSS Numerical Coding for Variable Values

Choices	Numerical Equivalent
Always	4
Often	3
Sometimes	2
Never	1
Strongly Agree	4
Agree	3
Disagree	2
Strongly Disagree	1
Very Satisfied	4
Satisfied	3
Dissatisfied	2
Very Dissatisfied	1
Yes	3
No	1
Maybe	2
By analyzing your efforts you put in.	3
By measuring your KPI achieved.	1
Using both methods.	2
On process to achieve your KPI.	3
On achieving your KPI anyhow.	1
Both of the above.	2
Weekly	4
Fortnightly	3
Monthly	2
Any period longer than a month	1
Yes, they are realistic	4
To some extent they are realistic	3
Mostly they are not realistic	2
They are not realistic at all and practically not possible.	1
Your manager on basis of your opinion.	3
You alone	1
Your manager alone	2
Often	4
Sometimes	3
Seldom	2
Never	1
Yes, it strongly motivates me to do even better in next assignment	4
Yes, it motivates me	3
It sometimes motivates me.	2
It does not make any difference	1

You delivered it with 100% success with all help and support from your manager. One more laurel to your cap.	3
You delivered it with let's say 70% of success but at least you were not bothered by the manager and was left on your own to work on the assignment.	1
If none of above. (please specify)	2
No, I expect my manager to equally consider my efforts, discipline and dedication towards my attempt to achieve the KPI.	3
Yes, manager concern should only be the KPI and not how I achieve them.	1
Not sure	2