

THE LINE MANAGERS AS THE WEAK LINK IN CONVERTING HUMAN RESOURCE STRATEGY INTO PRACTICE

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ABSTRACT

Most of the Human Resources Management (HRM) academics and practitioners support that one of the central issues of HRM debate is the devolution of HRM to line managers. Line managers have been given primary responsibility to bring HRM into life as far as we witness an increase in flat, lean organizations in which LM have direct supervisory responsibilities.

Yet, much of the literature argues that they are not the appropriate individuals for adopting HRM strategy and policy and consequently they cannot put them into practice.

This essay examines the main points of the above argument, trying, in the beginning, to find the reason why line managers are unwilling or unable to implement HR practices. HR experts are also under the essay's microscope which tries to evaluate their role of the HR experts in this issue. What comes next, it suggests ways in which the role of line managers in HR involvement can be strengthened, using examples from recruiting, selection, performance management and employee involvement and examining both theory and methodology of the reviewed literature.

Key words: Human Resources Management, Line Managers, Reinforcement, Strategy, Policy, Collaboration, Implementation

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