

BRIDGING THE GAP BETWEEN REALITY AND PERCEPTION: MANAGERS'  
ROLE IN SHAPING EMPLOYEE PERCEPTIONS OF HIGH PERFORMANCE  
WORK SYSTEMS

By

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## **ABSTRACT OF THE DISSERTATION**

**Bridging the Gap between Reality and Perception: Managers' Role in Shaping Employee**

**Perceptions of High Performance Work Systems**

**By KAIFENG JIANG**

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Strategic human resource management (HRM) scholars have acknowledged the mediating role of employee outcomes in the relationship between human resource (HR) systems and firm performance and demonstrated the importance of employee perceptions of HR systems on employee outcomes. In order to enhance the impact of HR systems on employee outcomes and subsequent firm performance, researchers suggest aligning employee perceptions of HR systems with those of management. To address this research need, the current study was designed to explore managers' role in translating HR information from HR departments to shape employee perceptions of high-performance work systems (HPWS) – a type of HR systems that has been most studied in the literature. Using a sample of 44 HR managers, 167 department managers, and 479 employees collected from a nationwide shipping company in China, I found that HR manager perceived HPWS and department manager perceived HPWS were not significantly related to each other. When department managers were more motivated to implement HR practices, the relationship between HPWS perceived by HR managers and department managers became stronger. Also, when department managers felt less empowered to deal with HR issues, department managers and HR managers were more likely to have consistent understanding of HPWS. Regarding the relationship between

department manager perceived HPWS and employee perceived HPWS, I found that managers with more ability to deal with HR issues tended to have more similar perceptions of HPWS with employees. Also, for employees with good relationships with their managers (i.e., high leader-member exchange and high trust in leadership), their perceptions of HPWS were more aligned with managers. The findings of this study contribute to the literature by explaining why employees have different perceptions of HR systems from management. Theoretical and practical implications were also discussed in this study.

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## INTRODUCTION

Researchers of strategic human resource management (HRM) have traditionally used organizations as the level of analysis to examine the influence of bundles of human resource (HR) practices (or HR systems). This is considered as the primary difference from early studies on individual HR practices' impact on individual employees (Wright & Boswell, 2002). From the mid-1990s to the early-2000s, researchers made considerable effort to empirically demonstrate the relationship between HR systems and firm performance (e.g., Arthur, 1994; Batt, 2002; Cappelli & Neumark, 2001; Huselid, 1995; MacDuffie, 1995). They have also proposed several theoretical models to explain the "black box" between HR systems and firm performance (e.g., Becker & Huselid, 1998; Delery & Shaw, 2001; Guest, 1997), and acknowledged that employees play an important role in mediating the influence of HR systems on more distal firm performance. Guided by these theoretical works, scholars have recently become more interested in the mediating mechanism through which HR systems can be related to firm performance. Their efforts have been witnessed in several primary studies (e.g., Chuang & Liao, 2010; Collins & Smith, 2006; Gong, Law, Chang, & Xin, 2009; Messersmith, Patel, Lepak, & Gould-Williams, 2011; Sun, Aryee, & Law, 2007; Takeuchi, Lepak, Wang, & Takeuchi, 2007) and summarized in a meta-analytic review (Jiang, Lepak, Hu, & Baer, 2012).

An obvious feature of the macro strategic HRM research is that scholars typically adopt a managerial perspective to ask general managers or HR managers to evaluate or report the use of HR systems in organizations. This approach seems reasonable because top managers or HR managers are more likely to get involved in designing HR systems and are thus believed to have better knowledge of HR systems than other organizational

members. Especially, when researchers use descriptive measures to assess the objective attributes of HR systems (e.g., what proportion of the workforce receives formal performance appraisals?), top managers and/or HR practitioners who are familiar with the specific HR functions may be most knowledgeable to provide the numerical ratings of HR systems (Huselid & Becker, 2000). In this case, researchers may not need to ask individual employees' opinions about this information.

However, the managerial perspective has recently met challenges due to at least three new developments in strategic HRM research. First, it appears that much of strategic HRM research has replaced objective measures with perceptual measures (e.g., whether performance appraisals for employees are based on objective, quantifiable results) to reflect HR systems in organizations (e.g., Chuang & Liao, 2010; Collins & Smith, 2006; Lepak & Snell, 2002; Sun et al., 2007; Zacharatos, Barling, & Iverson, 2005). This makes it possible for researchers to consider not only managers but also employees as the potential informants of HR systems. Second, increasing efforts have been devoted to exploring the mediating role of employee attitudes and behaviors in the relationships between HR systems and firm performance (e.g., Chuang & Liao, 2010; Takeuchi et al., 2007). It is urgent to understand how employees experience, perceive, and interpret HR systems because employee subjective perceptions of HR systems rather than objective HR systems are likely to serve as proximal antecedents of employee work attitudes and behaviors (e.g., Ostroff & Bowen, 2000; Wright & Boswell, 2002). Third, developments in multilevel research and methods have encouraged scholars to integrate strategic HRM research at different levels of analysis and enabled them to investigate the impact of HR systems on outcomes at multiple levels. Recent studies have demonstrated

that employee perceptions of HR systems significantly mediate the influence of manager perceived HR systems on important individual outcomes, such as human capital, psychological empowerment, perceived organizational support, employee satisfaction, and job performance, and the aggregate individual outcomes can in turn increase organizational performance (e.g., Aryee, Walumbwa, Seidu, & Otake, 2012; Den Hartog, Boon, Verburg, & Croon, in press; Liao, Toya, Lepak, & Hong, 2009). These recent developments suggest that it is appropriate and necessary to add employee perspective into strategic HRM research in order to have a more complete understanding of the influential mechanism between HR systems and outcomes across multiple levels.

Actually, studying HR systems from both managerial perspective and employee perspective is not new idea. Jackson, Schuler, and Rivero (1989) suggested that it is useful to diagnose “the extent to which employees’ perceptions and beliefs match the organization’s intended messages being sent through their system of human resource management practices” (p. 783). It suggests that employee perceptions of HR systems may not be always aligned with manager intentions or perceptions of HR systems. This notion has been recently emphasized in several review and theoretical articles (e.g., Bowen & Ostroff, 2004; Guest, 2011; Lepak & Boswell, 2012; Nishii & Wright, 2008; Purcell & Hutchinson, 2007; Wright & Boswell, 2002). For example, Nishii and Wright (2008) clearly distinguished among intended HR systems, actual HR systems, and employee perceived HR systems. They indicated that intended HR practices are not necessarily the practices implemented in organizations, which are not eventually perceived by employees and discussed the variability in employee perceptions of HR systems residing at different levels of analysis. Their theoretical model has received a

growing body of evidence from several empirical investigations. Researchers have found a weak relationship or even a disconnection between manager and employee reports of the presence of HR systems (e.g., Aryee et al., 2012; Liao et al., 2009). Some scholars also found high-level variability in perceptions and interpretations of HR systems among employees exposed to the same HR systems (e.g., Liao et al., 2009; Nishii, Lepak, & Schneider, 2008).

Although prior research has discovered the gaps between management initiatives and employee perceptions of HR systems, little attention has been paid to exploring why employees differ in their HR perceptions from management intentions and how to narrow the gaps between these two (Nishii & Wright, 2008; Wright & Boswell, 2002).

Overlooking this issue is likely to compromise the effectiveness of HR systems because organizations can hardly manage or control employees' attitudes and behaviors in an expected way until employee perceptions of HR systems are consistent with organizations' intentions. Therefore, it is crucial to explore the causes for the discrepancies between management and employees' understanding of HR systems.

The current study aims to address this research need by examining HR systems from multiple stakeholders (i.e., HR departments, line managers, and employees). More specifically, this research focuses on line managers' role in translating HR systems reported by HR departments and HR systems perceived by employees. In this study, line managers are limited to those who are formally assigned to supervise their work units (e.g., teams and departments) and directly work with non-managerial employees (Hales, 2005). Previous research shows that today's line managers take more HR responsibilities (e.g., performance appraisal, training, promotion decision making, and work assignment)

in their management work than before (Perry & Kulik, 2008; Purcell & Hutchinson, 2007). On the one hand, managers may seek HR information from HR departments to form their own understanding of HR systems that are applied to employees they supervise. On the other hand, managers need to implement and convey their perceptions of HR systems to employees. Therefore, managers play an important role in connecting HR systems designed by organizations to those perceived by employees (Lepak & Boswell, 2012; Nishii & Wright, 2008).

As shown in Figure 1, the current study proposes that managers play a mediating role in linking HR systems reported by HR departments to those perceived by employees. Base on abilities, motivation, and opportunities model (AMO model) in strategic HRM research (Gerhart, 2007; Lepak, Liao, Chung, & Harden, 2006), I further posit that the connecting role of managers depends on their abilities, motivations, and opportunities in dealing with HR issues in their work units (e.g., departments, work teams). Those attributes of managers are expected to be enhanced by practices designed to help managers understand, implement, and convey HR practices to their subordinates, which are called as HR-enhancing practices. As a result of HR-enhancing practices, managers become more able to, more willing to, and more empowered to form consistent HR perceptions with HR department and accurately convey their understanding to employees via implementation and interpretation. The current research further expects the relationships between managers and employees to moderate the relationship between manager perceived and employee perceived HR systems. In particular, I identify leader-member exchange (LMX, Graen & Uhl-Bien, 1995) and trust in leadership (Dirks & Ferrin, 2002) as two indicators of the exchange relationship between managers and

employees and expect them to strengthen the association between manager perceived and employee perceived HR systems. In addition, the current study anticipates employee perceived HR systems to directly impact employee attitudinal outcomes (i.e., job satisfaction, affective commitment, and employee engagement) beyond the influence of HR systems rated by HR departments and managers.

Consistent with previous research on employee HR perceptions (e.g., Aryee et al., 2012; Liao et al., 2009), I consider high-performance work systems (HPWS) as the target of HR perceptions. HPWS are composed of HR practices intended to improve employee competencies, motivation, and performance, such as selective staffing, comprehensive training, developmental performance appraisal, performance-based pay, internal promotion, and work involvement (Lepak et al., 2006). HPWS have been most studied in strategic HRM literature and found to be positively related to employee and organizational outcomes (Jiang et al., 2012).

The current research aims to contribute to strategic HRM research from at least three perspectives. First, this study contributes to the emerging research on “intended vs. perceived” HR practices by exploring how managers influence the gaps between HR systems rated by management and by employees. The findings of this study can advance our knowledge of how to narrow the gaps and thus maximize the effectiveness of using HR systems to affect individual and organizational outcomes. Second, it integrates strategic HRM and leadership literature by exploring managers’ role in affecting employee perceptions of HR systems. Although HR practices and leadership are two primary factors influencing employee outcomes in workplace, the literature on strategic HRM and leadership has largely developed in isolation. This study may fill the gap in

strategic HRM and leadership literature by examining how the manager-subordinate relationships alters the association between manager perceived and employee perceived HR systems. Third, it examines HR systems from multiple perspectives and thus provides additional evidence for the burgeoning examination of the influence processes of HR systems across multiple levels of analysis (e.g., Aryee et al., 2012; Den Hartog et al., in press; Kehoe & Wright, 2013; Liao et al., 2009; Takeuchi, Chen, & Lepak, 2009). Figure 1 depicts the overall research model.

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## **THEORETICAL BACKGROUND AND HYPOTHESES**

The variability in employee perceptions of HR systems can be explained from two approaches represented by Bowen and Ostroff (2004) and Nishii and Wright (2008).

Bowen and Ostroff (2004) focused on the features of HR systems that determine the extent to which employees have a consensus and consistent understanding of HR systems.

As noted by Bowen and Ostroff (2004, p. 206), “all HRM practices communicate messages constantly and in unintended ways, and messages can be understood idiosyncratically, where by two employees interpret the same practices differently”. In order to align employee perceptions with organization intentions, they described a set of meta-features of HR systems (e.g., visibility of HR practices, consistency of the HR messages, fairness of HR practices, etc.) that result in a strong organizational climate within which employees have adequate and unambiguous information to form accurate understanding of HR systems. Nishii and Wright (2008) adopted a different approach to identify the individual level, group level, and job level factors that may cause the gaps among intended practices, actual practices, and those perceived by employees. Based on social information processing perspective (Salancik & Pfeffer, 1978), Nishii and Wright’s (2008) framework focuses on individual differences (e.g., personality, need, value, and demographic characteristics) and contextual factors (e.g., leaders, coworkers, and work teams) that influence how employees seek and process information to form their HR perceptions.

Both approaches are insightful for understanding the difference and relationship between the management and employee perspectives of HPWS. However, very limited empirical evidence is available for either approach. As an exception, Den Hartog and



colleagues (in press) explored communication quality between managers and employees as a moderator of the relationship between manager perceived and employee perceived HR practices and found that the relationship between manager perceived and employee perceived HR practices was more positive when communication quality was high than it was low. They echoed Nishii and Wright (2008) to call for more attention to exploring additional moderators that may explain the difference between management and employee perspectives of HR practices.

The current study is intended to advance this stream of research from at least two aspects. First, extending the existing literature on employee perceptions of HR systems, the current study provides a more comprehensive picture of how multiple stakeholders' perceptions of HR system relate to each other and influence employee outcomes. Recent pioneering studies on the relationship between management and employee perspectives of HR systems have only considered the HR perceptions of line managers and employees (e.g., Aryee et al., 2012; Den Hartog et al., in press; Jensen, Patel, & Messersmith, in press; Liao et al., 2009). Those studies implicitly deemed line managers enacting HR practices as the agents of organizations. Although their perceptions may reflect the practices implemented in the work place, they may not be necessarily consistent with organizations' intentions (Nishii & Wright, 2008). It is likely that managers have a misunderstanding of HR practices and fully convey the incorrect perceptions to employees. In this case, managers and employees may reach a high-level agreement regarding HR practices, but their shared perceptions may still deviate from organizations' intentions. Therefore, it is important to add the views of HR professionals or managers who usually design HR practices (Bowen & Ostroff, 2004). Second, the current

investigation identifies several important yet unexplored boundary conditions of the relationships among HR perceptions among multiple stakeholders. As previous studies suggested, what management is intended to propose is not necessarily related to what employees actually experience (e.g., Liao et al., 2009). It remains largely unknown what factors facilitate or restrain this disconnection. The current study thus advances our knowledge of when multiple stakeholders' HR perceptions are positively related.

In the following of this section, I will first discuss the relationship between HR perceived and manager perceived HPWS based on their roles in HRM. Then I will propose the moderating effects of managers' attributes (i.e., HR abilities, motivation, and opportunities) on this relationship. Next, I will focus on the manager perceived HPWS-employee perceived HPWS relationship and explore the potential moderators of this relationship.

### **HR Perceived HPWS and Manager Perceived HPWS**

Based on Ulrich's (1998) work, Wright, McMahan, Snell, and Gerhart (2001) proposed five roles of HR departments, including strategic partner, tailoring practices, developing organization skills and capabilities, providing HR services, and providing change consulting. In general, the five roles can be categorized into two major activities of HR departments. The first three roles of the five are about developing HR policies and practices to support business strategy and organizational objectives, which reflects the strategic role of HR (Barney & Wright, 1998; Lawler & Mohrman, 2000; Ulrich, 1998). Usually, HR departments are accountable for developing HR policies and practices applied to certain types of employees. They have a wide array of information from many intra-organizational (e.g., other key business areas) and extra-organizational (e.g., other

companies' HR practices) sources to align HR policies and practices for multiple types of employees with organizational objectives (Huselid, Jackson, & Schuler, 1997; Lepak & Snell, 1999; 2002). The other two roles involve delivering HR practices and helping managers enact HR practices. HR departments are expected to possess broad and specialized knowledge of HR functions that allows them to implement HR practices and to facilitate line managers to interact with employees. Given the roles of HR departments in designing and delivering HR practices, they may be most knowledgeable about what HR practices are used in the organizations, why the practices are important for the organizations, and how the practices should be implemented appropriately (Huselid & Becker, 2000). Therefore, HR departments' views of HR practices are most likely to represent organizations' intentions regarding HR practices.

As a consequence of emphasizing the strategic role of HR departments, more contemporary organizations devolve HR activities from HR departments to managers (Cunningham & Hyman, 1995, 1999; Kulik & Bainbridge, 2006; Perry & Kulik, 2008). Even though some HR practices may influence employees directly, managers take the responsibility to implement many HR practices in their work teams and departments (Purcell & Hutchinson, 2007). For example, in a survey of 636 Australian organizations, Kulik and Bainbridge (2006) found that managers were widely involved in HR responsibilities such as recruitment and selection, career planning and development, training and coaching, promotion and termination decisions, performance management, and job design. Similarly, in a survey of 135 organizations in London, Hales (2005) found that most of organizations had managers to take HR responsibilities including

scheduling work, conducting staff appraisals, facilitating training programs, recommending staff for promotion, and informing staff about business objectives.

According to the roles of HR departments and managers in HRM, I expect their perceptions of HPWS to be positively related to each other. First, given managers' involvement in HR activities, they need to know what practices should be implemented in their work units and use HR departments as a reliable source of such information. For example, managers may consult with HR departments about the performance appraisal methods applied to employees in their work units and learn how to use those methods to evaluate employees' performance. Second, managers may work with HR departments to deal with HR issues. For instance, HR departments often engage managers in training activities. They may analyze employees' training needs with managers and ask managers to facilitate training programs. Third, managers may have chances to provide feedback of HR practices to HR departments so HR departments can know how HR practices are implemented in specific work units in the organization. Managers may also be invited to share their suggestions about HR practices, and thus HR departments can incorporate managers' opinions in designing future HR policies or practices. Through the interaction process, HR department and managers are likely to form consistent understanding of the use of HR practices. Therefore I propose:

*Hypothesis 1: HR perceived HPWS will be positively related to manager perceived HPWS.*

## **Moderators of the HR Perceived HPWS and Manager Perceived HPWS**

### **Relationship**

Although managers are expected to understand HR systems as designed by HR departments, their perceptions of HR systems are not necessarily the same. In fact, it is not uncommon to observe a gap between what is required by HR practices and what is actually executed by managers (Cunningham, James, & Dibben, 2004; Kulik & Bainbridge, 2006; Purcell & Hutchinson, 2007). Research on HR implementation has suggested that the gap can be attributed to a variety of reasons. For example, Bos-Nehles (2010) proposed five factors including managers' lack of desire, lack of capacity, lack of competences, lack of support, and lack of clear policy and procedures to deal with HR issues. Other reasons involve conflicting priorities, having overloaded work, underrating the value of HRM, not seeing HR as managers' responsibility, and so on (e.g., Cunningham & Hyman, 1995; Dick & Hyde, 2006; Gratton & Truss, 2003; McGovern, Gratton, Hope-Hailey, Stiles, & Truss, 1997).

I adopt AMO framework to summarize the above-mentioned reasons into three broad categories – managers' lack of abilities, motivation, and opportunities to deal with HR issues. AMO framework is a general framework for conceptualizing and studying HR systems (e.g., see reviews in Gerhart, 2007 and Lepak et al., 2006). The basic logic of this framework is that job performance is a function of employees' abilities, motivation, and opportunities to perform and HR systems will be most effective when they foster the three elements. Several recent studies have drawn upon this logic to examine the influence of HR systems on employee and organizational outcomes (e.g.,

Appelbaum, Bailey, Berg, & Kalleberg, 2000; Batt, 2002; Gardner, Wright, & Moynihan, 2011; Jiang et al., 2012).

Considering implementing HR practices as important parts of managers' job performance, I propose managers' abilities, motivation, and opportunities to deal with HR issues as three components corresponding to the three dimensions in the AMO framework. Managers' HR abilities refer to their knowledge about the content of HR practices as well their skills and experiences in executing HR practices. Prior research has pointed out that the lack of knowledge and skills in performing HR tasks is an important constraint of HR implementation (e.g., Bos-Nehles, 2010; Cunningham, Hyman, 1995). For example, in a survey of 50 Australian line managers, Kulik and Bainbridge (2006) found that 42% identified "lack of knowledge or expertise" as the primary reason for the ineffective HR implementation.

Managers' HR motivation represents their willingness and desire to get involved in HR issues. Based on self-determination theory (Ryan & Deci, 2000), managers may be motivated to exert efforts in implementing HR practices because of intrinsic or extrinsic reasons. Intrinsic HR motivation reflects the extent to which managers find the HR activities interesting and enjoyable (Cunningham, Hyman, 1995; Kulik & Bainbridge, 2006). Managers who are intrinsically motivated may feel enthusiastic about having these responsibilities if they are attracted by the characteristics of the HR activities. In contrast, managers who are not intrinsically motivated may be reluctant to perform HR tasks because they find HR activities tedious and uninteresting. Extrinsic HR motivation indicates the extent to which managers engage in HR activities mainly to seek benefits or to avoid punishments (Bos-Nehles, 2010). Specifically, managers who are extrinsically

motivated are likely to pay sufficient efforts in the HR-related activities when the external rewards are attractive. But they may avoid devoting time to HR tasks if they do not see the value of implementing HR practices to themselves and to their work units (McGovern et al., 1997; Whittaker & Marchington, 2003).

Managers' HR opportunities reflect the degree to which they feel empowered and authorized to participate in HR related activities. Although research shows that organizations are increasingly transferring HR responsibilities to line managers, not all HR departments are willing to devolve responsibilities to managers (McGovern et al., 1997). Even for organizations that delegate managers to implement HR practices, it is still possible that managers are unclear about their roles and responsibilities in HRM (Bos-Nehles, 2010) or do not believe HR responsibilities as a legitimate part of their jobs (Hales, 2005). In any case, managers cannot be fully involved to contribute their abilities and efforts to deal with HR issues.

I hypothesize that practices intended to improve managers' HR abilities, motivation, and opportunities can help reduce the difference between HR perceived HPWS and manager perceived HPWS. In order to distinguish between these practices and HPWS, I call them "HR-enhancing practices" in the following of this study. Similar to HR systems applied to employees, HR-enhancing practices include selection, training, performance appraisal, compensation, involvement, and information sharing, which focus on enhancing managers' HR abilities, motivation, and opportunities. For example, organizations can provide training to help managers better understand what the practices are and how to implement those practices. Organizations can also communicate and market key HR initiatives to managers and appraise their performance in implementing

HR practices. In addition, organizations can empower managers and have HR departments work with them closely to implement HR practices in their work units. Many of these practices have been suggested in previous research and considered as a form of service or support managers receive from HR departments (e.g., Bos-Nehles, 2010; Perry & Kulik, 2008; Wright et al., 2001).

When organizations provide HR-enhancing practices, managers may receive training and support from HR departments and thus be more likely to understand the practices applied to employees in their work units. By appraising and rewarding managers' performance in HR tasks, organizations can motivate managers to seek more and clearer HR information from HR departments. Moreover, through information sharing and participation in HR decision-making processes, managers get opportunities to communicate with HR departments and thus reduce the misunderstandings and uncertainty regarding HR practices. Gradually, HR departments and managers are more likely to form consistent understanding of HPWS applied to employees.

*Hypothesis 2: HR-enhancing practices will strengthen the relationship between HR perceived HPWS and manager perceived HPWS, such that the relationship will be stronger when HR-enhancing practices are high than they are low.*

I further propose that the moderating effect of HR-enhancing practices on the relationship between HR perceived HPWS and manager perceived HPWS occurs through managers' HR abilities, motivation, and opportunities. I will discuss the moderating effect of each of them in order.

First, managers' HR abilities set the basis for the relationship between HR perceived HPWS and manager perceived HPWS. When managers receive more



information from HR departments, they have a better understanding of what practices should be used and why those practices are designed by organizations (Currie & Procter, 2001; Whittaker & Marchington, 2003). Moreover, when managers have high-level HR skills and abilities, they feel more confident in handling HR issues and are less likely to escape from their HR responsibilities. They may further interact with HR departments to provide feedback or exchange thoughts regarding HR issues. As a result, those managers are more likely to develop similar perceptions of HPWS with HR departments. In contrast, managers who lack HR knowledge, skills, and abilities may simply ignore the existence of certain HR practices or misunderstand the content of HR practices. In this case, their HR perceptions are more likely to be based on their idiosyncratic understanding that may depart from those of HR departments.

Second, managers' HR motivation appears to be a potentially important factor that may reduce the gap between HR perceived HPWS and manager perceived HPWS. Managers with high-level HR motivation have personal interest in HR issues and see the benefit of dealing with HR issues. They value their HR responsibilities and are willing to spend more time interacting with HR departments (Harris, Doughty, & Kirk, 2002; McGovern, 1999). Therefore, those managers are more likely to get sufficient and reliable HR information from HR departments. On the contrary, managers who lack motivation to handle HR issues may take HR responsibilities less seriously and prioritize other responsibilities over HR (Bos-Nehles, 2010). They may spend less time caring about HR issues and obtain constrained information from HR departments. As a result, their perceptions of HPWS are less consistent with those of HR departments.

Third, managers' opportunity to deal with HR issues may serve as another moderator of the relationship between HR perceived HPWS and manager perceived HPWS. Managers who are empowered to manage HR issues believe that it is their responsibilities to implement HR practices in their work units. The sense of responsibility may lead managers to be more concerned with the quality of HR implementation and pay more careful attention to factors related to the output (Pearce & Gregersen, 1991). As a result, those managers may exert more efforts in getting information from HR departments (Perry & Kulik, 2008) and thus tend to form similar perceptions of HR practices with HR departments. Contrarily, when managers do not perceive opportunities to get involved in HR issues, they may believe that managing HR issues is HR departments' responsibility (McGovern et al., 1997) and thus may care less about HR and have lower motivation to understand HR practices.

Due to the reasons mentioned above, I posit that manager perceived HPWS will be more positively related to HR perceived HPWS when managers have high levels of HR abilities, motivation, and opportunities. Given the effects of HR-enhancing practices on the three attributes, I further hypothesize that managers' HR abilities, motivation, and opportunities will mediate the moderating effect of HR-enhancing practices on the relationship between HR perceived HPWS and manager perceived HPWS.

*Hypothesis 3: Manager HR abilities (a), motivation (b), and opportunities (c) will strengthen the relationship between HR perceived HPWS and manager perceived HPWS, such that the relationship will be stronger when manager HR abilities, motivation, and opportunities are high than they are low.*

*Hypothesis 4: Manager HR abilities, motivation, and opportunities will mediate the moderating effect of HR-enhancing practices on the HR perceived HPWS and manager perceived HPWS relationship.*

### **Manager Perceived HPWS and Employee Perceived HPWS**

In the above discussion, I discuss the moderators of the relationship between HR perceived HPWS and manager perceived HPWS. However, the consistency between HR perceived HPWS and manager perceived HPWS does not ensure that employees have the same perceptions of HPWS as these two (Aryee et al., 2012; Den Hartog et al., in press; Liao et al., 2009). Even when HR perceptions of managers are perfectly in line with those of HR departments, it is still likely that there is a gap between managers and employees regarding HR perceptions, depending on how managers implement HR practices and convey HR information in front of employees (Nishii & Wright, 2008). The following of this section explores the relationship between manager perceived HPWS and employee perceived HPWS as well as moderators of this relationship.

Managers serve as the linking pin between HR departments and employees. In addition to forming their own HR perceptions by interacting with HR departments, managers are responsible for enacting and explaining HR practices to their subordinates (Kulik & Bainbridge, 2006; Perry & Kulik, 2008). The way managers use to execute and interpret HR practices can directly influence employee perceptions of HR practices (e.g., Den Hartog et al., in press; Nishii & Wright, 2008). This influential process can be explained by the social information processing theory (Salancik & Pfeffer, 1978). According to the social information processing theory, individual employees use information collected from others in their social environment to guide their perceptions,

attitudes, and behaviors (Salancik & Pfeffer, 1978). In a work context, managers represent the immediate and the most important social context of employees (Hackman, 1994). Therefore, managers may play an important role in shaping employee HR perceptions.

First, managers can influence employee HR perceptions by implementing HR practices. Because employees can only perceive HR practices that are actually implemented in organizations (Lepak et al., 2006; Nishii & Wright, 2008; Wright & Boswell, 2002), the way managers undertake their HR responsibilities such as selection, training and development, performance appraisal, and work involvement is inextricably related to employee experience and observation of HR practices. For example, employees may know how performance appraisal is conducted after they go through the performance interview with their manager. Employees can also observe how HR practices are applied to other similar employees in the same work units. An example may be that employees may know the career development practice when their manager promotes a hardworking employee to a senior level position. Through these experiences and observations, employees can perceive what are implemented by managers and build their own understanding.

Second, managers can clarify and interpret HR practices to affect employee HR perceptions. In particular, the explicit statements by managers about HR practices can help employees understand what kinds of practices are used in the organization. When employees have ambiguities of HR practices, they are prone to consult with managers to reduce the uncertainties (Bowen & Ostroff, 2004). Moreover, compared with other sources of HR information, managers' explanations are more likely to have the legitimate

authority (Kelman & Hamilton, 1989). Therefore, employees are likely to believe managers' interpretations and count on such information to construct their HR perceptions.

Third, managers can also affect employee HR perceptions by structuring employees' attentional processes (Salancik & Pfeffer, 1978). By frequently talking about certain HR practices, managers can make those practices salient to employees and direct more of employees' attention to those practices. For example, if managers keep emphasizing that the organization provides extensive training activities to improve employees' human capital, employees will not only consider extensive training as an important feature of the organization's HR system but also believe developing human capital through training practices is an important concern for their development and growth. This will direct employees' attention to the information about training practices from their managers.

For above reasons, I posit that manager perceived HPWS and employee perceived HPWS are positively related. Even though Liao et al. (2009) and Nishii et al. (2008) revealed that employees' HR perceptions were not perfectly aligned with those of managers, some scholars found significant relationship between HPWS reported by managers and perceived by employees (Aryee et al., 2012; Den Hartog et al., in press; Jensen et al., in press) as well as meaningful proportion of HPWS shared by employees (Kehoe & Wright, 2013). Given the theoretical rationale and empirical evidence, I propose that:

*Hypothesis 5: Manager perceived HPWS will be positively related to employee perceived HPWS.*

## **Moderators of the Manager Perceived HPWS and Employee Perceived HPWS Relationship**

Although employee HR perceptions are expected to be consistent with those of managers, the relationship between these two is inevitable to be influenced by contingent factors (Nishii & Wright, 2008). For example, Den Hartog and colleagues (in press) identified communication quality as a moderator of the relationship between manager perceived and employee perceived HR practices. They further noted that future studies need to explore the moderating effects of other features of managers such as managers' HR skills or dyadic relationship between managers and employees. As suggested by Den Hartog et al. (in press) and others (e.g., Bowen & Ostroff, 2004; Nishii & Wright, 2008), I propose the moderating roles of HR-enhancing practices, managers' HR abilities, motivation, and opportunities, as well as their relationships with employees (i.e., LMX and employee trust in leadership) sequentially.

I first posit that in organizations that offer high-level HR-enhancing practices, manager perceived HPWS are more positively associated with employee perceived HPWS than in organizations with low-level HR-enhancing practices. Organizations can emphasize managerial experience and potential when selecting managers and offer training and support to help managers perform HR activities (Cunningham & Hyman, 1995; Currie & Procter, 2001). These practices ensure that managers have the competences to implement what they perceive to employees and carry out their HR role effectively. Moreover, organizations can consider managers' HR performance in promotion and compensation decisions, which can provide the external incentives to encourage managers to execute HR practices appropriately (Bos-Nehles, 2010). In

addition, when organizations involve managers in the HR decision-making processes and empower them to take HR responsibilities, managers may get more opportunities to infuse their HR perceptions into employees. Combined, HR-enhancing practices are expected to strengthen the relationship between manager perceived HPWS and employee perceived HPWS. Therefore, I propose that:

*Hypothesis 6: HR-enhancing practices will strengthen the relationship between manager perceived HPWS and employee perceived HPWS, such that the relationship will be stronger when HR-enhancing practices are high than they are low.*

I further propose that HR-enhancing practices strengthen the association between manager perceived HPWS and employee perceived HPWS by enhancing managers' HR abilities, motivation, and opportunities. First of all, many researchers suggest that the lack of HR abilities is an important factor that impedes managers from implementing HR practices appropriately even though they understand what the HR practices are expected to be (Cunningham & Hyman, 1995; Gratton & Truss, 2003; Kulik & Bainbridge, 2006; Purcell & Hutchinson, 2007). HR-enhancing practices such as training, development, and participation can promote managers' abilities to help them implement HR practices in a proper way. These initiatives make managers more capable of translating their perceptions into actions. Taking performance management as an example, managers with HR skills and experience not only provide evaluation results to employees but also set personal goals with employees and provide feedback to employees for further development. In contrast, poor HR skills may lead managers to overlook the key aspects of performance management (e.g., setting specific goals, identifying reasons for poor

performance, and giving suggestions for development) and thus hinder managers from putting their perceptions into actions. Furthermore, managers with high-level HR knowledge can offer rich and reliable information to employees and help clarify the content of HR practices and expected behaviors by those practices (Bowen & Ostroff, 2004). The increased communication can in turn help to reduce the potential gap between manager perceived and employee perceived HR practices (Den Hartog et al., in press).

Managers' HR motivation can also influence their HR implementation even if they have sufficient HR skills and abilities. When managers are highly motivated to deal with HR issues by HR-enhancing practices, they become more engaged in HR activities and spend more time on HR issues (McGovern et al., 1997). Those managers are more willing to provide useful and accurate HR information for employees to understand HR practices (Bos-Nehles, 2010). However, when managers have no desire of getting involved in HR activities, they may take little time to discuss HR information with employees or even intentionally withhold important information employees need. Under this situation, employees can only get limited HR information from managers and thus form less consistent perceptions with their managers (Den Hartog et al., in press).

I also anticipate managers' opportunities to deal with HR issues to moderate the relationship between manager perceived HPWS and employee perceived HPWS. Involving managers in HR activities can generate the feelings of empowerment and responsibility in handling HR issues. The perceived empowerment and felt responsibility may lead managers to attach positive valence to fulfilling their HR duties (Graham, 1986; Morrison & Phelps, 1999; Pearce & Gregersen, 1991). They may develop relevant skills



to help implement HR practices effectively and exert more efforts to explain HR practices to employees (Perry & Kulik, 2008). Moreover, participating in HR issues offers managers more opportunities to share their understanding of HR practices with employees. Employees may also consider managers who enact HR practices as the agent of organizations and be more likely to perceive the information received from managers as reliable (Bowen & Ostroff, 2004).

Combined, I propose that managers' HR abilities, motivation, and opportunities will strengthen the relationship between manager perceived HPWS and employee perceived HPWS and they three will mediate the moderating effect of HR-enhancing practices proposed in Hypothesis 6.

*Hypothesis 7: Manager HR abilities (a), motivation (b), and opportunities (c) will strengthen the relationship between manager perceived HPWS and employee perceived HPWS, such that the relationship will be stronger when manager HR abilities, motivation, and opportunities are high than they are low.*

*Hypothesis 8: Manager HR abilities, motivation, and opportunities will mediate the moderating effect of HR-enhancing practices on the manager perceived HPWS and employee perceived HPWS relationship.*

In addition to managing employees by enacting HR practices, managers also influence employees' attitudes, perceptions, and behaviors via their leadership behaviors (Yukl, 2010). The two aspects of managers' roles are integrated to shape employee HR perceptions (Purcell & Hutchinson, 2007). Research has suggested that the way managers undertake HR responsibilities is inextricably related to their leadership styles and relationships with subordinates (Den Hartog et al., in press). In line with this stream

of research, I consider LMX and trust in leadership as crucial moderators between manager perceived HPWS and employee perceived HPWS. According to leadership literature, both variables are widely studied to reflect the dyadic relationships between managers and employees (Dirks & Ferrin, 2002; Graen & Uhl-Bien, 1995). They can influence the quality of communication and information exchange between managers and employees (Dirks, 2000; Liden & Graen, 1980) and thus moderate the relationship between their perceptions of HPWS (Den Hartog et al., in press).

I propose that LMX will moderate the relationship between manager perceived HPWS and employee perceived HPWS. LMX is defined as the social exchange process between a leader and his or her individual followers (Graen & Uhl-Bien, 1995). The construct of LMX is rooted in the social exchange theory (Blau, 1964) and the norm of reciprocity (Gouldner, 1960), which suggest that both leaders and subordinates are willing to exert extra effort that goes beyond the formal job requirement for the benefit of the other party. High-quality LMX relationships are characterized by trust, respect, and open information sharing while low-quality LMX relationships are limited to the obligations described in the formal contracts (Graen & Uhl-Bien, 1995). As the quality of LMX increases, leaders and followers tend to pay more attention to each other's perceptions and needs in the organization and engage in more effective interactions and open communication (Liden & Graen, 1980; Kath, Marks, & Ranney, 2010; Yrle, Hartman, & Galle, 2002). Thus, in a high-quality LMX relationship, the leader and the follower are likely to arrive at a high level of shared understanding regarding what HR practices cover and how HPWS function in the organization. Moreover, leaders in high-quality LMX relationships are more willing to listen to their followers (Walumbwa et al.,

2011), help them to clarify their roles (Graen & Uhl-Bien, 1995), and more actively convey information regarding the organization's HR practices and policies to the followers. Furthermore, leaders in high-quality LMX relationships are seen as more approachable and trustworthy in the eyes of followers, thus encouraging followers to seek for information and feedback from their leaders regarding the HPWS (Chen, Lam, & Zhong, 2007). Thus, high-quality LMX relationships help to generate a common knowledge between managers and employees concerning the HPWS and strengthens the positive association between manager perceived HPWS and employee perceived HPWS.

*Hypothesis 9: LMX will strengthen the relationship between manager perceived HPWS and employee perceived HPWS, such that the relationship will be stronger when LMX is high than it is low.*

Employees' trust in their managers is conceptualized as employees' acceptance of vulnerability to their managers based upon positive expectations of managers' intentions and/or behaviors (Mayer, Davis, & Schoorman, 1995; Rousseau, Sitkin, Burt, & Camerer, 1998). Such trust indicates high-quality relationships between employees and managers wherein they express genuine care and concern for the welfare of each other, and believe that these sentiments are reciprocated (McAllister, 1995). Employees with high trust in their managers feel more comfortable to engage in communication and information sharing behaviors with their managers (Dirks & Ferrin, 2001) because employees are less concerned about the risks associated with those behaviors (Mayer et al., 1995). Also, managers who are trusted by employees are willing to provide information to express care and consideration to employees (Dirks & Ferrin, 2002). In this situation, managers and employees may spend more time exchanging information regarding HR practices and

thus are more likely to reach a high agreement in their HR perceptions. In contrast, employees who do not trust their managers may get less HR information from their managers because they are unwilling to get involved in open communication and sharing sensitive information for fear of putting themselves at risk (Dirks & Ferrin, 2002; Mayer et al., 1995). In addition, trust in leadership can enhance employees' commitment to decisions made by their managers and belief in the accuracy of information provided by their managers (Dirks & Ferrin, 2001, 2002; Roberts & O'Reilly, 1974). When employees receive HR information from managers whom they trust, they tend to believe in what managers say about HR practices and incorporate this information to form their understanding of HR systems. Therefore, trust in leadership can facilitate employees to have more consistent understandings of HPWS with their managers.

*Hypothesis 10: Trust in leadership will strengthen the relationship between manager perceived HPWS and employee perceived HPWS, such that the relationship will be stronger when trust in leadership is high than it is low.*

### **Employee Perceived HPWS and Employee Outcomes**

Finally, I propose positive relationship between employee perceived HPWS and three important employee outcomes – job satisfaction (Eisenberger, Cummings, Armelo, & Lynch, 1997), affective commitment (Meyer, Allen, & Smith, 1993), and employee engagement (Kahn, 1990). The choice of these three variables is due to their importance on employee and organizational performance (e.g., Christian, Garze, & Slaughter, 2011; Harter, Schmidt, & Hayes, 2002; Judge, Thoresen, Bono, & Patton, 2001; Meyer, Stanley, Herscovitch, & Topolnytsky, 2002).

Job satisfaction and affective commitment have been thoroughly studied as employee outcomes in the strategic HRM research (e.g., Butts, Vandenberg, DeJoy, Schaffer, & Wilson, 2009; Kehoe & Wright, 2013; Kooij, Jansen, Dikkers, & De Lange, 2010; Takeuchi et al., 2009). The former refers to employees' overall satisfaction with their job (Judge et al., 2001), while the latter indicates employees' emotional attachment to, identification with, and involvement in the organization (Meyer et al., 1993). Previous research has suggested that HPWS such as selective staffing, comprehensive training, and competitive compensation signify that organizations value employee contribution and care about employee well-being (e.g., Chuang & Liao, 2010; Liao et al., 2009; Takeuchi et al., 2009). From the social exchange perspective (Blau, 1964), when employees see their organizations implementing HPWS, they are likely to reciprocate with demonstrating positive attitudes (e.g., high levels of job satisfaction and affective commitment). In addition, HPWS provide employees with more empowerment and control over their work, which are further associated with their increased job satisfaction and affective commitment (e.g., Butts et al., 2009; Liao et al., 2009).

Employee engagement is another important employee outcome that increasingly commands considerable attention but has been understudied in the strategic HRM literature. Employee engagement was first formally defined by Kahn (1990), referring to the simultaneous investment of organization members' physical, cognitive, and emotional energies into their role performance. The presence of all three components (physical, cognitive, and emotional) represents employees' full absorption of themselves into role performance (Avery, McKay, & Wilson, 2007; Rich, LePine, & Crawford, 2010). Kahn (1990) has suggested three psychological preconditions for employee engagement:

meaningfulness, safety, and availability. *Meaningfulness* deals with employees' cognitive reasoning of the value of their efforts at work. *Safety* pertains to individuals' sense of being protected from potential negative consequences resulting from devoting themselves to their work. *Availability* refers to the perception of the accessibility of physical, psychological, and emotional resources necessary for work. Employee perceived HPWS may be positively associated with employee engagement by satisfying the three conditions.

First, employees who perceive higher levels of HPWS experience more psychological meaningfulness at work. Selective staffing in HPWS can improve employee perceived fit with the job and organization (Ployhart, 2006). The enhanced fit may help employees feel comfortable to express their authentic self-concepts at work, which in turn has a positive impact on experienced meaningfulness (May, Gilson, & Harter, 2004; Rich et al., 2010). Fair and accurate performance appraisal and performance-based compensation reflect employees' contribution to organizations, which makes employees believe that organizations recognize their excellence at work and thus experience higher meaningfulness. In addition, flexible work design and employee involvement provide employees with the opportunities for self-direction to execute their work. In this case, employees are apt to view their jobs as meaningful, valuable, and worthwhile (e.g., Butts et al., 2009; May et al., 2004).

Second, employee perceptions of HPWS are also likely to be positively related to psychological safety at work. HPWS indicate organizations' investment in employees through HR practices, such as intensive training and development, fair performance appraisal, performance-based pay, participation in decision making, and flexible work

design. These practices send signals to employees that organizations value their contribution, care about their well-being, and intend to establish long-term relationships with employees, and therefore foster employees to perceive more support from the organizations (e.g., Chuang & Liao, 2010; Liao et al., 2009; Takeuchi et al., 2009).

Employees who perceive higher support from their organization are more likely to devote themselves to their work without being worried about not getting recognition from their organization. As a result, they feel higher psychological safety (May et al, 2004; Rich et al., 2010). Moreover, performance-based pay, flexible work design, and employee involvement enable employees to control over their work, which may also lead to feelings of psychological safety (Kahn, 1990).

Third, employees who experience higher levels of HPWS tend to attain more available resources for work. Comprehensive training and development (e.g., on-the-job training, off-the-job training, online training, and classroom training) ensure that employees possess necessary knowledge and skills required to complete the work. Performance appraisal provides feedback for employees to improve further. Flexible work design and employee involvement empower employees to make their own decisions at work and share work-related information with them. All of these practices are linked to perceived availability at work. Indeed, Crawford, LePine, and Rich's (2010) meta-analysis discovered that job resources as manifested by job autonomy, feedback, opportunities for development, rewards and recognition, and job variety, were positively associated with employee engagement.

To sum up, I expect employee perceived HPWS to be positively related to employee job satisfaction, affective commitment, and employee engagement. Because

manager perceived HPWS are positively related to employee perceived HPWS and rely on the latter to influence employee outcomes (e.g., Aryee et al., 2012; Liao et al., 2009), I propose that employee perceived HPWS mediate the relationships between manager perceived HPWS and employee outcomes.

*Hypothesis 11: Employee perceived HPWS mediate the relationships of manager perceived HPWS and employee job satisfaction (a), affective commitment (b), and employee engagement (c).*

Furthermore, I integrate the moderating effects of managers' HR abilities, motivation, and opportunities as well as LMX and trust in leadership into the mediating process between manager perceive HPWS and employee outcomes through employee perceived HPWS. As proposed above, when those moderators are high, employees are more likely to have consistent perceptions of HPWS with managers than when the moderators are low. Thus, employee perceived HPWS are more likely to mediate the indirect relationships between manager perceived HPWS and employee outcomes.

Therefore, I propose that:

*Hypothesis 12: Managers' HR abilities, motivation, and opportunities will strengthen the indirect relationships between manager perceived HPWS and employee job satisfaction (a), affective commitment (b), and employee engagement (c) through employee perceived HPWS, such that the indirect relationships will be stronger when managers' HR abilities, motivation, and opportunities are high than they are low.*

*Hypothesis 13: LMX will strengthen the indirect relationships between manager perceived HPWS and employee job satisfaction (a), affective commitment (b), and*



*employee engagement (c) through employee perceived HPWS, such that the indirect relationships will be stronger when LMX is high than it is low.*

*Hypothesis 14: Trust in leadership will strengthen the indirect relationships between manager perceived HPWS and employee job satisfaction (a), affective commitment (b), and employee engagement (c) through employee perceived HPWS, such that the indirect relationships will be stronger when trust in leadership is high than it is low.*

## METHOD

### Participants and Procedure

To test the hypotheses, I collected data from a nationwide shipping company in the People's Republic of China. The company has established subsidiaries in all provinces (similar to states in US) across China. There is a subsidiary in each city of a province. All subsidiaries have similar organizational structure and operate similar business, such as mail delivery services, circulation of newspapers, journals, and books, logistics services, stamp issuing, and remittance services. After obtaining the consent from the company, I was allowed to collect data from subsidiaries in three provinces. To increase the potential generalizability of the study results, I randomly selected one eastern province, one central province, and one western province. The three provinces have 53 subsidiaries in total.

Before the survey administration, I had a phone interview with the HR manager of one of the three province companies and visited the HR departments of the other two. From the conversation, I got to know that the subsidiaries located in geographically different cities have their own HR departments. Those HR departments have the flexibility to design and implement HR practices that are consistent with the province company's general policies. For example, the province company may require the compensation system to reflect employees' performance and contribution. Some subsidiaries may be more experienced in performance and compensation management and apply performance-based pay to all kinds of jobs, while others may lack such experiences and only use performance-based pay for certain types of jobs. The subsidiaries may also base employees' compensation on their individual performance,

collective performance, or both, and set various levels of proportion of the total compensation determined by performance. In this case, even though the subsidiaries belong to the same company, HR departments in different subsidiaries may adopt different HR practices or employ similar practices to different extent.

Lepak and Snell (1999) suggested that organizations may use different practices to manage different types of employees. Different HR practices across different functional groups may lead to variability in employee HR perceptions (Nishii & Wright, 2008). In order to reduce the potential influence of functional groups on HR perceptions, I worked with the three province companies' HR departments to limit the subjects of HR practices to marketing employees from five departments (i.e., regular delivery, express delivery, stamp issuing, circulation of newspapers and magazine, and postal remittance services). All subsidiaries have the five departments. Marketing employees in those departments performed similar tasks in product advertisement and promotion to attract more customers to purchase services and products. Those employees were exposed to the same HR practices within each subsidiary.

With the help of province companies' HR departments, I distributed three sets of questionnaires to the 53 subsidiaries. I invited the HR manager of each subsidiary to report the use of HPWS for marketing employees and the practices used to improve department managers' HR abilities, motivation, and opportunities (i.e., HR-enhancing practices for department managers). I solicited department managers to evaluate the HPWS for managing marketing employees in the subsidiaries and report their abilities, motivation, and opportunities in dealing with HR issues in their departments. Moreover, I asked marketing employees to report their perceptions of HPWS in the subsidiaries,

their LMX relationships with department managers, their trust in department managers, as well as their job satisfaction, affective commitment, and employee engagement. Table 1 lists the variables and informants and internal reliabilities of the variables. Participants of the eastern province and central province mailed the questionnaires back to me through self-addressed stamped envelopes. The respondents of the western province participated in online surveys I created by using Qualtrics online survey platform.

In total, I received complete responses from 44 HR managers, 217 department managers, and 624 marketing employees. After matching their responses, I obtained a final sample of 44 HR managers, 167 department managers, and 479 employees. Of the employees, 60.83 percent were female, 43.86 percent had completed bachelor's degree, average age was 33.79 years old ( $SD = 7.14$  years), and average organizational tenure was 8.59 years ( $SD = 7.19$  years). Of the department managers, 37.13 percent were female and 61.68 percent have completed bachelor's degree. They averaged 41.49 years of age ( $SD = 6.08$  years), 14.92 years of organizational tenure ( $SD = 8.69$  years), and 8.11 years working as department managers ( $SD = 5.68$  years).

## **Measures**

Because all measures were initially developed in English, I followed the translation-back translation procedures (Brislin, 1980) to first translate all items into Chinese and then asked a management professor fluent in both English and Chinese to review and check the translations. To increase content validity, I also asked employees in the province companies' HR department to review the potential items and make suggestions before the surveys were conducted. All variables were scored on a 5-point

Likert response scale (from “1 = strongly disagree” to “5 = strongly agree”) with high scores representing greater standing on the variables of interest.

**HPWS.** I assessed employee perceived, manager perceived, and HR perceived HPWS by using 18 items commonly used in previous research (e.g., Chuang & Liao, 2010; Lepak & Snell, 2002; Sun et al., 2007). Those items involve six typical practices of HPWS – selective staffing (e.g., “Selection emphasizes traits and abilities required for providing high quality of performance”), comprehensive training (e.g., “The subsidiary continuously provides training programs”), developmental performance management (e.g., “Performance appraisals provide employees feedback for personal development”), performance based compensation (e.g., “Employees receive monetary or nonmonetary rewards for great effort and good performance”), flexible work design (e.g., “The subsidiary considers employee off-work situations (family, school, etc.) when making schedules”), and participation in decision making (e.g., “Employees are often asked to participate in work-related decisions”). Appendix 1 lists the complete items of HPWS and other variables.

In line with previous research on employee perceptions of HR practices (e.g., Aryee et al., 2012; Den Hartog et al., in press; Liao et al., 2009), I combined the items in an aggregate measure to reflect HPWS perceived by different respondents. Some researchers (e.g., Delery, 1998; Jiang et al., 2012) suggest that HPWS measure is a formative rather than reflective scale and strong internal consistency (e.g., Cronbach’s alpha) is not required for a reliable HPWS measure because companies may not simultaneously adopt multiple HR practices (e.g., comprehensive training and performance based compensation) to similar levels. However, I did find high levels of

internal consistency reliabilities (Cronbach's alpha) that were .95, .93, and .91 for employee sample, department manager sample, and HR manager sample respectively.

The results suggest that participants might have consistent evaluations of practices within HPWS and it is appropriate to combine all practices in one index to reflect perceptions of HPWS.

***HR-Enhancing Practices.*** I used 15 items to measure a subsidiary's management practices for improving department managers' HR abilities, motivation, and opportunities. I created those items with reference to previous research, such as HR service scale developed by Wright and colleagues (2001) and items of support for line managers' HR responsibilities introduced by Perry and Kulik (2008). Sample items include "HR department of this subsidiary provides department managers with useful and timely information regarding HR issues", "HR department provides department managers feedback for how to implement HR practices", and "When there is any change about HR policies and practices, the HR department asks department managers for opinions in advance". An exploratory factor analysis using a maximum likelihood approach with direct oblimin rotation extracted one factor, accounting for resulted in one factor, accounting for 52.53% of the variance among the items. The Cronbach's alpha of this scale was .94.

***Managers' HR Abilities, Motivation, and Opportunities.*** Managers' HR abilities, motivation, and opportunities refer to the extent to which department managers are able to, willing to, and have the opportunities to deal with HR-related issues in their department. I used six items to measure managers' HR abilities. Three items were adapted from the competence items of Spreitzer's (1995) psychological empowerment

scale (e.g., “I have mastered the skills necessary to implement HR practices in our department”). I created three additional items to reflect managers’ knowledge about HR practices (e.g., “I am clear about the HR policies and practices applied to employees in our department”).

To measure managers’ motivation to implement HR practices, I adopted three items of intrinsic motivation scale proposed by Hackman and Lawler (1971) (e.g., “I feel a great sense of personal satisfaction when I implement HR practices well in our department.”) and created another two of extrinsic motivation (e.g., “I am willing to put in a great deal of effort to implement HR practices to better manage our department”, “I have a strong desire to implement HR practices to achieve our department goals”).

Furthermore, managers’ opportunities of dealing with HR issues were measured by using three items drawn from Morrison and Phelps’s (1999) felt responsibility scale (e.g., “I feel a personal sense of responsibility to implement HR policies and practices in our department”) and two items reflecting managers’ involvement in HR issues (e.g., “I have considerable opportunities to participate in HR-related decision making in our department”, and “I have a great deal of involvement in HR issues in our department”).

An exploratory factor analysis clearly resulted in a three-factor solution (eigenvalues = 7.35, 1.45, and 1.29, respectively) that explained 63.06% of the variance among the items. As shown in Table 2, the items were loaded on the factors as proposed. The Cronbach’s alpha coefficients for managers’ HR abilities, motivation, and opportunities were .87, .84, and .83 respectively.

**LMX.** LMX was measured with a seven-item scale (LMX-7) developed by Graen and Uhl-Bien (1995). Sample items include “My working relationship with my manager

is effective” and “My manager understands my job problems and needs”. The Cronbach’s alpha for this measure was .88.

***Trust in Leadership.*** Trust in leadership was assessed with the five-item scale developed by McAllister (1995). Example items are “I can talk freely to my department manager about difficulties I am having at work and know that (s)he will want to listen”, and “We would both feel a sense of loss if one of us was transferred and we could no longer work together”. The Cronbach’s alpha for this measure was .90.

***Job Satisfaction.*** I assessed job satisfaction with a three-item scale from Cammann, Fichman, Jenkins, and Klesh (1979). A sample item is “All in all, I am satisfied with my job”. The Cronbach’s alpha for this scale was .89.

***Affective Commitment.*** Affective commitment was measured by using a six-item scale from Meyer and colleagues (1993). Sample items are “I would be very happy to spend the rest of my career with this subsidiary” and “I really feel as if this subsidiary's problems are my own”. The Cronbach’s alpha for this scale was .93.

***Employee Engagement.*** Employee engagement was assessed with the nine items developed by Rich and colleagues (2010). Initially, Rich et al. (2010) developed an 18-item scale to capture the three dimensions of employee engagement – physical engagement, emotional engagement, and cognitive engagement with each dimension indicated by six items. I chose the three items with the highest factor loading on each dimension in Rich et al. (2010). Sample items include “I exert my full effort to my job” (physical engagement), “I am enthusiastic in my job” (emotional engagement), and “At work, I focus a great deal of attention on my job” (cognitive engagement). Following



Rich et al.'s (2010) approach, I averaged all items to represent overall engagement. The nine items had a strong internal consistency reliability of .95.

***Control Variables.*** I considered different factors as control variables when examining hypotheses at different levels of analysis. I controlled for subsidiary's size measured by total number of employees at the subsidiary level because previous research has suggested that organizational size may influence the adoption of HR practices (Jackson et al., 1989). I also controlled for total number of employees working in HR departments because it may influence HR departments' capability of designing and implementing HR practices as well as providing HR information to department managers. At the department level, I considered department managers' age, gender, education, organizational tenure, and tenure of being department leader as control variables because those factors may influence how they perceive HR practices and implement HR practices in their departments (Nishii & Wright, 2008). Similarly, at the individual level, we controlled for employees' age, gender, education, and organizational tenure because previous research found that these variables may influence employee perceptions of HR practices in organizations (Liao et al., 2009). Age and tenure were measured in years. Gender was measured as a dichotomous variable (i.e., 1 = male, 2 = female). Education level included five categories ranging from "1 = middle school or below" to "5 = master's degree or above".

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 Insert Table 1 and Table 2 about Here  
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### **Analysis Strategy**

Hypotheses 1 to 4 are concerned about the relationship between HR manager rated HPWS and department manager rated HPWS. Because there were only one HR manager and multiple department managers within each subsidiary, the hypotheses involved variables at two levels of analysis (i.e., subsidiary level and department level). Therefore, I used hierarchical linear modeling (HLM; Raudenbush & Bryk, 2002) to test the hypotheses. To examine the mediated moderation hypothesis (i.e., Hypothesis 4), I followed recent approach adopted by Grant and colleagues (e.g., Grant & Berry, 2011; Grant & Sumanth, 2009) to first consider the interaction between HR manager rated HPWS and HR-enhancing practices and then include the interactions between HR manager rated HPWS and department managers' HR abilities, motivation, and opportunities. The mediated moderation hypothesis will be supported when three criteria are met. First, there is a significant relationship between HR-enhancing practices and department managers' HR abilities, motivation, or opportunities. Second, the interactions between HR manager rated HPWS and department managers' HR abilities, motivation, and opportunities are significantly related to manager rated HPWS. Third, the moderating effect of HR-enhancing practices is significantly reduced after considering the moderating effects of department managers' HR abilities, motivation, and opportunities. When testing cross-level interactions, I applied group-mean centering for department managers' HR abilities, motivation, and opportunities and included their group means at the subsidiary level intercept model. This approach ensures that the results for the cross-level interactions are not spurious because it partials out the between-

group variance of the relationship between lower-level variables (Hofmann & Gavin, 1998).

Hypotheses 5 to 14 involved variables at the individual level (i.e., employee control variables, employee perceived HPWS, LMX, and trust in leadership), department level (i.e., department manager control variables, department manager perceived HPWS, department managers' HR abilities, motivation, and opportunities), and subsidiary level (i.e., subsidiary control variables and HR-enhancing practices). Therefore I applied three-level HLM (HLM3) to test the hypotheses. Similarly, I used group-mean centering technique when testing cross-level interactive effects (i.e., interactions between manager perceived HPWS and LMX and trust in leadership) and grand-mean centering technique when testing the interactive effects that occurred at the single level (e.g., the interactions between manager perceived HPWS and their HR abilities, motivation, and opportunities) (Hofmann & Gavin, 1998).

The mediated moderation hypothesis (i.e., Hypothesis 8) was examined by using the same approach described above for Hypothesis 4. To examine the cross-level mediation process (i.e., Hypothesis 11, manager perceived HPWS → employee perceived HPWS → employee outcomes), I followed Zhang, Zyphur, and Preacher's (2009) suggestion to first examine the path between manager perceived HPWS and employee perceived HPWS (a), and then test the relationship between employee perceived HPWS and employee outcomes (b) after controlling for manager perceived HPWS. They suggest using group-mean centering for mediator (i.e., employee perceived HPWS) in level-1 equation and adding the group mean of the mediator at level 2 (i.e., department mean of employee perceived HPWS) to test a 2-1-1 model of multilevel mediation. This

approach separates the relationship between the mediator and the outcome into two parts: within-group coefficient ( $b_{\text{within-group}}$ ) and between-group coefficient ( $b_{\text{between-group}}$ ).

Because the influence of manager perceived HPWS on employee outcomes can only be mediated by the between-group effect of employee perceived HPWS, the indirect effect should be calculated as a product of  $a$  and  $b_{\text{between-group}}$ . I also used Selig and Preacher's (2008) web-based utility to estimate the confidence intervals (CI) of the indirect effect using parametric bootstrap technique. 95% CI (or 99% CI) that excludes zero indicates a significant effect at the significant level of .05 (or .01).

To examine the moderated mediation hypotheses (i.e., Hypotheses 12 to 14), I adopted Preacher, Rucker, and Hayes's (2007) approach to examine the conditional indirect relationships between manager perceived HPWS and employee outcomes through employee perceived HPWS. The proposed model is called as the first-stage moderated mediation model by Edwards and Lambert (2007). In particular, I calculated the product of the relationship between manager perceived HPWS and employee perceived HPWS moderated by the proposed moderators and the between-group influence of employee perceived HPWS on employee outcomes as the point estimate of the indirect relationships (Zhang et al., 2009). And then, I used the product of coefficient strategy suggested by Preacher et al. (2007) to estimate the confidence intervals of the indirect relationships.

In addition, full maximum likelihood estimation was used to test model improvement. In this case, similar to examining  $R$  square change in ordinary least squares regression or chi-square differences in structural equation modeling, deviance

tests were performed to assess relative improvements in model fit between various hypothesized models (Raudenbush & Bryk, 2002).

## RESULTS

Tables 3, 4, and 5 present the means, standard deviations, and correlations of all variables at the employee level, department level, and subsidiary level, respectively. For variables measured at the higher level, I assigned their scores to lower level subjects such that the higher-level variables are identical for the subjects within each higher level unit. For example, I assigned department manager perceived HPWS, a department level variable, to individual employees within the department to calculate its correlations with other individual level variables. In addition, I aggregated lower level variables (e.g., employee perceived HPWS) to higher level to compute their correlations with variables measured at the higher level.

To justify the use of HLM for analyzing the hypotheses, I first ran null models with no predictors but dependent variables. The results show that there were significant between-department variance ( $\chi^2 (123) = 227.81, p < .01, ICC1 = .22$ , indicating 22% of variance residing between departments) and between-subsidiary variance ( $\chi^2 (43) = 73.45, p < .01, ICC1 = .08$ , indicating 8% of variance residing between subsidiaries) in employee perceived HPWS. I found similar results for job satisfaction ( $\chi^2 (123) = 169.64, p < .01, ICC1 = .14$  for between-department variance;  $\chi^2 (43) = 68.87, p < .01, ICC1 = .06$  for between-subsidiary variance) and affective commitment ( $\chi^2 (123) = 172.05, p < .01, ICC1 = .11$  for between-department variance;  $\chi^2 (43) = 71.39, p < .01, ICC1 = .07$  for between-subsidiary variance). I found significant between-department variance ( $\chi^2 (123) = 213.64, p < .01, ICC1 = .20$ ) but non-significant between-subsidiary variance ( $\chi^2 (43) = 51.97, ns, ICC1 = .02$ ) in employee engagement. In addition, there were significant between-subsidiary variances in department manager perceived HPWS ( $\chi^2 (43)$

= 65.85,  $p < .05$ , ICC1 = .13). In general, the results support the use of HLM to test the hypotheses. Even though the between-subsidiary variance of employee engagement was not significant, I still applied HLM3 to test the hypotheses with employee engagement as the dependent variable to be consistent with the tests of other hypotheses.

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### **Relationship between HR Perceived HPWS and Manager Perceived HPWS**

Hypothesis 1 proposes a positive relationship between HR perceived HPWS and department manager perceived HPWS. As shown in Model 1 of Table 6, HR perceived HPWS (level 3) was positively related to department manager perceived HPWS (level 2) but the coefficient was not significant ( $\gamma = .14$ , *ns*). Thus, Hypothesis 1 was not supported. Hypothesis 2 expects HR-enhancing practices to strengthen the positive relationship between HR perceived HPWS and department manager perceived HPWS. As presented in Model 2 of Table 6, the interaction between HR perceived HPWS (level 3) and HR-enhancing practices (level 3) did not significantly predict department manager perceived HPWS (level 2) ( $\gamma = .18$ , *ns*). Therefore, Hypothesis 2 did not receive support.

Hypothesis 3 suggests managers' HR abilities, motivation, and opportunities positively moderate the relationship between HR perceived and department manager perceived HPWS. Results in Model 3 of Table 6 show that the moderating effects of HR motivation and HR opportunities were significant but the moderating effect of HR abilities was not. Consistent with the prediction, department managers' HR motivation (level 2) positively moderated the relationship between HR perceived HPWS (level 3)

and department manager perceived HPWS (level 2) ( $\gamma = .30, p < .01$ ). To further illustrate the pattern of the interactive effect, I plotted the interactive effect in Figure 2 using the approach suggested by Aiken and West (1991). Figure 2 and slope tests show that when department managers' HR motivation was high (1 SD above the mean), HR perceived HPWS was more positively related to department manager perceived HPWS ( $\gamma = .45, p < .01$ ) than when department managers' HR motivation was low (1 SD below the mean,  $\gamma = .17, ns$ ). Interestingly, I found a negative moderating effect of managers' opportunity to deal with HR issues (level 2), which was opposite to the expectation ( $\gamma = -.42, p < .05$ ). As shown in Figure 3, the relationship between HR perceived HPWS and department manager perceived HPWS was more positive when HR opportunities were low (1 SD below the mean,  $\gamma = .54, p < .01$ ) than HR opportunities were high (1 SD above the mean,  $\gamma = .10, ns$ ). In summary, Hypothesis 3b was supported but Hypotheses 3a and 3c were not.

To examine Hypothesis 4 that proposes the role of HR abilities, motivation, and opportunities in mediating the interaction between HR perceived HPWS and HR-enhancing practices, I first tested the relationships of HR-enhancing practices with department managers' HR abilities, motivation, and opportunities. Unfortunately, none of the relationships were significant ( $\gamma = .11, ns$  for HR abilities;  $\gamma = -.01, ns$  for HR motivation;  $\gamma = -.02, ns$  for HR opportunities). Therefore, the first requirement of mediated moderation was not met and Hypothesis 4 was not supported.

Taken together, I found that the relationship between HR perceived HPWS and department manager perceived HPWS was significantly positive for managers with high



HR motivation or low HR opportunities. However, HR motivation and HR opportunities did not mediate the moderating effect of HR-enhancing practices on this relationship.

### **Relationship between Manager Perceived HPWS and Employee Perceived HPWS**

Hypothesis 5 predicts that department manager perceived HPWS (level 2) is positively related to employee perceived HPWS (level 1). In support of this hypothesis, the results in Model 1 of Table 7 show a positive relationship between these two ( $\gamma = .24$ ,  $p < .01$ ). Thus, Hypothesis 5 received support. Inconsistent with Hypothesis 6, I did not find significant interactive effect between manager perceived HPWS (level 2) and HR-enhancing practices (level 3) ( $\gamma = -.00$ ,  $ns$ ) on employee perceived HPWS. Therefore, Hypothesis 6 was not supported.

Hypothesis 7 suggests that employees are more likely to have consistent perceptions of HPWS with managers when managers have high-levels abilities, motivation, and opportunities to deal with HR issues. As shown in Model 3 of Table 7, I found the significant moderating effect of HR abilities ( $\gamma = .22$ ,  $p < .05$ ) but not HR motivation ( $\gamma = -.08$ ,  $ns$ ) or HR opportunities ( $\gamma = .02$ ,  $ns$ ). I plotted the interaction between department manager perceived HPWS and managers' HR abilities in Figure 4. It shows that department manager perceived HPWS and employee perceived HPWS were more positively related to each other when managers' HR abilities were high (1 SD above the mean,  $\gamma = .28$ ,  $p < .05$ ) than they were low (1 SD below the mean,  $\gamma = .08$ ,  $ns$ ). Combined, Hypothesis 7a was supported but Hypothesis 7b and 7c were not supported. With regard to Hypothesis 8, I found non-significant relationships between HR-enhancing practices and department managers' HR abilities, motivation, and

opportunities as presented above. Therefore, the mediated moderation hypothesis was not verified.

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 Insert Tables 6 and 7 and Figures 2-4 about Here  
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Hypothesis 9 and Hypothesis 10 focus on the moderating effect of LMX and trust in leadership on the relationship between manager perceived HPWS and employee perceived HPWS. The results of Model 2 in Table 8 indicate that the interaction between department manager perceived HPWS (level 2) and LMX (level 1) was positively associated with employee perceived HPWS (level 1) ( $\gamma = .18, p < .05$ ). Figure 5 shows that when LMX was high (1 SD above the mean,  $\gamma = .28, p < .01$ ), the relationship between department manager perceived HPWS and employee perceived HPWS was more positive than when LMX was low (1 SD below the mean,  $\gamma = .04, ns$ ). It also indicates that employees with high LMX were more likely to have higher ratings of HPWS than those with low LMX no matter whether department managers reported high or low levels of HPWS. Therefore, Hypothesis 9 was supported.

Similarly, the results of Model 4 in Table 8 present that trust in leadership (level 1) positively moderated the relationship between department manager perceived HPWS (level 2) and employee perceived HPWS (level 1) ( $\gamma = .17, p < .05$ ). Slope tests, as shown in Figure 6, indicate that the department manager perceived HPWS and employee perceived HPWS was more positive for employees with high trust in leadership (1 SD above the mean,  $\gamma = .21, p < .05$ ) than those with low trust in leadership (1 SD below the mean,  $\gamma = -.00, ns$ ). Moreover, Figure 6 shows that when employees trusted their

managers more, they tended to have higher evaluations of HPWS due to the significant main effect of trust in leadership in predicting employee perceived HPWS. Hypothesis 10 also received support.

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 Insert Tables 8 and Figures 5 and 6 about Here  
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Hypotheses 11a-11c predict that employee perceived HPWS mediate the relationship between manager perceived HPWS and the three employee outcomes. As reported in Model 1 in Table 7, manager perceived HPWS was positively related to employee perceived HPWS ( $\gamma = .24, p < .01$ ). I further included both manager perceived HPWS and employee perceived HPWS to predict the three employee outcomes in Table 9. The results show that the mean employee perceived HPWS at the department level was significantly related to all three outcomes (for job satisfaction,  $\gamma = .73, p < .01$ ; for affective commitment,  $\gamma = .64, p < .01$ ; for employee engagement,  $\gamma = .55, p < .01$ ). I calculated the indirect effects according to Zhang et al. (2009) and Selig & Preacher (2008) and found that indirect relationships through employee perceived HPWS were significant for job satisfaction (indirect effect = .18, 99% CI = .06: .30), affective commitment (indirect effect = .15, 99% CI = .05: .27), and employee engagement (indirect effect = .13, 99% CI = .04: .24). I further used multiple path analysis conducted in Mplus to verify the cross-level mediation results. As shown in Figure 7, all indirect paths were positive and significant at the department level. The indirect effects through employee perceived HPWS were significant for all three dependent variables. Combined, Hypotheses 11a-11c were supported.

To test the moderated mediation Hypotheses 12-14, I applied Edwards and Lambert's (2007) approach to test the mediation process by considering moderating role of managers' HR abilities, motivation, and opportunities as well as LMX and trust in leadership in the manager perceived HPWS-employee perceived HPWS relationship (i.e., first stage) and direct relationship between manager perceived HPWS and employee outcomes (i.e., job satisfaction, affective commitment, and employee engagement) simultaneously. As shown in Table 10, the mean employee perceived HPWS at the department level was significantly related to job satisfaction ( $\gamma = .73, p < .01$ ), affective commitment ( $\gamma = .62, p < .01$ ), and employee engagement ( $\gamma = .53, p < .01$ ) after controlling for all control variables, the independent variable, moderators, and their interactions. Because only managers' HR abilities significantly moderated the first stage of the mediation process (i.e., the relationship between manager perceived HPWS and employee perceived HPWS) in Table 7, I just reported the indirect relationships moderated by managers' HR abilities in Table 13. I estimated the 95% confidence intervals of the indirect effects according to Preacher et al. (2007) and found that the indirect effects of manager perceived HPWS on all three employee outcomes were significant when managers' HR abilities were high but non-significant when HR abilities were low. Therefore, Hypothesis 12a was supported but Hypotheses 12b and 12c did not receive support. Figures 8-10 present the moderated indirect effects of managers' HR abilities on employee outcomes.

The results reported in Table 11 and Table 13 suggest that the indirect relationships between department manager perceived HPWS and employee outcomes through employee perceived HPWS were moderated by LMX. In particular, as presented

in Figure 11, the indirect effect on job satisfaction was significant when LMX was high (1 SD above the mean, indirect effect = .16, 95% IC = .03: .30) than it was low (1 SD below the mean, indirect effect = .02, 95% IC = -.05: .09). Therefore Hypothesis 13a was supported. Similarly, in support of Hypothesis 13b, Figure 12 reveals that the indirect effect on affective commitment was stronger for employees with high LMX (1 SD above the mean, indirect effect = .10, 95% IC = .01: .19) than for those with low LMX (1 SD below the mean, indirect effect = .01, 95% IC = -.03: .06). Thus, Hypothesis 13b was also supported. Furthermore, Figure 13 shows that the indirect effects on employee engagement was more positive when LMX was high (1 SD above the mean, indirect effect = .11, 95% IC = .01: .21) than it was low (1 SD below the mean, indirect effect = .02, 95% IC = -.03: .06). Hypothesis 13c was supported.

Per Hypotheses 14a-14c, Table 12 indicates that the mean employee perceived HPWS at the department level was positively associated with employee job satisfaction ( $\gamma = .44, p < .01$ ), affective commitment ( $\gamma = .34, p < .01$ ), and employee engagement ( $\gamma = .26, p < .01$ ) beyond the influence of control variables, manager perceived HPWS, trust in leadership, and their interaction. Table 13 presents the comparison results of the indirect effects of manager perceived HPWS on employee outcomes at different levels of trust in leadership. I plotted the moderated indirect effects on the three dependent variables in Figures 14 to 16 respectively. The indirect relationships appeared to be more positive when trust in leadership was high (1 SD above the mean, indirect effect = .09, 95% IC = .03: .15 for job satisfaction; indirect effect = .07, 95% IC = .01: .13 for affective commitment; indirect effect = .05, 95% IC = .00: .10 for employee engagement) than it was low (1 SD below the mean, indirect effect = -.00, 95% IC = -.06: .06 for job

satisfaction; indirect effect = -.00, 95% IC = -.05: .05 for affective commitment; indirect effect = -.00, 95% IC = -.04: .04 for employee engagement). Therefore, Hypotheses 14a through 14c were supported.

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Insert Tables 9-13 and Figures 7-16 about Here  
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## DISCUSSION

The discrepancies among intended HR practices, actual HR practices, and employee perceived HR practices have recently attracted growing attention of strategic HRM researchers (e.g., Bowen & Ostroff, 2004; Nishii & Wright, 2008; Wright & Boswell, 2002). Researchers have demonstrated that employee perceptions of HR practices may not necessarily be consistent with manager perceptions or organizations' intentions (e.g., Aryee et al., 2012; Liao et al., 2009; Nishii et al., 2008) and left an important following question unanswered – what factors can explain the differences between employee perceptions of HR practices and those of managers and organizations? Therefore, the primary purpose of this study was to explore the potential moderators of the relationship between HR practices perceived by employees and by management. The findings of the current study extend the existing strategic HR research and theory by enrich our understanding of *whether* and *when* employee perceived HR practices can be aligned with practices reported by the agents of organizations.

To achieve the above goal, I focused on the line managers' role in bridging the relationship between HR department perceived HPWS and employee perceived HPWS. In addition, I theorized that line managers' HR abilities, motivation, and opportunities and organizational practices intended to enhancing the three attributes were potential moderators of these relationships. I also proposed the social and emotional relationship between managers and employees (i.e., LMX and trust in leadership) as another set of moderators. Below, I summarize the main findings of the current study and discuss their theoretical and practical implications. Table 14 provides the summary of the results of all hypotheses.

### **Theoretical Implications**

First, I found that HPWS rated by HR managers were not significantly related to either manager perceived HPWS or employee perceived HPWS and that manager perceived HPWS and employee perceived HPWS were positively and significantly associated with each other. The results indicate that compared with HR departments, managers may provide a direct social environment for employees to form their HR perceptions, which is consistent with the findings in previous research (e.g., Aryee et al., 2012; Liao et al., 2009; Nishii & Wright, 2008). However, prior research on HR perceptions has only investigated the relationship between line manager perceived and employee perceived HR perceptions (e.g., Aryee et al., 2012; Den Hartog et al., in press; Liao et al., 2009). These studies implicitly assume that managers who enact HR practices are the agents of organizations and their perceptions of HR practices represent the use of practices in organizations. But the findings of this study imply that managers may also understand HR practices idiosyncratically and have different views from HR departments who usually design HR practices. To have a complete understanding of the influence of intended HR practices on employee and organizational outcomes, it is important for future research to consider how managers obtain HR information from HR departments and then implement and convey HR practices to employees.

Second, I drew upon AMO framework of strategic HRM research and proposed that managers' abilities, motivation, and opportunities to deal with HR issues influence the extent to which they can connect HR practices reported by HR departments and experienced by employees. The results indicate that when managers are motivated to deal with HR issues in their departments, their perceptions of HPWS are more aligned



with HR managers'. Research on HR implementation has suggested that the lack of willingness is one of the most common reasons for the failure of HR implementation (e.g., Bos-Nehles, 2010; Purcell & Hutchinson, 2007). This is because that lack of motivation may reduce managers' effort to seek HR information from HR departments and then result in mismatch between what reported by HR managers and what perceived by department managers.

Moreover, I expected managers' opportunities of participating in HR issues to strengthen the positive relationship between HR perceived HPWS and manager perceived HPWS. Interestingly, the direction of the moderating effect was contrary to the hypothesis. As shown in Figure 3, manager perceived HPWS were more positively related to HR perceived HPWS when managers had fewer opportunities to get involved in HR issues. But when managers felt more opportunities to deal with HR issues, their ratings of HPWS were always high regardless of HR managers' evaluations. These results suggest that when managers are empowered to implement HR practices in their work units they will exert more efforts to maintain the favorable HR practices (e.g., HPWS) to a high level no matter whether those practices are required by HR departments. In contrast, managers who do not perceive the opportunities to participate in HR management may have low motivation to initiate any HPWS by themselves and passively rely on HR departments' requirement and information to form their HR practices. Consistent with this finding, previous research has reported that managers who are not devolved to take charge of HRM are more dependent on HR departments' support to implement HR practices (Perry & Kulik, 2008). It seems that in this situation, where

managers are not empowered to manage HR issues, HR information from the perspective of HR departments is more critical for managers to understand HPWS.

In addition, I found that managers' HR abilities positively moderated the relationship between manager perceived and employee perceived HPWS. It indicates that when managers are more capable of implementing HR practices according to their perceptions, it seems more likely that employees perceive those practices and form similar perceptions. However, I did not find the interacting effects of managers' HR motivation and opportunities on the relationship between manager perceived HPWS and employee perceived HPWS. These findings warn researchers that managers' HR abilities, motivation, and opportunities are not functionally equivalent to affect how managers form their own HR perceptions and translate their understanding to employees. Researchers should delve further into the nature of their moderating effects in order to understand whether and how managers' HR abilities, motivation, and opportunities influence the variability in HR perceptions.

Third, I examined HR-enhancing practices as an antecedent of managers' HR abilities, motivation, and opportunities that further have moderating effects on the relationship between HR staff and line manager perceived HR practices. However, the relationships between HR-enhancing practices and the three factors of managers were not significant. Similar to the discrepancies in the perceptions of HR practices applied to employees, it is possible that the practices designed to enhance managers' HR abilities, motivation, and opportunities were not appropriately perceived by managers in the current organization setting. Therefore, HR-enhancing practices reported by HR managers cannot influence managers as expected. So far we have little knowledge about

what practices should be considered to enhance managers' HR abilities, motivation, and opportunities and how those practices are designed and perceived by managers. I would encourage future research to verify the scale of HR-enhancing practices developed in this study and measure those practices from multiple perspectives.

Fourth, I theorized and found that LMX and trust in leadership moderated the relationship between manager perceived HPWS and employee perceived HPWS. Prior research has demonstrated that communication quality can strengthen the relationship between manager perceived HPWS and employee perceived HPWS (Den Hartog et al., in press). LMX and trust in leadership can not only enhance communication frequency between managers and employees (Mayer et al., 1995; Liden & Graen, 1980) but also increase the credibility of information provided by managers (Dirks & Ferrin, 2001). Therefore, these two variables provide additional explanations for the differences between managers' and employees' HR perceptions. In addition, even though I did not propose the main effects of LMX and trust in leadership on employee perceived HPWS, I found higher evaluations of HPWS of employees when they had better social and emotional relationships with managers. These results further highlight the importance of developing good relationships between managers and employees.

Finally, I proposed a moderated mediation model by examining how manager perceived HPWS relates to employee perceived HPWS and subsequent employee outcomes and how this relationship varies by managers' HR abilities, motivation, and opportunities, as well as LMX and trust in leadership. I found that manager perceived HPWS was more positively related to employee outcomes when HR abilities, LMX, and trust in leadership were higher. The results suggest that reducing the discrepancies

between HR perceptions of managers and employees can help managers to better control and direct employees' work attitudes and behaviors. These findings also imply that studying the variability in HR perceptions is a meaningful and important research topic of strategic HRM. It may be beneficial for future research to identify additional moderators that may be important for affecting the relationship between manager perceived and employee perceived HR practices.

### **Limitations and Future Directions**

Similar to other studies, this research has some limitations that should be mentioned and may lead to fruitful future research avenues. First, I collected data from a Chinese organization to examine the proposed model. Thus it is equivocal whether the variables developed from the Western world can be applied to Chinese context and whether the findings of this study generalize to other country contexts. However, three decades after the economic reform began in China, Chinese companies have become more open to HPWS. More strategic HRM research has been recently conducted in Chinese organizations (e.g., Chuang & Liao, 2010; Gong et al., 2009; Sun et al., 2007). Other variables such as LMX and trust in leadership have also been widely explored in Chinese context (Liden, 2012). Moreover, the theoretical arguments of this study are not culturally bound. And therefore, the findings may provide external validity evidence for using these theories in the non-Western context. To further address this concern, I encourage additional research that explores the proposed hypotheses in other cultural settings.

Second, even though I collected HR perceptions data from different sources, I still cannot avoid common method bias in the individual-level relationship between employee

perceived HPWS and their self-reported outcomes (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). However, the primary focus of this study was to identify the moderators that explain the gaps between HR practices perceived by employees and by management. The main findings of this study may be less likely to be biased by common method variance because HR perceptions were collected from different informants. In addition, the mediating effect of employee perceived HPWS on employee outcomes is not new for strategic HRM research. Recent multilevel research has provided support for the mediating effect on employee performance criteria rated by others (e.g., Aryee et al., 2012; Liao et al., 2009). Future research can verify the moderated mediation findings of this study by focusing on employee outcomes collected from different sources.

Third, the cross-sectional research design may limit the extent to which causal relations can be inferred from the findings. Theoretically, HR practices should be designed first by HR departments, and then implemented by managers, and finally perceived by employees. However, the information exchange regarding HR practices is a two-way street. It is possible that managers listen to employees' opinions of HR practices and then provide feedback to HR departments. Simply using a time-lag research design, such that collecting HR perceived HPWS at time1, manager perceived HPWS at time 2, and employee perceived HPWS at time 3, may not solve the causality issue because it is hard to determine who start the interaction and exchange relationships first (Lepak & Boswell, 2012). Future research that aims to address the causality issue may take a longitudinal perspective to examine the trajectories of HR perceptions in a dynamic context.

Fourth, this study focused on managers' role in shaping employee HR perceptions and thus did not consider individual characteristics that may influence employee perceptions and interpretations of HR practices. Nishii and Wright (2008) have suggested that individuals' values, personalities, and past experiences can influence how employees seek and filter information to develop their HR perceptions. For example, employees with high proactive personality have a strong motive for achieving their personal goals and career success (Crant, 1995). Proactive employees may actively gather information of HR practices from managers and thus are more likely to perceive HR practices as what are reported by their managers. Future research can examine the moderating effects of individual characteristics on the relationship between manager perceived and employee perceived HPWS. This may help to further understand why employees have different understanding of HR practices even though they are exposed to the same practices and led by the same manager.

Fifth, there may be additional leadership-related variables that should be examined as the potential moderators in the future research. As Nishii and Wright mentioned, "work group leaders likely implement HR policies quite differently, yet we know little as to what might explain the result from such differences" (p. 239). Future research can examine how different leadership styles or behaviors affect the relationship between manager perceived and employee perceived HR practices. For instance, servant leadership emphasizes the priority of employees' development and personal growth (Liden, Wayne, Zhao, & Henderson, 2008). Hu and Liden (2011) found that servant leaders help facilitate the implementation of work design practices and translate designed work roles and procedures to employees. So it is likely for servant leaders to provide

employees with accurate and useful information about HR practices in order to facilitate their growth and development. In contrast, abusive leaders are more inclined to sacrifice employees' interests to satisfy their own needs, provide criticism rather than constructive feedback, break their promise to employees, and withhold needed information (Keashly, 1998; Tepper, 2000). Given these characteristics, abusive managers may be unwilling to provide sufficient information about HR practices or share their understandings of HR practices with employees. This stream of research can integrate strategic HRM and leadership literature to have a more complete understanding of the joint effect of HR practices and leadership.

Sixth, this study considers HR departments and line managers as the primary sources of HR information. However, managers should not be the only channel through which employees can seek HR information. Researchers (e.g., Nishii & Wright) have suggested that employee HR perceptions can also be influenced by their coworkers and organizational climate, such as diversity climate (McKay, Avery, Liao, & Morris, 2011) and justice climate (Liao & Rupp, 2005). Future research can examine how these contextual factors influence employee perceptions and interpretations of HR practices.

Finally, I studied the gaps in perceptions of HR systems rather than individual practices within the system. This is consistent with previous research (e.g., Aryee et al., 2012; Den Hartog et al., in press; Liao et al., 2009) and has been partially supported by the high internal reliability of HPWS measure. But it is possible that managers and employees have more consistent perceptions of some practices than others. Scholars (e.g., Bowen & Ostroff, 2004; Lepak & Boswell, 2012) have suggested that employees may be motivated to pay more attention to HR practices that are salient to them. In this case,

employees may gather more information and have similar perceptions to their managers. Future research can examine how the characteristics of HR practices interact with contextual factors and individual characteristics to form employee perceptions of HR practices.

### **Practical Implications**

Intended HR practices cannot result in expected employee attitudes and behaviors until they are perceived and experienced by employees (Nishii & Wright, 2008; Wright & Boswell, 2002). Therefore, studying the gaps between employee and management perspectives of HR practices is beneficial for organizations to maximize the effect of HR practices on employee and organizational outcomes. The results of the current study can help inform researchers and practitioners as to what factors can reduce the discrepancies between practices designed and implemented by organizations and those experienced and perceived by employees.

First of all, organizations should be aware of the disconnection between employee perspective and management perspective of HR practices. In addition to designing HR systems driven by organizational strategies, organizations need to consider how to align employee perceptions with organizations' intentions. This study highlights the crucial role of line managers in this alignment process. On the one hand, it is important for managers to have an accurate perception of practices designed by HR departments. This study suggests that organizations may emphasize the importance and benefit of HR practices to line managers and motivate them to spend more time and effort on HR issues. By doing so, managers can have a better understanding of organizations' intentions of HR practices, which sets the basis for executing and explaining HR practices



appropriately in front of employees. In addition, organizations need be cautious when empowering managers to handle HR issues in their work units. The results of this study show that empowered managers always perceive high levels of HPWS regardless of HR managers' ratings. These findings suggest that empowered managers may have more discretion in implementing HR practices in their work units, and thus may not always comply with what required by HR departments. Organizations need ensure that managers who hold the HR responsibility will maintain HPWS to a high level (as suggested in this study) rather than developing their own idiosyncratic interpretations.

On the other hand, organizations can enhance managers' HR abilities and develop good relationships between managers and employees to gauge the extent to which managers can convey their understanding of HR practices to employees. Organizations may provide managers with training and support to help them implement HR practices more effectively and explain HR practices more clearly. Organizations can also provide training to managers in some leadership behaviors that may promote LMX and trust relationships between managers and employees (Colquitt, Scott, & LePine, 2007; Dulebohn, Bommer, Liden, Brouer, & Ferris, in press). For example, organizations can train managers to provide feedback, rewards, and recognitions for employees' accomplishments. Training leaders to be transformational or prioritizing serving subordinates can also create an environment fostering high-quality LMX and trust relationships (Anand, Hu, Liden, & Vidyarthi, 2011; Dirks, 2000).

## **Conclusion**

In summary, this study was designed to explore line managers' role in aligning employee HR perceptions with management. Generally, the results highlight the

influence of managers in shaping employee HR perceptions, and identify the moderators that may attenuate or exacerbate the gaps between employees and management regarding HR perceptions. The findings contribute to the understanding of how managers' HR abilities, motivation, and opportunities as well as their LMX and trust relationships with employees affect the alignment among HR perceived, manager perceived, and employee perceived HR practices.

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**Table 1****Reliabilities of Variables at Different Levels**

Variables	Numbers of Items	Reliabilities	Informant
<b>Individual level</b>			
Employee perceived HPWS	18	.95	Employee
Leader-member exchange	7	.88	Employee
Trust in leadership	5	.90	Employee
Job satisfaction	3	.89	Employee
Affective commitment	6	.93	Employee
Employee engagement	9	.95	Employee
<b>Department level</b>			
Manager perceived HPWS	18	.93	Department manager
Manager HR abilities	6	.87	Department manager
Manager HR motivation	5	.84	Department manager
Manager HR opportunities	5	.83	Department manager
<b>Subsidiary level</b>			
HR perceived HPWS	18	.91	HR manager
HR-enhancing practices	15	.94	HR manager

Table 2

## Exploratory Factor Analysis of Managers' HR Abilities, Motivation, and Opportunities

	A	O	M
HR Abilities (A)			
I am confident about my ability to implement HR practices in our department	<b>.87</b>	-.18	-.03
I am self-assured about my capabilities to perform HR practices in our department	<b>.79</b>	-.01	-.04
I have enough information to implement HR practices in our department	<b>.77</b>	.03	.06
I am clear about the HR policies and practices applied to employees in our department	<b>.63</b>	.15	.03
I have mastered the skills necessary to implement HR practices in our department	<b>.57</b>	.07	-.21
I am experienced in solving HR issues in our department	<b>.57</b>	.09	.02
HR Opportunities (O)			
It's up to me to implement HR policies and practices in our department	-.10	<b>.96</b>	.03
I feel a personal sense of responsibility to implement HR policies and practices in our department	.00	<b>.84</b>	-.04
I have a great deal of involvement in HR issues (e.g., staffing, training, performance appraisal, compensation, promotion) in our department	.11	<b>.53</b>	-.06
I have considerable opportunities to participate in HR-related decision making in our department	.24	<b>.46</b>	-.05
I feel obligated to execute HR policies and practices in our department	.29	<b>.31</b>	-.12
HR Motivation (M)			
Implementing HR practices well in our department increases my feeling of self-esteem	-.02	-.11	<b>.99</b>
I feel a great sense of personal satisfaction when I implement HR practices well in our department	-.05	.08	<b>.83</b>
I feel bad when I implement HR practices poorly in our department	.09	.24	<b>.36</b>
I am willing to put in a great deal of effort to implement HR practices to better manage our department	.29	.12	<b>.35</b>
I have a strong desire to implement HR practices to achieve our department goals	.27	.22	<b>.30</b>

*Note.* Loadings with an absolute value greater than .30 are presented in bold.

Table 3

## Means, Standard Deviations, and Correlations of Variables at the Individual Level

	Mean	SD	1	2	3	4	5	6	7	8	9	10	11	12
1. Employee age	33.79	7.14												
2. Employee gender	1.61	.49	-.09											
3. Employee education	3.37	.71	-.36	-.04										
4. Employee organizational tenure	8.59	7.19	.62	-.06	-.24									
5. Employee perceived HPWS	4.01	.56	-.08	-.01	.04	-.09								
6. Leader-member exchange	4.04	.67	-.12	-.05	.04	-.07	.65							
7. Trust in leadership	4.05	.61	-.10	-.05	.06	-.07	.70	.81						
8. Job satisfaction	4.12	.59	-.05	-.07	.04	-.07	.64	.60	.64					
9. Affective commitment	4.20	.54	-.08	-.05	.01	-.10	.63	.65	.63	.70				
10. Employee engagement	4.26	.49	-.05	.02	.11	-.05	.55	.54	.60	.67	.70			
11. Manager perceived HPWS	4.03	.46	-.07	-.04	.04	-.05	.20	.13	.15	.12	.11	.19		
12. Manager HR abilities	4.05	.45	-.01	-.06	.04	.02	.15	.13	.13	.10	.09	.16	.62	
13. Manager HR motivation	4.24	.42	-.05	-.03	.06	.01	.11	.11	.10	.06	.09	.13	.57	.59
14. Manager HR opportunities	4.01	.53	-.03	-.05	.04	-.02	.04	.02	.03	-.01	-.04	-.02	.59	.65
15. HR perceived HPWS	4.10	.35	-.06	.01	-.08	-.04	.06	.07	.04	.04	.11	.05	.02	-.01
16. HR-enhancing practices	4.10	.50	-.08	-.03	-.02	-.06	.04	.09	.07	.05	.11	.07	-.07	.07
	Mean	SD	13	14	15									
14. Manager HR opportunities	4.01	.53	.64											
15. HR perceived HPWS	4.10	.35	.04	.00										
16. HR-enhancing practices	4.10	.50	-.05	-.02	.76									

*Note.*  $N = 479$ . All correlations larger than .09 are significant at  $p < .05$  (two-tailed test); all larger than .12 are significant at  $p < .01$ .

**Table 4****Means, Standard Deviations, and Correlations of Variables at the Department Level**

	Mean	SD	1	2	3	4	5	6	7	8	9	10
1. Manager age	41.49	6.08										
2. Manager gender	1.37	.47	-.25									
3. Manager education	3.64	.62	-.39	.12								
4. Manager organizational tenure	14.92	8.69	.41	-.15	-.21							
5. Manager leadership tenure	8.11	5.68	.63	-.33	-.18	.30						
6. Manager perceived HPWS	4.07	.47	.06	.03	-.06	-.01	.02					
7. Manager HR abilities	4.11	.47	.12	-.14	-.02	.09	.11	.64				
8. Manager HR motivation	4.27	.43	-.07	-.01	-.01	-.06	-.07	.55	.62			
9. Manager HR opportunities	4.03	.53	.01	-.06	.06	-.04	.02	.53	.61	.61		
10. Employee perceived HPWS-Mean	4.02	.44	-.13	.09	.07	-.13	-.05	.31	.19	.16	.08	
11. Leader-member exchange-Mean	4.06	.53	-.08	.08	.00	-.08	-.02	.22	.18	.16	.04	.66
12. Trust in leadership-Mean	4.09	.47	-.02	.09	-.01	-.09	.02	.22	.19	.15	.07	.72
13. Job satisfaction-Mean	4.16	.43	.07	.01	.00	-.01	.11	.23	.19	.14	.05	.73
14. Affective commitment-Mean	4.23	.42	-.05	.09	.10	-.05	-.03	.22	.18	.14	-.05	.66
15. Employee engagement-Mean	4.31	.38	.06	.00	-.08	.09	.08	.33	.31	.27	.03	.61
16. HR perceived HPWS	4.10	.37	-.02	-.08	.08	-.03	-.02	.11	.05	.04	.04	.17
17. HR-enhancing practices	4.13	.50	.00	-.07	.03	.02	.02	.04	.13	-.01	.01	.07

	11	12	13	14	15	16
12. Trust in leadership-Mean	.81					
13. Job satisfaction-Mean	.59	.69				
14. Affective commitment-Mean	.66	.62	.71			
15. Employee engagement-Mean	.56	.65	.72	.64		
16. HR perceived HPWS	.14	.08	.10	.21	.03	
17. HR-enhancing practices	.14	.08	.08	.21	.06	.77

*Note.*  $N = 167$ . All correlations larger than .15 are significant at  $p < .05$  (two-tailed test); all larger than .20 are significant at  $p < .01$ .

Table 5

**Means, Standard Deviations, and Correlations of Variables at the Subsidiary Level**

	Mean	SD	1	2	3	4	5	6	7	8	9
1. Number of employees	1681.98	901.99									
2. Number of HR employees	5.64	1.64	.52								
3. HR perceived HPWS	4.12	.38	.10	.15							
4. HR-enhancing practices	4.17	.49	.03	.11	.73						
5. Employee perceived HPWS-Mean	3.99	.33	.12	.04	.42	.22					
6. Leader-member exchange-Mean	4.04	.31	.23	.08	.33	.29	.80				
7. Trust in leadership-Mean	4.06	.30	.10	.07	.30	.25	.83	.88			
8. Job satisfaction-Mean	4.12	.33	.12	.01	.30	.23	.80	.79	.84		
9. Affective commitment-Mean	4.20	.28	.09	.03	.43	.35	.85	.81	.79	.86	
10. Employee engagement-Mean	4.28	.22	.01	.02	.15	.23	.46	.58	.64	.66	.67
11. Manager perceived HPWS-Mean	4.02	.33	.19	.22	.25	.21	.29	.28	.30	.30	.30
12. Manager HR abilities-Mean	4.10	.29	.04	.04	-.05	.16	-.04	-.03	.01	.11	.07
13. Manager HR motivation-Mean	4.26	.23	.02	.11	.03	-.02	-.06	.02	-.02	.03	.02
14. Manager HR opportunities-Mean	4.01	.32	.23	.35	.01	-.02	.08	-.01	.02	.08	.03
	Mean	SD	10	11	12	13					
11. Manager perceived HPWS-Mean	4.02	.33	.42								
12. Manager HR abilities-Mean	4.10	.29	.45	.57							
13. Manager HR motivation-Mean	4.26	.23	.32	.48	.70						
14. Manager HR opportunities-Mean	4.01	.32	.13	.47	.57	.58					

*Note.*  $N = 44$ . All correlations larger than .15 are significant at  $p < .05$  (two-tailed test); all larger than .20 are significant at  $p < .01$ .

Table 6

**Moderating Effects of Manager HR Abilities, Motivation, and Opportunities on the  
HR Perceived HPWS--Manager Perceived HPWS Relationship (Hypotheses 1-4)**

Variables	Model 1	Model 2	Model 3
<b>Department level</b>			
Manager age	.00	.00	.00
Manager gender	.06	.06	.10
Manager education	-.06	-.06	-.08
Manager organizational tenure	-.00	-.00	-.00
Manager leader tenure	.00	.00	-.00
Manager HR abilities			.45**
Manager HR motivation			.22**
Manager HR opportunities			.09
<b>Subsidiary level</b>			
Number of total employees	.00	.00	.00
Number of HR employees	.02	.03	.01
HR perceived HPWS	.14	.26	.32*
HR-enhancing practices		-.10	-.20*
HR perceived HPWS $\times$ HR-enhancing practices		.18	.01
Mean manager HR abilities			.53**
Mean manager HR motivation			.15
Mean manager HR opportunities			.13
HR perceived HPWS $\times$ Manager HR abilities			.15
HR perceived HPWS $\times$ Manager HR motivation			.30**
HR perceived HPWS $\times$ Manager HR opportunities			-.42*
Deviance ( <i>df</i> )	207.58 (11)	205.99 (13)	89.65 (22)
Deviance change ( $\Delta df$ )		1.59 (2)	116.34** (9)

*Note.*  $N = 479$  at the individual level,  $N = 167$  at the department level,  $N = 44$  at the company level. Unstandardized regression coefficients were reported.

\*  $p < .05$

\*\*  $p < .01$



Table 7

**Moderating Effects of Manager HR Abilities, Motivation, and Opportunities on the Manager Perceived HPWS--Employee Perceived HPWS Relationship (Hypotheses 5-8)**

Variables	Model 1	Model 2	Model 3
<b>Individual level</b>			
Employee age	-.00	-.00	-.00
Employee gender	-.02	-.02	-.01
Employee education	.01	.01	.01
Employee organizational tenure	-.00	-.00	-.00
<b>Department level</b>			
Manager age	-.01	-.01	-.01
Manager gender	.06	.05	.06
Manager education	-.01	-.01	-.01
Manager organizational tenure	-.01	-.01	-.01
Manager leader tenure	.01	.01	.01
Manager perceived HPWS	.24**	.20**	.18*
Manager HR abilities			.16
Manager HR motivation			-.02
Manager HR opportunities			-.14
Manager perceived HPWS × Manager HR abilities			.22*
Manager perceived HPWS × Manager HR motivation			-.08
Manager perceived HPWS × Manager HR opportunities			.02
<b>Subsidiary level</b>			
Number of total employees	.00	.00	.00
Number of HR employees	-.03	-.03	-.02
HR perceived HPWS	.14	.20	.23
HR-enhancing practices		-.07	-.10
Mean manager perceived HPWS		.24	.24
Manager perceived HPWS × HR-enhancing practices		-.00	-.06
Deviance ( <i>df</i> )	726.71 (17)	727.69 (20)	714.13 (26)
Deviance change ( $\Delta df$ )		.98 (3)	13.56* (6)

*Note.*  $N = 479$  at the individual level,  $N = 167$  at the department level,  $N = 44$  at the company level. Unstandardized regression coefficients were reported.

\*  $p < .05$

\*\*  $p < .01$

Table 8

**Moderating Effects of LMX and Trust in Leadership on the Relationship between Manager Perceived HPWS and Employee Perceived HPWS (Hypotheses 9 and 10)**

Variables	Model 1	Model 2	Model 3	Model 4
<b>Individual level</b>				
Employee age	.00	.00	.00	.00
Employee gender	.02	.01	.02	.02
Employee education	.02	.01	.00	-.00
Employee organizational tenure	-.00	-.00	-.00	-.00
LMX	.49**	.50**		
Trust in leadership			.56**	.56**
<b>Department level</b>				
Manager age	-.00	-.00	-.01	-.01
Manager gender	.02	.02	-.01	-.01
Manager education	.00	.00	.00	.01
Manager organizational tenure	-.00	-.00	-.00	-.00
Manager leader tenure	.01	.01	.00	.00
Manager perceived HPWS	.16**	.16**	.10*	.10*
Mean LMX	.54**	.54**		
Mean Trust in leadership			.65**	.65**
Manager perceived HPWS × LMX		.18*		
Manager perceived HPWS × Trust				.17*
<b>Subsidiary level</b>				
Number of total employees	-.00	-.00	.00	.00
Number of HR employees	-.01	-.01	-.01	-.01
HR perceived HPWS	.09	.09	.09	.09
Deviance ( <i>df</i> )	495.17 (19)	491.24 (20)	448.91	444.88 (20)
Deviance change ( $\Delta df$ )		3.93* (1)		4.03* (1)

*Note.*  $N = 479$  at the individual level,  $N = 167$  at the department level,  $N = 44$  at the company level. Unstandardized regression coefficients were reported.

\*  $p < .05$

\*\*  $p < .01$

Table 9

**Mediating Effect of Employee Perceived HPWS in the Relationship between Manager Perceived HPWS and Employee Outcomes (Hypotheses 11)**

	Job satisfaction		Affective commitment		Employee engagement	
	Model 1	Model 2	Model 4	Model 5	Model 7	Model 8
<b>Individual level</b>						
Employee age	-.00	.00	-.00	-.00	.00	.00
Employee gender	-.10	-.09	-.05	-.05	.02	.03
Employee education	.01	.01	-.03	-.03	.08*	.07*
Employee organizational tenure	-.00	-.00	-.01	-.00	-.00	-.00
Employee perceive HPWS		.61**		.64**		.39**
<b>Department level</b>						
Manager age	.00	.00	.00	.00	-.00	.00
Manager gender	.04	.01	.08	.04	.03	.01
Manager education	-.02	-.02	.03	.05	-.05	-.04
Manager organizational tenure	-.00	.00	-.00	.00	.00	.00
Manager leader tenure	.01	.01	.00	-.01	.01	.00
Manager perceived HPWS	.16*	-.03	.12	-.03	.23**	.08
Mean employee perceived HPWS		.73**		.64**		.55**
<b>Subsidiary level</b>						
Number of total employees	.00	.00	.00	-.00	-.00	-.00
Number of HR employees	-.03	-.01	-.02	.00	-.00	.01
HR perceived HPWS	.10	.02	.17	.09	.08	.04
Deviance ( <i>df</i> )	814.74 (17)	595.09 (19)	732.94 (17)	518.74 (18)	612.94 (17)	458.58 (18)
Deviance change ( $\Delta df$ )		219.65** (2)		214.20** (2)		154.36** (2)

*Note.*  $N = 479$  at the individual level,  $N = 167$  at the department level,  $N = 44$  at the company level. Unstandardized regression coefficients were reported.

\*  $p < .05$

\*\*  $p < .01$

Table 10

**Moderating Effects of Manager HR Abilities, Motivation, and Opportunities on the Relationships of Manager Perceived HPWS with Employee Outcomes through Employee Perceived HPWS (Hypotheses 12)**

Variables	Job satisfaction		Affective commitment		Employee engagement	
	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6
<b>Individual level</b>						
Employee age	-.00	-.00	-.00	-.00	.00	.00
Employee gender	-.10	-.09	-.05	-.05	.02	.03
Employee education	.01	.01	-.03	-.03	.08	.07
Employee organizational tenure	-.00	-.00	-.01	-.00	-.00	.00
Employee perceived HPWS		.60**		.58**		.39**
<b>Department level</b>						
Manager age	-.00	.00	.00	.00	-.00	.00
Manager gender	.04	.00	.07	.03	.02	.01
Manager education	-.02	-.02	.04	.05	-.04	-.03
Manager organizational tenure	-.00	.00	-.00	.00	-.00	.00
Manager leader tenure	.01	.01	.00	-.01	.01	.00
Manager perceived HPWS	.14	-.05	.10	-.05	.22*	.11
Manager HR abilities	.16	.06	.17	.08	.19**	.09
Manager HR motivation	.06	.09	.14	.17*	.14	.14
Manager HR opportunities	-.21*	-.12*	-.28**	-.19**	-.29**	-.21**
Manager perceived HPWS × Manager HR abilities	-.02	-.19*	.06	-.09	.02	-.09
Manager perceived HPWS × Manager HR motivation	.17	.23*	.09	.13	-.12	-.11
Manager perceived HPWS × Manager HR opportunities	-.07	-.10	-.04	-.07	-.02	-.00
Mean employee perceived HPWS		.73**		.62**		.53**
<b>Subsidiary level</b>						
Number of total employees	.00	.00	.00	.00	-.00	-.00
Number of HR employees	-.03	-.01	-.00	.01	.01	.02

HR perceived HPWS	.09	.00	.15	.07	.06	.02
Deviance ( <i>df</i> )	808.77 (23)	590.25 (25)	719.36 (23)	507.58 (25)	594.40 (23)	444.29 (25)
Deviance change ( $\Delta df$ )		218.52** (2)		211.78** (2)		150.11** (2)

*Note.*  $N = 479$  at the individual level,  $N = 167$  at the department level,  $N = 44$  at the company level. Unstandardized regression coefficients were reported.

\*  $p < .05$

\*\*  $p < .01$

Table 11

**Moderating Effects of LMX on the Relationships of Manager Perceived HPWS with Employee Outcomes through Employee Perceived HPWS (Hypotheses 13)**

Variables	Job satisfaction		Affective commitment		Employee engagement	
	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6
<b>Individual level</b>						
Employee age	.01	.00	.01	.00	.01	.00
Employee gender	-.06	-.07	-.02	-.02	.05	.05
Employee education	.01	.01	-.02	-.02	.08**	.08**
Employee organizational tenure	-.01	-.00	-.01	-.01	-.00	-.00
LMX	.55**	.38**	.54**	.38**	.38**	.28**
Employee perceive HPWS		.35**		.32**		.20*
<b>Department level</b>						
Manager age	.00	.00	.01	.01	.00	.00
Manager gender	.01	.01	.05	.04	.01	.00
Manager education	-.01	-.01	.05	.05	-.03	-.04
Manager organizational tenure	-.00	.00	.00	.00	.00	.00
Manager leader tenure	.01	.01	-.00	-.01	.00	.00
Manager perceived HPWS	.09	-.01	.05	-.01	.16**	.10*
Mean LMX	.48**	.17*	.50**	.31**	.40**	.19**
Manager perceived HPWS × LMX	.26*	.20*	.24*	.18	.14	.10
Mean employee perceived HPWS		.58**		.36**		.38**
<b>Subsidiary level</b>						
Number of total employees	-.00	.00	-.00	-.00	-.00*	-.00*
Number of HR employees	-.02	-.01	-.01	.00	.01	.01
HR perceived HPWS	.06	.02	.12*	.09	.04	.04
Deviance ( <i>df</i> )	618.40 (20)	538.07 (22)	483.44 (20)	427.63 (22)	456.35 (20)	411.46 (21)
Deviance change ( $\Delta df$ )		80.33** (2)		55.81** (2)		44.89** (2)

*Note.*  $N = 479$  at the individual level,  $N = 167$  at the department level,  $N = 44$  at the company level. Unstandardized regression coefficients were reported.

\*  $p < .05$

\*\*  $p < .01$

Table 12

**Moderating Effects of Trust in Leadership on the Relationships of Manager Perceived HPWS with Employee Outcomes through Employee Perceived HPWS (Hypotheses 14)**

Variables	Job satisfaction		Affective commitment		Employee engagement	
	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6
<b>Individual level</b>						
Employee age	.00	.00	.00	.00	.00	.00
Employee gender	-.06	-.07	-.02	-.03	.05	.05
Employee education	-.00	.00	-.03	-.03	.06*	.06*
Employee organizational tenure	-.00	-.00	-.01	-.00	-.00	-.00
Trust in leadership	.60**	.40**	.56**	.37**	.43**	.33**
Employee perceive HPWS		.33**		.33**		.18**
<b>Department level</b>						
Manager age	.00	.00	.00	.00	-.00	.00
Manager gender	-.01	-.01	.03	.02	-.02	-.02
Manager education	-.01	-.01	.05	.05	-.03	-.03
Manager organizational tenure	.00	.00	.00	.00	.00	.00
Manager leader tenure	.01	.01	-.01	-.01	.00	.00
Manager perceived HPWS	.03	-.02	.01	-.02	.12**	.09*
Mean Trust in leadership	.62**	.33**	.56**	.34**	.51**	.33**
Manager perceived HPWS × Trust	.25**	.20	.37**	.32**	.18*	.15
Mean employee perceived HPWS		.44**		.34**		.26**
<b>Subsidiary level</b>						
Number of total employees	.00	.00	-.00	-.00	-.00*	-.00*
Number of HR employees	-.02	-.01	-.00	.00	.01	.01
HR perceived HPWS	.06	.02	.13*	.10	.06	.05
Deviance ( <i>df</i> )	583.10 (20)	527.59 (22)	493.56 (20)	442.93 (21)	415.95(20)	391.24 (22)
Deviance change ( $\Delta df$ )		55.51** (2)		50.63** (2)		24.71** (2)

*Note.*  $N = 479$  at the individual level,  $N = 167$  at the department level,  $N = 44$  at the company level. Unstandardized regression coefficients were reported.

\*  $p < .05$

\*\*  $p < .01$

Table 13

**Indirect Relationships between Department Manager Perceived HPWS and Employee Outcomes through Employee Perceived HPWS Moderated by Manager HR Abilities, LMX, and Trust in Leadership**

Hypotheses	Job satisfaction		Affective commitment		Engagement	
	Indirect effect	95% CI	Indirect effect	95% CI	Indirect effect	95% CI
Hypothesis 12a						
High HR abilities (+1 SD)	.25	(.07: .43)	.21	(.05: .37)	.18	(.04: .32)
Low HR abilities (-1 SD)	.10	(-.11: .32)	.09	(-.10: .28)	.08	(-.08: .24)
Hypothesis 13						
High LMX (+1 SD)	.16	(.03: .30)	.10	(.01: .19)	.11	(.01: .21)
Low LMX (-1 SD)	.02	(-.05: .09)	.01	(-.03: .06)	.02	(-.03: .06)
Hypothesis 14						
High Trust in leadership (+1 SD)	.09	(.03: .15)	.07	(.01: .13)	.05	(.00: .10)
Low Trust in leadership (-1 SD)	-.00	(-.06: .06)	-.00	(-.05: .05)	-.00	(-.04: .04)

*Note.*  $N = 479$  at the individual level,  $N = 167$  at the department level. Indirect effects were based on unstandardized regression coefficients.

\*  $p < .05$

\*\*  $p < .01$



**Table 14**

<b>Summary of the Hypotheses Results</b>	
<b>Hypotheses</b>	<b>Results</b>
Hypothesis 1: HR perceived HPWS will be positively related to manager perceived HPWS.	Not supported
Hypothesis 2: HR-enhancing practices will strengthen the relationship between HR perceived HPWS and manager perceived HPWS, such that the relationship will be stronger when HR-enhancing practices are high than they are low.	Not supported
Hypothesis 3: Manager HR abilities (a), motivation (b), and opportunities (c) will strengthen the relationship between HR perceived HPWS and manager perceived HPWS, such that the relationship will be stronger when manager HR abilities, motivation, and opportunities are high than they are low.	Partially supported
Hypothesis 4: Manager HR abilities, motivation, and opportunities will mediate the moderating effect of HR-enhancing practices on the HR perceived HPWS and manager perceived HPWS relationship.	Not supported
Hypothesis 5: Manager perceived HPWS will be positively related to employee perceived HPWS.	Supported
Hypothesis 6: HR-enhancing practices will strengthen the relationship between manager perceived HPWS and employee perceived HPWS, such that the relationship will be stronger when HR-enhancing practices are high than they are low.	Not supported
Hypothesis 7: Manager HR abilities (a), motivation (b), and opportunities (c) will strengthen the relationship between manager perceived HPWS and employee perceived HPWS, such that the relationship will be stronger when manager HR abilities, motivation, and opportunities are high than they are low.	Partially supported
Hypothesis 8: Manager HR abilities, motivation, and opportunities will mediate the moderating effect of HR-enhancing practices on the manager perceived HPWS and employee perceived HPWS relationship.	Not supported
Hypothesis 9: Leader-member exchange will strengthen the relationship between manager perceived HPWS and employee perceived HPWS, such that the relationship will be stronger when leader-member exchange is high than it is low.	Supported
Hypothesis 10: Trust in leadership will strengthen the relationship between manager perceived HPWS and employee perceived HPWS, such that the relationship will be stronger when trust in leadership is high than it is low.	Supported
Hypothesis 11: Employee perceived HPWS mediate the relationships of manager perceived HPWS and employee job satisfaction (a), affective commitment (b), and employee engagement (c).	Supported
Hypothesis 12: Managers' HR abilities, motivation, and opportunities will strengthen the indirect	Partially supported

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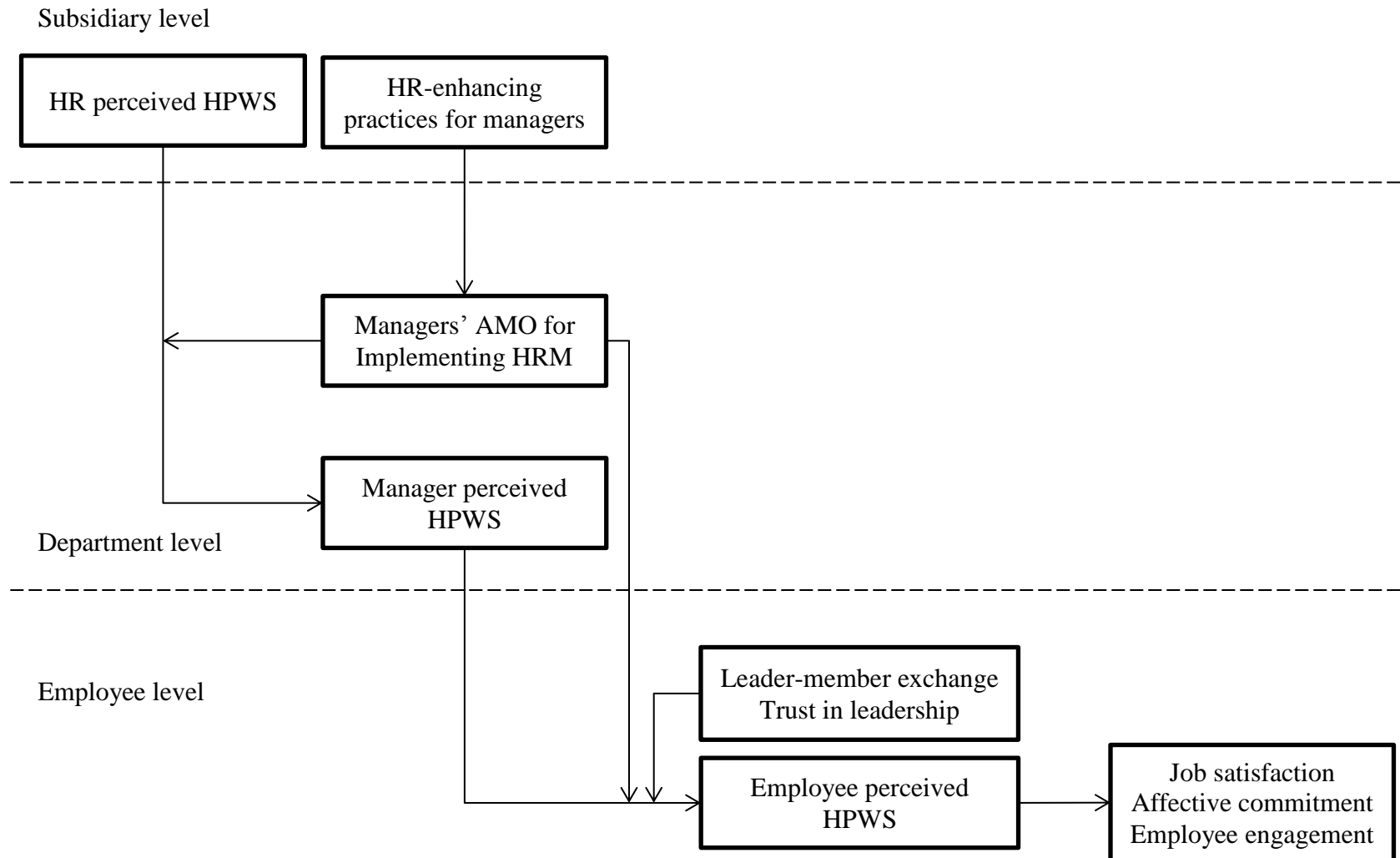
relationships between manager perceived HPWS and employee job satisfaction (a), affective commitment (b), and employee engagement (c) through employee perceived HPWS, such that the indirect relationships will be stronger when managers' HR abilities, motivation, and opportunities are high than they are low.

Hypothesis 13: Leader-member exchange will strengthen the indirect relationships between manager perceived HPWS and employee job satisfaction (a), affective commitment (b), and employee engagement (c) through employee perceived HPWS, such that the indirect relationships will be stronger when leader-member exchange is high than it is low. Supported

Hypothesis 14: Trust in leadership will strengthen the indirect relationships between manager perceived HPWS and employee job satisfaction (a), affective commitment (b), and employee engagement (c) through employee perceived HPWS, such that the indirect relationships will be stronger when trust in leadership is high than it is low. Supported

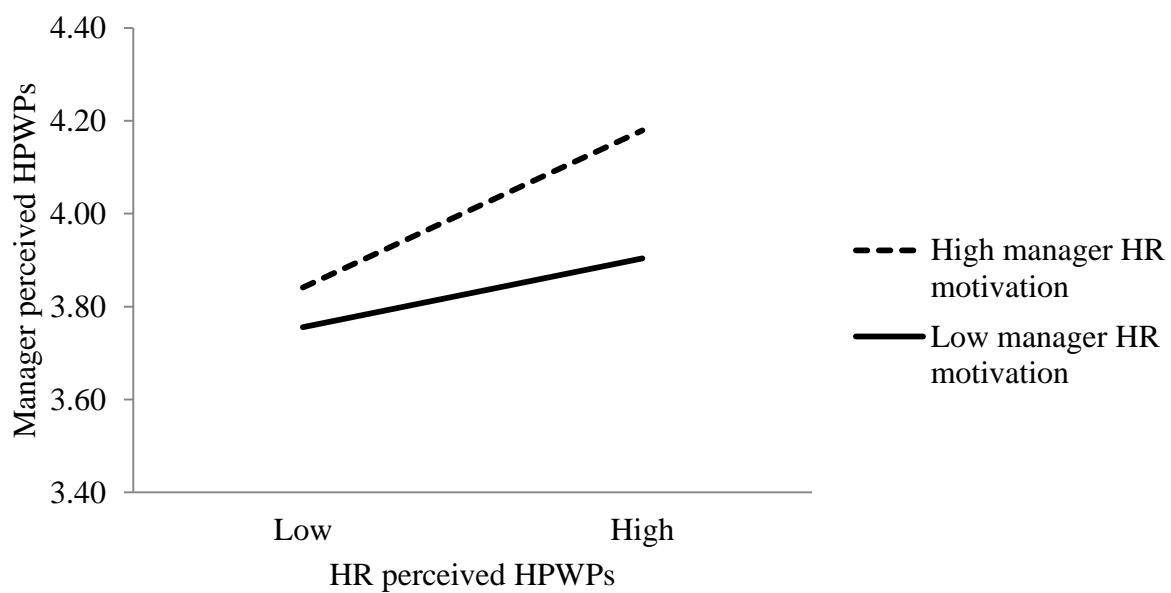
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**Figure 1**  
**Research Model**



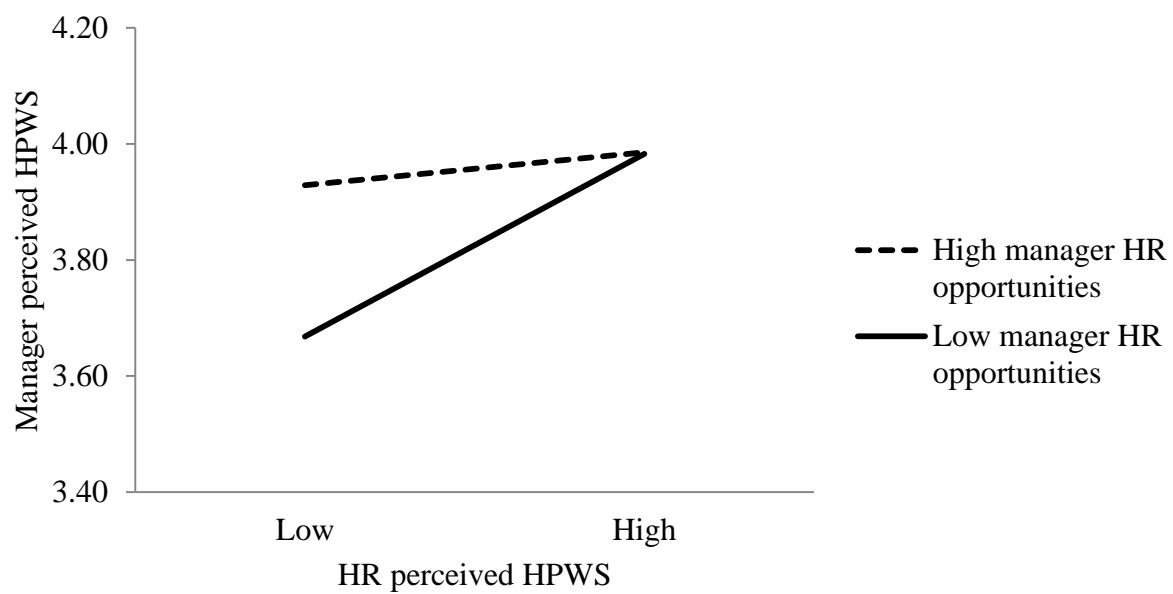
**Figure 2**

**Moderating Effect of Manager HR Motivation on the Relationship between HR Perceived HPWS and Manager Perceived HPWS**



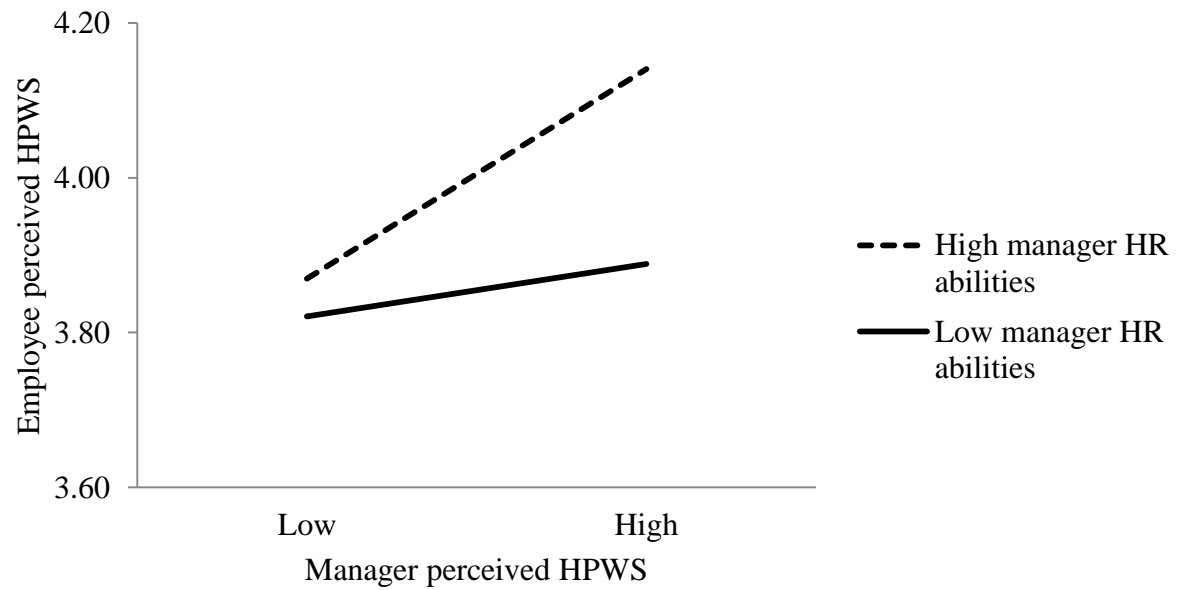
**Figure 3**

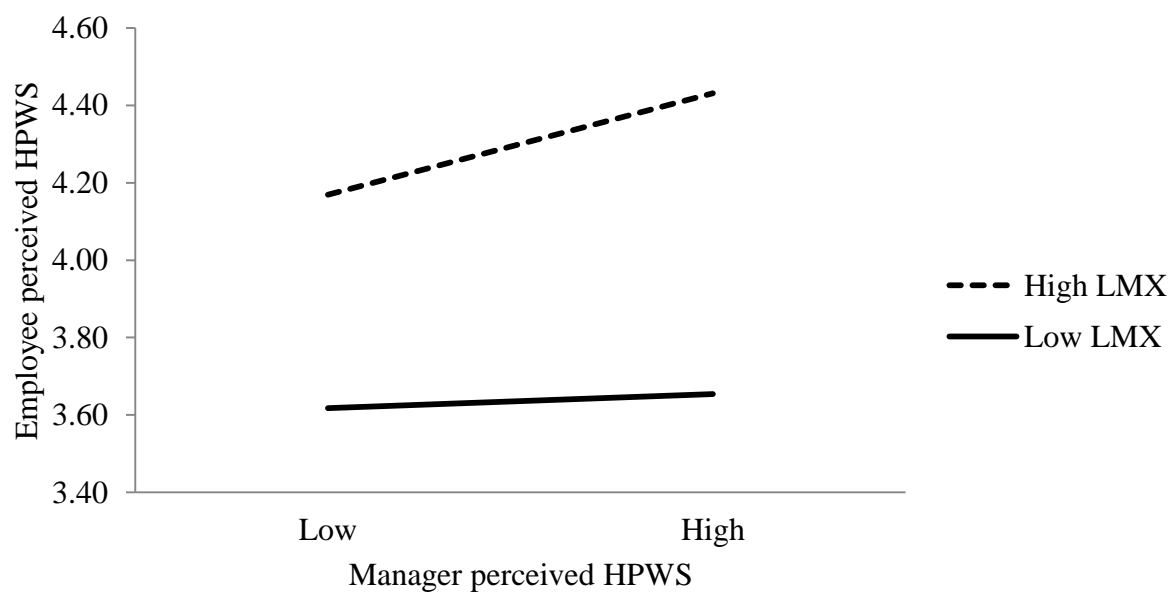
**Moderating Effect of Manager HR Opportunities on the Relationship between HR Perceived HPWS and Manager Perceived HPWS**

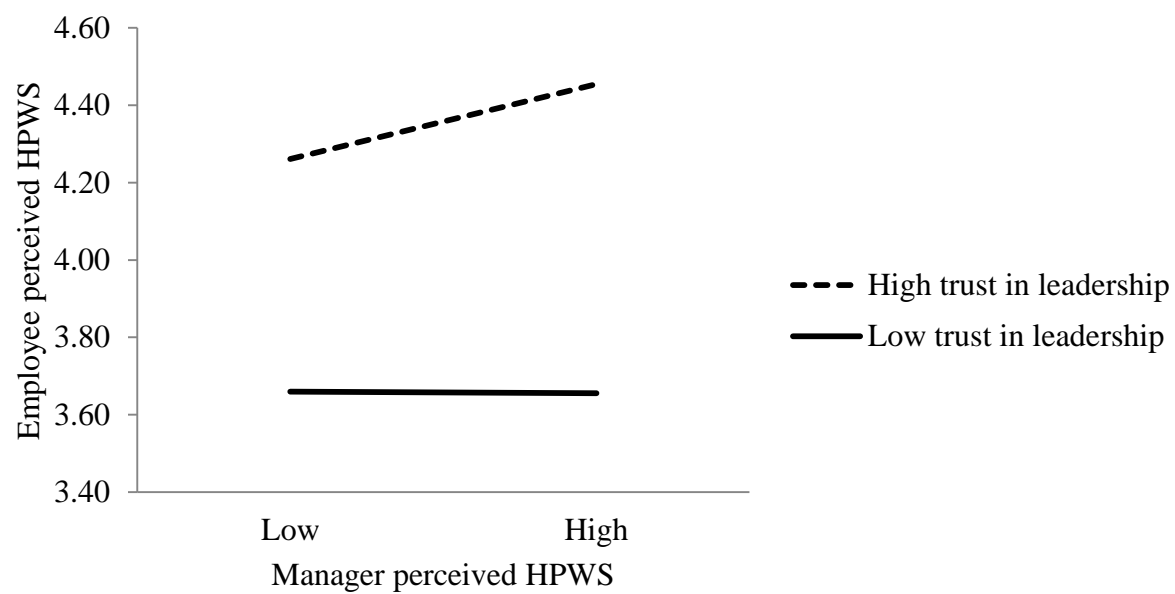


**Figure 4**

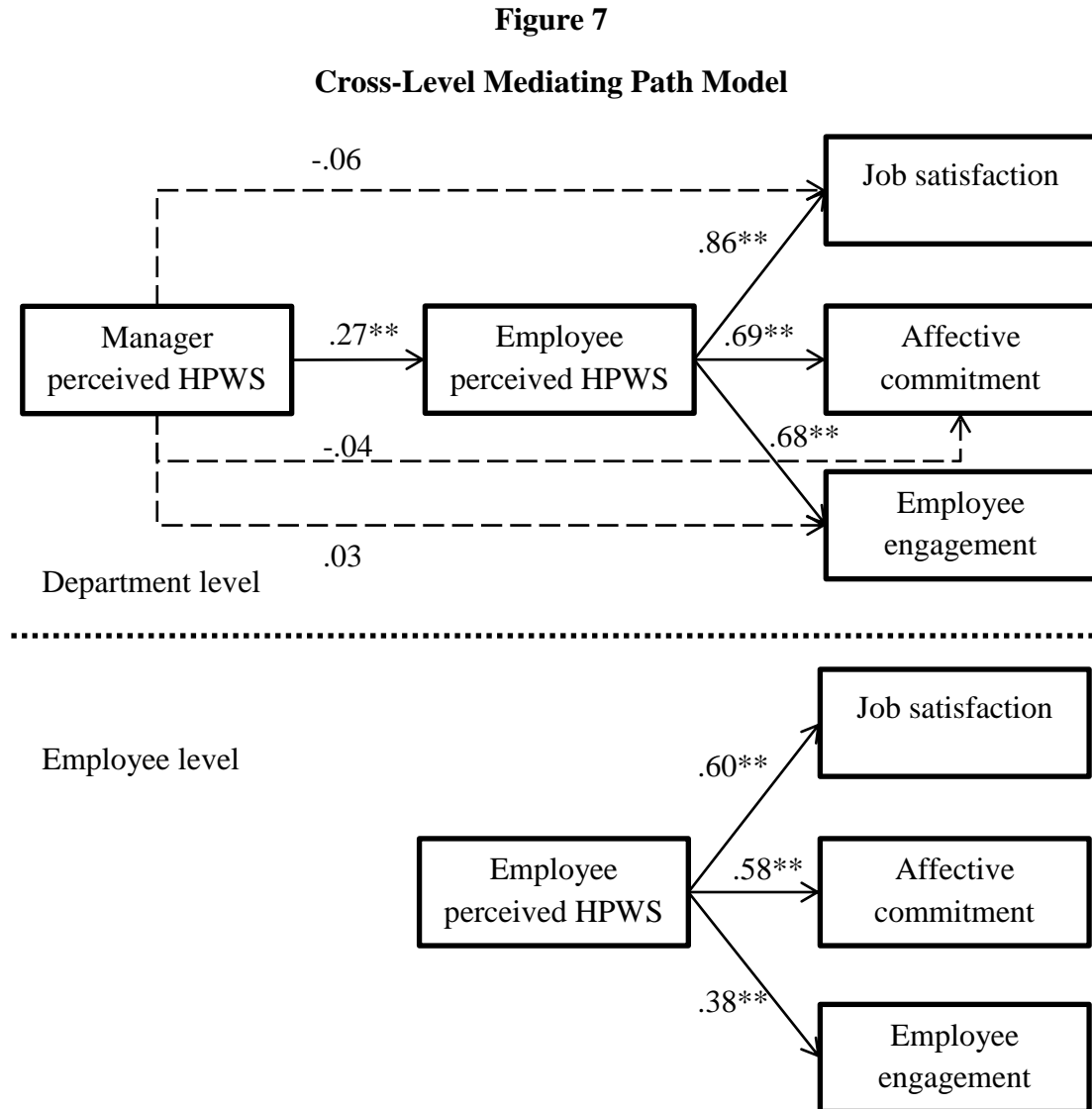
**Moderating Effect of Manager HR Abilities on the Relationship between Manager Perceived HPWS and Employee Perceived HPWS**



**Figure 5****Moderating Effect of LMX on the Relationship between Manager Perceived HPWS and Employee Perceived HPWS**

**Figure 6****Moderating Effect of Trust in Leadership on the Relationship between Manager Perceived HPWS and Employee Perceived HPWS**



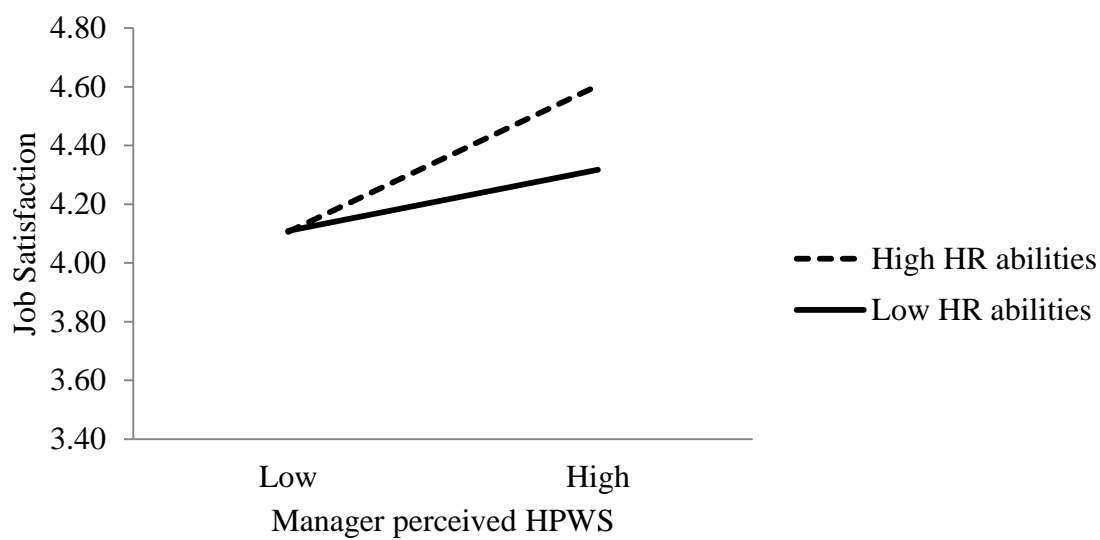


*Note.*  $N = 479$  at the individual level,  $N = 167$  at the department level.

$^{**} p < .01$

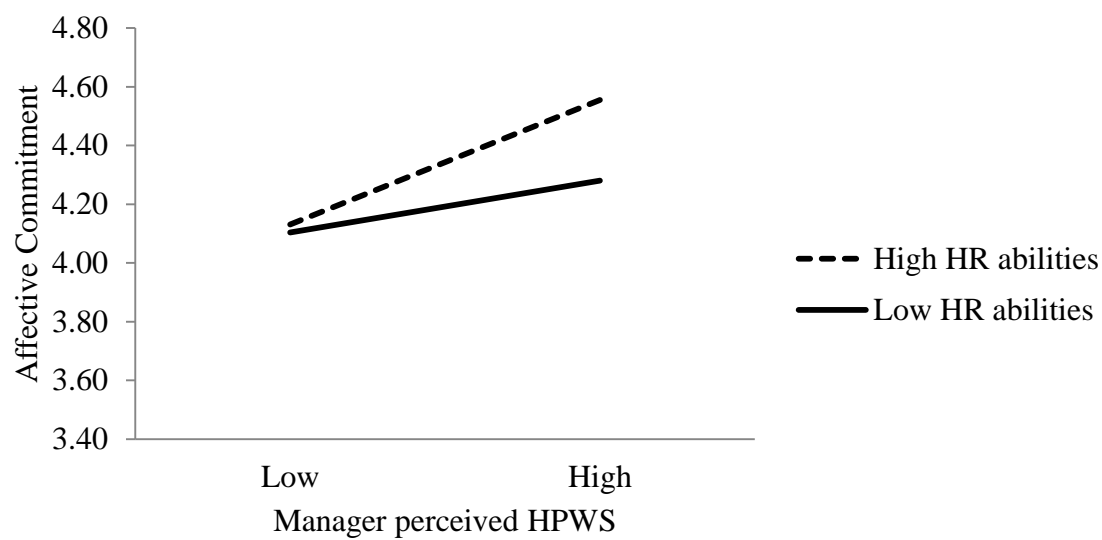
**Figure 8**

**Indirect Relationship between Manager Perceived HPWS and Employee Job Satisfaction through Employee Perceived HPWS Moderated by HR Abilities**



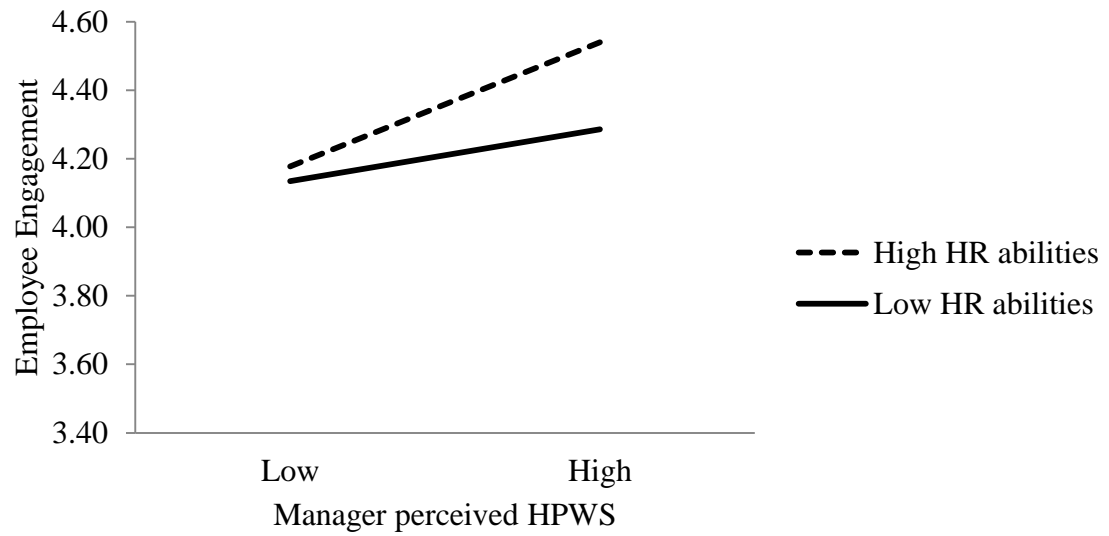
**Figure 9**

**Indirect Relationship between Manager Perceived HPWS and Employee Affective Commitment through Employee Perceived HPWS Moderated by HR Abilities**



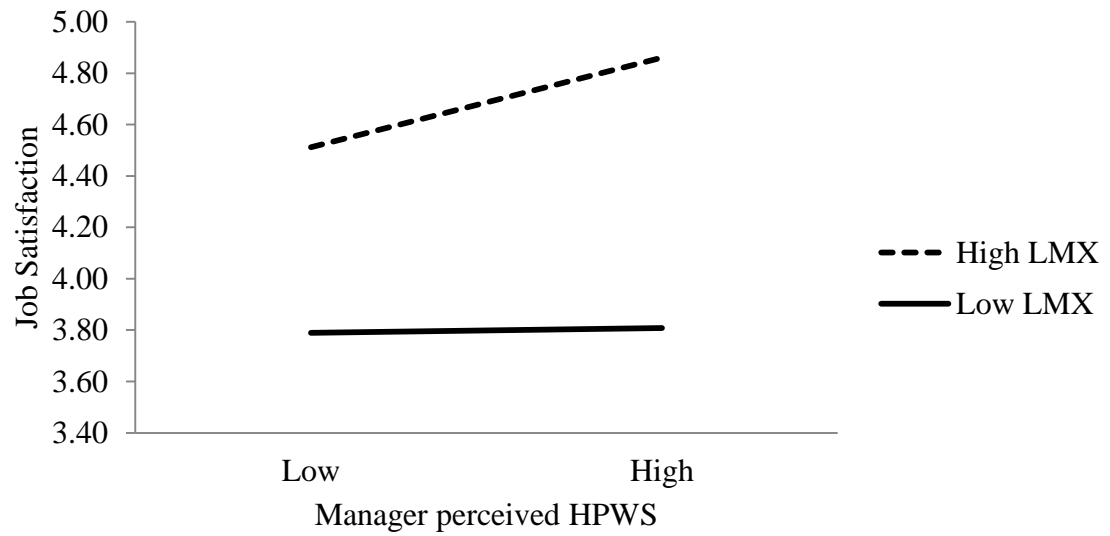
**Figure 10**

**Indirect Relationship between Manager Perceived HPWS and Employee Engagement through Employee Perceived HPWS Moderated by HR Abilities**



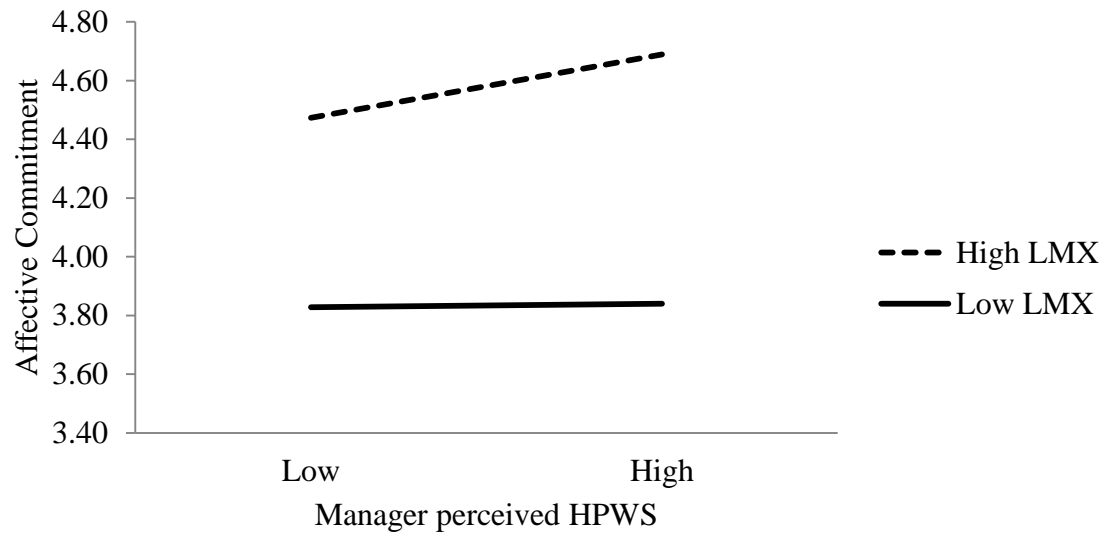
**Figure 11**

**Indirect Relationship between Manager Perceived HPWS and Employee Job Satisfaction through Employee Perceived HPWS Moderated by LMX**



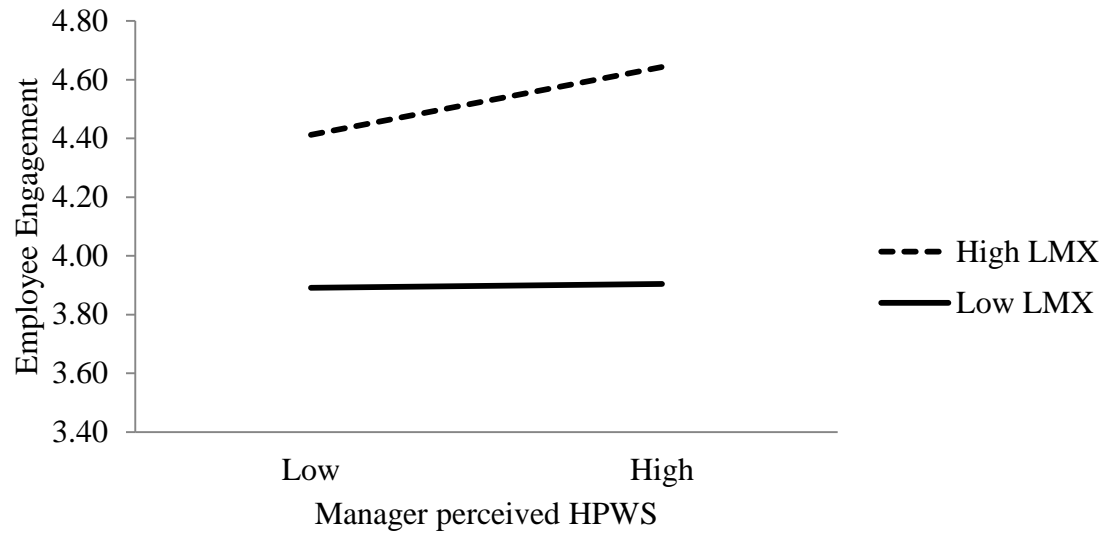
**Figure 12**

**Indirect Relationship between Manager Perceived HPWS and Employee Affective Commitment through Employee Perceived HPWS Moderated by LMX**



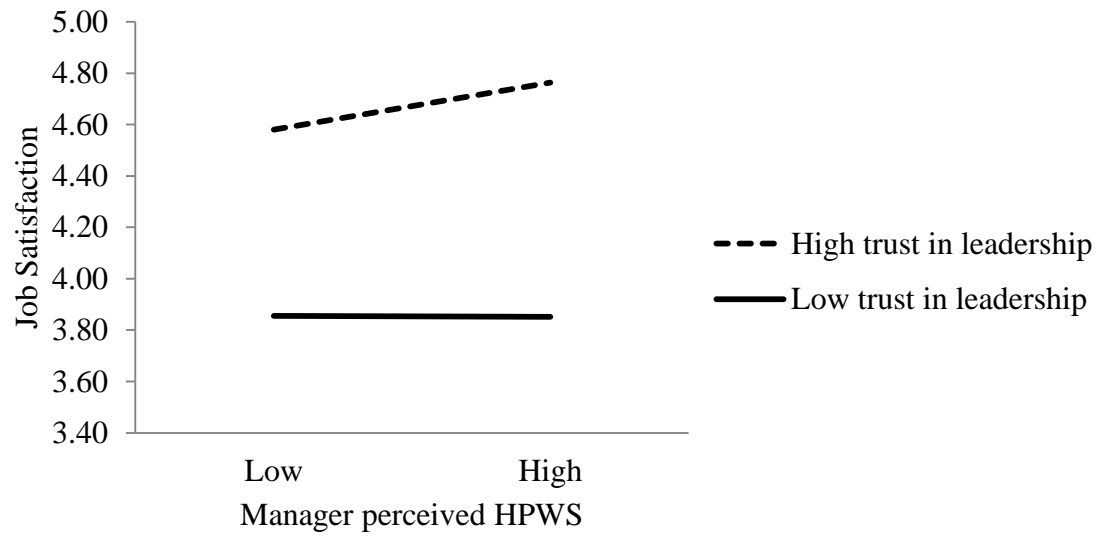
**Figure 13**

**Indirect Relationship between Manager Perceived HPWS and Employee Engagement through Employee Perceived HPWS Moderated by LMX**



**Figure 14**

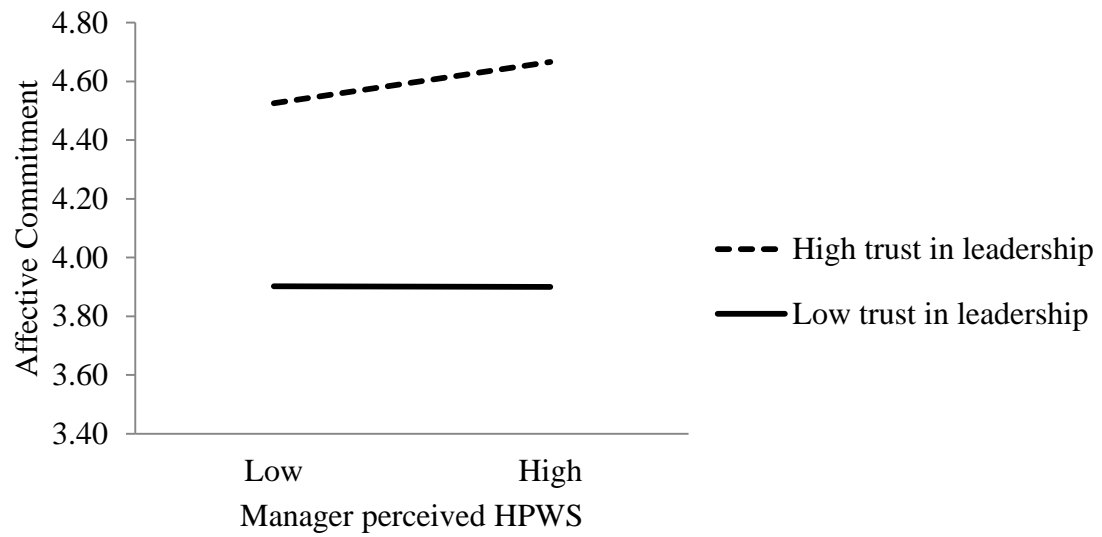
**Indirect Relationship between Manager Perceived HPWS and Employee Job Satisfaction through Employee Perceived HPWS Moderated by Trust in Leadership**





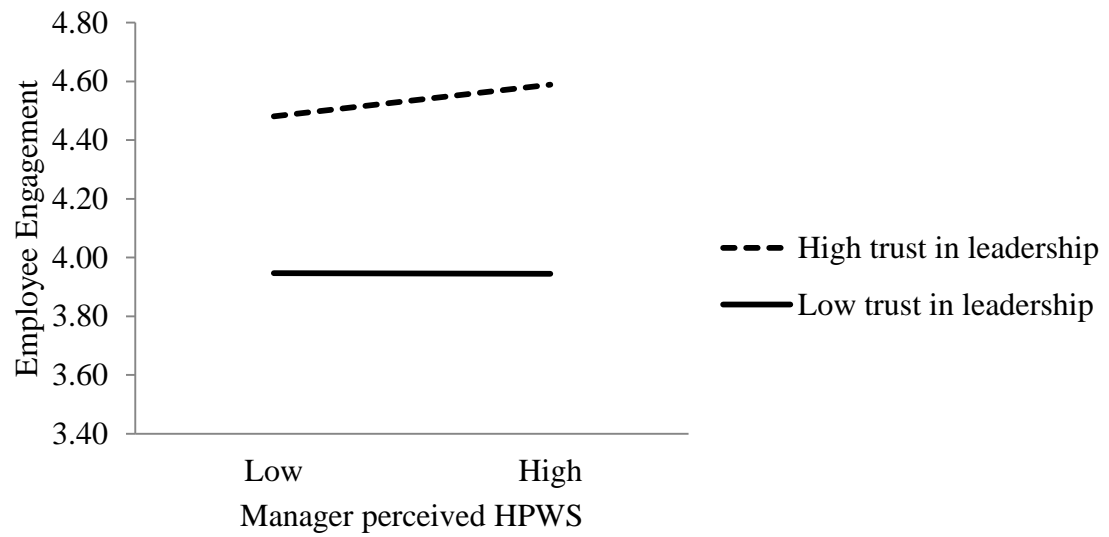
**Figure 15**

**Indirect Relationship between Manager Perceived HPWS and Employee Affective Commitment through Employee Perceived HPWS Moderated by Trust in Leadership**



**Figure 16**

**Indirect Relationship between Manager Perceived HPWS and Employee Engagement through Employee Perceived HPWS Moderated by Trust in Leadership**



## APPENDIX

### SURVEY QUESTIONS

#### 1. High Performance Work Systems

**Instructions:** The following items refer to the managing practices of *marketing employees* in your subsidiary. Please indicate the extent of your agreement or disagreement about each statement.

1. Selection emphasizes traits and abilities required for providing high quality of performance.
2. Recruitment process uses many different recruiting sources (agencies, universities, etc.)
3. Selection process is comprehensive (uses interviews, tests, etc.)
4. The subsidiary provides an orientation program for newcomers to learn about the subsidiary.
5. The subsidiary continuously provides training programs.
6. The subsidiary invests considerable time and money in training.
7. Performance appraisals provide employees feedback for personal development.
8. Performance appraisals are based on objective, quantifiable results.
9. Supervisors get together with employees to set their personal goals.
10. Employee salaries and rewards are determined by their performance.
11. The subsidiary attaches importance to the fairness of compensation/rewards.
12. Employees receive monetary or nonmonetary rewards for great effort and good performance.

13. The subsidiary considers employee off-work situations (family, school, etc.) when making schedules.
14. The subsidiary has its ways or methods to help employees alleviate work stress.
15. The subsidiary has formal grievance procedures to take care of employee complaints or appeals.
16. If a decision made might affect employees, the company asks them for opinions in advance.
17. Employees are often asked to participate in work-related decisions.
18. The subsidiary shares job-related information with employees (e.g., company operation, sales, etc.).

## **2. HR-Enhancing Practices**

**Instructions:** The following items refer to the managing practices for *department managers* in your subsidiary. Please indicate the extent of your agreement or disagreement about each statement.

1. When the subsidiary selects department managers, it emphasizes candidates' abilities in managing employees.
2. HR department provides department managers with extensive training in human resource management skills (e.g., how to appraise employees, how to train employees).
3. HR department of this subsidiary provides department managers with useful and timely information regarding HR issues.
4. HR department provides clear explanations about HR policies and practices to department managers.

5. HR department develops extensive resources to help department managers perform human resource management.
6. Department managers with high levels of HRM skills have the priority for promotion.
7. Department managers' performance appraisal focuses on their implementation of HR practices.
8. Department managers' salaries and rewards are determined by their performance in implementing HR practices.
9. Department managers receive monetary or nonmonetary rewards for great effort and good performance in implementing HR practices.
10. HR department provides department managers feedback for how to implement HR practices.
11. HR department communicates and markets key human resource initiatives to department managers.
12. HR department is very responsive to meeting department managers' needs (e.g., staffing, training, performance appraisal) regarding HR issues.
13. The subsidiary involves department managers in dealing with HR issues in their departments.
14. When there is any change about HR policies and practices, the HR department asks department managers for opinions in advance.
15. HR department works with department managers closely to execute HR activities (e.g., staffing, training, performance appraisal) related to their departments.

### **3. Department Managers' HR Abilities**

**Instructions:** The following items refer to *department managers'* knowledge, skills, and abilities regarding HRM (e.g., staffing, training, performance appraisal, compensation, and employee involvement). Please indicate the extent of your agreement or disagreement about each statement.

1. I am clear about the HR policies and practices applied to employees in our department.
2. I have enough information to implement HR practices in our department.
3. I am confident about my ability to implement HR practices in our department.
4. I am self-assured about my capabilities to perform HR practices in our department.
5. I have mastered the skills necessary to implement HR practices in our department.
6. I am experienced in solving HR issues in our department.

#### **4. Department Managers' HR Motivation**

**Instructions:** The following items refer to *department managers'* motivation to implement HRM. Please indicate the extent of your agreement or disagreement about each statement.

1. I feel a great sense of personal satisfaction when I implement HR practices well in our department.
2. Implementing HR practices well in our department increases my feeling of self-esteem.
3. I feel bad when I implement HR practices poorly in our department.
4. I am willing to put in a great deal of effort to implement HR practices to better manage our department
5. I have a strong desire to implement HR practices to achieve our department goals

## 5. Department Managers' HR Opportunities

**Instructions:** The following items refer to *department managers'* opportunity to implement HRM. Please indicate the extent of your agreement or disagreement about each statement.

1. I have a great deal of involvement in HR issues (e.g., staffing, training, performance appraisal, compensation, promotion) in our department.
2. I have considerable opportunities to participate in HR-related decision making in our department.
3. I feel a personal sense of responsibility to implement HR policies and practices in our department.
4. It's up to me to implement HR policies and practices in our department.
5. I feel obligated to execute HR policies and practices in our department.

## 6. LMX

**Instructions:** The following statements are about the relationship between your department manager and you. Please rate the extent to which you agree with the following statements.

1. I usually know how satisfied my manager is with what I do.
2. My manager understands my job problems and needs.
3. My manager recognizes my potential.
4. Regardless of how much formal authority my manager has built into his/her position, he/she would use his/her power to help me solve problems in my work.
5. Regardless of the amount of formal authority my manager has, he/she would "bail me out" at his/her expense.

6. I have enough confidence in my manager that I would defend and justify his/her decision if he/she were not present to do so.

7. I characterize my working relationship with my manager as effective.

### **7. Trust in leadership**

**Instructions:** Please rate the extent to which you agree with the following statements about your *department manager*.

1. My manager and I have a sharing relationship. We can both freely share our ideas, feelings, and hopes.
2. I can talk freely to my manager about difficulties I am having at work and know that he/she will want to listen.
3. My manager and I would both feel a sense of loss if one of us was transferred and we could no longer work together.
4. If I shared my problems with my manager, I know he/she would respond constructively and caringly.
5. I would have to say that my manager and I have both made considerable emotional investments in our working relationship.

### **8. Job satisfaction**

**Instruction:** Please rate the extent to which you agree with the following statements about your job.

1. All in all, I am satisfied with my job.
2. In general, I don't like my job.
3. In general, I like working here.



**9. Affective commitment**

**Instruction:** Please rate the extent to which you agree with the following statements about your organization.

1. I would be very happy to spend the rest of my career with this subsidiary.
2. I really feel as if this subsidiary's problems are my own.
3. I feel a strong sense of "belonging" to my subsidiary.
4. I feel "emotionally attached" to this subsidiary.
5. I feel like "part of the family" at my subsidiary.
6. This subsidiary has a great deal of personal meaning for me.

**10. Engagement**

**Instruction:** Please rate the extent to which you agree with the following statements about your job.

1. I exert my full effort to my job.
2. I devote a lot of energy to my job.
3. I strive as hard as I can to complete my job.
4. I am enthusiastic in my job.
5. I feel energetic at my job.
6. I am excited about my job.
7. At work, I focus a great deal of attention on my job.
8. At work, I am absorbed by my job.
9. At work, my mind is focused on my job.

## CURRICULUM VITAE

**Kaifeng Jiang**

### **EDUCATION**

Ph.D.	Rutgers University, New Brunswick, NJ, U.S.A.	2008-2013
	Major: Industrial Relations and Human Resources	
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(<sup>†</sup> denotes equal contributors)

**Jiang, K.**, Hong, Y., McKay, P. F., Avery, D. R., Wilson, D. C., & Volpone, S. D. in press. Retaining employees through anti-sexual harassment practices: Exploring the mediating role of psychological distress and employee engagement. *Human Resource Management*.

Hong, Y.<sup>†</sup>, Liao, H.<sup>†</sup>, Hu, J.<sup>†</sup>, & **Jiang, K.**<sup>†</sup> in press. Critical link in the service profit chain: A meta-analytic investigation of the antecedents and consequences of service climate. *Journal of Applied Psychology*.

Caligiuri, P., Mencia, A., & **Jiang, K.** in press. Win-win-win: The long-term influence of company-sponsored volunteerism programs. *Personnel Psychology*.

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