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Research Article

The Interrelationship between Human Resource Roles and Human Resource Management Effectiveness: Empirical Evidence from a Developing Country

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ABSTRACT

The issue of effective human resource (HR) roles performance and the effectiveness of HR operations at Bangladeshi private banking sector has grown in importance over the past few decades. The scholarly literature, however, largely lacks the empirical research examining the impact of four HR roles on HRM effectiveness. The prime objective of the current research includes testing the causal relationships between four HR roles (employee champion, strategic partner, change agent, and administrative expert) and HRM effectiveness. Data was gathered from the first-line managers employed in the private commercial banks in Bangladesh ($n = 210$). The hypothesized model was examined utilizing partial least squares structural equation modeling, or PLS-SEM. The findings showed that the roles of employee champion, strategic partner, change agent, and administrative expert had a positive and significant impact on HRM effectiveness. The implications regarding the findings are explained and recommendations for further research are also proposed.

Keywords: *Administrative expert, Change agent, Employee champion, HRM effectiveness, Strategic partner*

Introduction

The contemporary research in Asia based on strategic HRM is increasingly focusing on adapting and transferring the Western management frameworks to the Asian business model (Nankervis, Baird, Coffey, & Shields, 2019; Stanton & Nankervis, 2011). Relatedly, the acuteness of Bangladeshi line managers

(LMs) and HR executives in practicing and developing Western management models on human capital is inevitable for fostering knowledge-based industries. Gaining insights on the diversity of local and global workforces is also a necessity for accommodating the needs of knowledge and technology-based industries. As such, the implications of strategic HRM are

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needed to be critically evaluated and the organization might face difficulties in attaining sustainable growth as well as business effectiveness if the adoption of strategic HRM is failed (Saha, Chatterjee, Gregar, & Sáha, 2016). Cooke, Shen, and McBride (2005) expressed the opinion that, strategic HRM not merely includes a key process but also adapts with internal and external business settings. In harmony with past researchers (Guzman, Neelankavil, & Sengupta, 2011; Long, Ismail, & Amin, 2011; Mat, Zabidi, & Salleh, 2015; Yusliza, Choo, Jayaraman, Rimi, & Muhammad, 2019), this study is attempted to provide better understanding on the HR roles model of Ulrich (1997) and its connection to HRM effectiveness.

The notion of HRM effectiveness matters more to contemporary researchers than ever since the significance of HRM roles in attaining business goals and delivering added value has been acknowledged especially in addressing the ongoing pressure to initiate change coming from the business environment (Mat et al., 2015). Likewise, effectiveness of HRM can be explained as a key catalyst in carrying out organizational functions since it assists in attracting and retaining expert human resources, motivating employees for desired job, developing the competencies and skills of manpower, and creating firm value by selection, training and development, and the utilization of human capital (Majowska & Austen, 2019). The role of HR put an immense impact on the organization's capacity of gaining superiority in competitive market which in turn led the organization to improve HRM effectiveness. Even though the growing body of literature emphasized the need for exploring whether the devolution of HRM functions to line managers influence HRM effectiveness, research are inadequate pertaining to this topic (Rimi, Yusliza, Walters, & Rubel, 2017). This view was in harmony with the study of Yusliza et al. (2019) asserting that Asian economy largely lacks the empirical investigation based on the influence of HRM roles on HRM effectiveness. Thus, the call from past researchers aroused the interest for conducting this study based on the association between HR roles and HRM effectiveness.

Correspondingly, this paper aims at investigating the causal association between four HR

roles developed by Ulrich (1997) and HRM effectiveness. This paper makes a contribution to the scholarly literature in a number of ways in order to attain the research objectives. Firstly, our study makes a contribution by enhancing our understanding regarding the HR roles of LMs in accelerating HRM effectiveness. Likewise, HRM concerned researchers came to the agreement that exploring the significance of HR roles are limited to a large extent (Long et al., 2011). Hence, this study is important for providing evidence empirically on the significance of four HR roles in gaining HRM effectiveness. Secondly, unlike past studies which were carried out in western countries (Fox & Cowan, 2015; Kohont & Brewster, 2014), the Indian context (Bhatnagar & Sharma, 2005; Srimannarayana, 2012), the Malaysian context (Long & Ismail, 2010; Yusliza et al., 2019), the Taiwanese context (De Wang & Niu, 2010), this empirical study is performed in the Southeast Asian nation of Bangladesh. Finally, our study findings could assist HR managers to formulate better HR practices and policies that manifestly delineate the expectations and scope regarding the sharing of HR roles with their LMs in order to deliver HR responsibilities more efficiently. Indeed, improved HR practices and policies should enhance HRM effectiveness that in turn lead the banking industry in Bangladesh to gain "economy of scale".

Drawing on the resource-based view theory, the subsequent part explains the hypothesized relationships between four HR roles and HRM effectiveness. Then the methods as well as data analysis are briefly discussed. Finally, the findings of our study and conclusion part are illustrated by explaining limitations and implications of our research.

Review of Literature

The Resource-based View (RBV)

Barney (1991) was apparently the first to initiate the concept of resource-based view (RBV) maintaining that RBV incorporates a managerial framework to determine the strategic resources that a firm might use to achieve the edge over its competitors. However, the gaining of competitive advantage by managing people requires the utilization of firm-specific resources and employment relationships

effectively (Yusliza et al., 2019). This means that it is inevitable to work with people successfully and consider HR as the primary source of competitive benefits (Pfeffer, 1994). Wernerfelt (1984) argued that firm-specific resources, such as customer relationships, brand recognition, management skill, and tacit knowledge regarding certain manufacturing functions, accelerate business capabilities, recognizing the value of these resources. When the HR professionals or LMs have access to resources and capabilities to combine and mobilize these resources, they tend to gain competency and effectiveness in HR operations. Referring to Lado and Wilson (1994), the theoretical insights of RBV of strategic HRM explain that the functions of strategic HR facilitate the enhancement of organizational capabilities thereby influencing the effectiveness of HR. In view of all that has been explained so far, it can be mentioned that the RBV provides a key viewpoint on the link between HRM functions and business success (Delery & Roumpi, 2017; Lado & Wilson, 1994; Özçelik, Aybas, & Uyargil, 2016).

Human Resource Roles

The contemporary HR concept includes developing a new agenda and role for the areas which do not emphasize on traditional HR functions like compensation and staffing, rather on the results. HR roles ought not to be limited to what is executed, but highlights something that produces results upholding the organizational value to the employees, customers, and investors (Ulrich & Dulebohn, 2015). Most notably, the available pool of human resources determines the organizational value. The role of HR puts an immense impact on the organization's capacity of gaining superiority in business competition. Ulrich (1997) was of the view that, HR can help ensuring organizational excellences through four ways, like: 1) HR should act as a partner of LMs and senior managers in implementing strategies and assisting to realize the plan from the workroom to the marketplace, 2) HR should gain expertise in performing administrative tasks efficiently so as to ensure that expenses are reduced and quality is maintained, 3) HR should perform as champion for employees with a view to representing the

employees to the senior management, work for raising employees' contributions to the workplace and their capacities to produce the results, 4) HR should be the agents of continuous transformation along with building the culture for upgrading organizational capacity. Four HR roles— employee champion, strategic partner, change agent, and administrative expert are supported by these justifications.

Relatedly, Dave Ulrich proposed a thorough framework that placed a strong emphasis on HR functions and was until recently thought to be the benchmark for HR roles. In his seminal study, Ulrich (1997) contended that there are four essential HR roles, including employee champion, strategic partner, change agent, and administrative expert, and also suggested that HR champions are necessary to make business partnerships a reality. Two dimensions can be used to categorize the roles, namely operational versus strategic orientation and people versus process orientation. Employee Champion and Administrative Expert are operationally oriented, whereas the Strategic Partner and Change Agent are strategically oriented. Additionally, two of the four HR roles — Employee Advocate and Change Champion — are linked to people, whereas Administrative Expert and Strategic Partner are linked to processes.

HRM Effectiveness

Numerous research has been carried out on the effectiveness of the HRM since the mid-1990s for the purpose of showing its relationship with organizational outcomes (Jiang, Lepak, Hu, & Baer, 2012). In the context of business, HRM effectiveness is defined as enhancing performance standards or achieving success by managing HR functions in a goal-oriented manner. Put another way, Huselid, Jackson, and Schuler (1997) explained HRM effectiveness as the performance of high quality functions in terms of strategic and technical HR. This viewpoint was in consensus with the notion of Yusoff, Abdullah, and Ramayah (2009) who postulated that strategic and technical HR make up the two major components of HR effectiveness. However, numerous researchers in the scholarly literature of HRM attempted to address HR effectiveness by

illustrating the functions of HR professionals and how these functions are related to the achievement of organizational outcomes (Cooke, Xiao, & Chen, 2021; Mitchell, Obeidat, & Bray, 2013). In addition, the acceleration of organizational performance is ensured on the condition that HR strategies are aligned with business strategies and the potential of workforce are employed efficiently (Kuipers & Giurge, 2017; Bagga & Srivastava, 2014). On the whole, HRM effectiveness incorporates the assessment of performing traditional administrative functions of HR and achieving strategic goals of HR.

Hypotheses Development

The Role of Strategic Partner:

Instead of merely implementing the business strategies that senior managers proposes, a strategic partner (SP) plays an active role in the development of such strategies (Long & Ismail, 2010; Ulrich, 1997). Moreover, HR professionals perform the SP role when they plan as well as design HR policies by aligning such policies with business strategies in an effective manner (Kuipers & Giurge, 2017; Geimer, Zolner, & Allen, 2017). HR professionals are helped by this alignment to create value perceived by the key stakeholders in the organization like customers, employees, and investors (Ulrich & Beatty, 2001; Ulrich & Brockbank, 2005). Accordingly, in order to increase HRM effectiveness, HR professionals must become competent in identifying and putting HR practices into practice. The effective utilization of strategic HR is made possible when HR stakeholders (HR managers, LMs, and top-level managers) put HR policies into practice (Zhao, Sheehan, De Cieri, & Cooper, 2019). Due to such utilization, the transformation of business strategies into business capabilities are expedited thereby ensuring HR effectiveness (Akaegbu & Usoro, 2017; Teece, 2018).

Hypothesis 1: Line managers' role as strategic partner positively influence HRM effectiveness.

The Role of Administrative Expert:

An administrative expert (AE) oriented HR manager is expected to execute multiple roles namely outlining and providing HR focused

staffing, training, rewarding, promoting, appraising performance, and managing the organizational workforces along with monitoring the actual progress of HR functions (Brown, Kulik, Cregan, & Metz, 2017; Shakil, Hassan, & Qureshi, 2019). By delivering adequate training and maintaining fair recruitment systems, HR professionals not merely reduce costs and upgrade productivity but also increase profitability (Friedman, 2009). Friedman (2009) went on to opine that the AE role is not confined to performing HR functions, but influences other business processes aligned with business missions and objectives, which in turn lead them to maintain HR effectiveness. Apart from that Huselid, Jackson, and Schuler (1997) postulated that the technical or administrative HRM policies take priority over the strategic HRM policies in the current business firms due to its extensive usage. The past literature demonstrated that the maintenance of HR effectiveness is largely dependent on the moderate level of performing technical HRM practices. This view was substantiated by Ulrich and Brockbank (2005) noting that HR professionals' AE role include the performance of technical or administrative HR functions efficiently which help them to accelerate HR effectiveness in the organization.

Hypothesis 2: Line managers' role as administrative expert positively influence HRM effectiveness.

The Role of Employee Champion:

HR professionals' role of employee champion (EC) consider the issue of employee management and welfare (Friedman, 2009; Ramachandra, Mansor, & Mohamed, 2011). As successful EC, HR professionals continuously attempt to comprehend the employees' needs, meet such needs, and provide sufficient incentives in order to strengthen employee's commitment level, and such efforts ensure HR effectiveness in the long run (Ulrich, 1997). This view was in agreement with Long and Ismail (2010) by stating that one of the six guiding principles of HRM is that value creation must be done in order to perform employee relationship functions. HR managers performing as employee champion create an employee-

friendly environment where employees' concerns, needs, and day-to-day problems are dealt with as planned (Kuipers & Giurge, 2017; Shakil & Mollah, 2019). The evidence presented so far suggests that HR professionals with EC orientation make crucial contributions to the development of employees' perspective by fostering employee centric behaviours and recognizing their contribution that ultimately result in the enhancement of HR effectiveness in the organization.

Hypothesis 3: Line managers' role as employee champion positively influence HRM effectiveness.

The Role of Change Agent:

Ulrich (1997) expressed the opinion that, the role of change agent (CA) incorporates the transformation or change management. Baran, Filipkowski, and Stockwell (2018) lent support to this view asserting that HR roles change from one organization to another organization with respect to managing changes and when the HR community does not define change processes with due care, they will fail to become an effective business player. Most notably, CA oriented managers drive the organization toward the sustaining of HR effectiveness by building employees' capacity for change (Brown et al., 2017; Shakil, Hassan, Kelana, Mollah, & Chowdhury, 2019). Likewise, HR managers performing CA role monitor the business environment and promote organizational change which make the organization competitive (Friedman, 2009). Studies of Yusuf et al. (2017) reported that being a good CA manager necessitates both anticipating and implementing change endeavours. Overall, HR professionals perform CA roles by keenly observing the competitive business environment, managing organizational culture, and transformation, thereby expediting the effectiveness in the human resource department.

Hypothesis 4: Line managers' role as change agent positively influence HRM effectiveness.

Research Methodology

Research Design

The present study utilized quantitative methodology. It employed the use of

questionnaire as the research instrument. The data collection was based on the questionnaire distributed to the respondents and this served as the primary instrument. The questionnaire was designed in order to accumulate enough information pertaining to the objectives of the study.

Sample and Statistical Methods

The first line managers (LMs) working for Bangladesh's private commercial banks (PCBs) served as the current study's key respondents. For this study, we collected data through a survey by utilizing self-administered questionnaire. In this research, we applied the judgmental purposive sampling technique and also drop-off and pick-up (DOPU) method. The HR department of each PCB that consented to distribute the questionnaire to potential LMs received the questionnaires that we distributed using the DOPU technique. There were 400 questionnaires distributed in total, and 260 of them were returned. After receiving a total 260 questionnaires, 50 incomplete questionnaires were removed. In order to analyse data, 210 questionnaires were applied consisting of a response rate of 52.5 percent. In the literature, past researchers found the response rate of 29% (Rubel & Kee, 2015) and 43.4% (Rubel, Rimi, & Walters, 2017) in Bangladesh context. Based on past findings, our response rate in this study is considered acceptable.

Survey Instruments

This study adapted the roles of HR professionals advocated by Ulrich (1997). In order to measure the HR roles (employee champion, strategic partner, change agent, and administrative expert), the questionnaire of HR Role Assessment Survey (HRRAS) with 40 items was adapted from Conner and Ulrich (1996). A number of researchers (Bhatnagar & Sharma, 2005; Long, 2011; Sarip, Shaari, & Royo, 2018; Shakil, 2019) in the extant literature also applied the HRRAS questionnaire. On a 5-point Likert scale, with 1 denoting "strongly disagree" and 5 denoting "strongly agree," respondents were asked to indicate their agreement or disagreement with a series of items pertaining to four HR roles. The examples of questionnaire items of the strategic partner

role: 'Human resource assists the corporation in achieving its commercial objectives'; the administrative expert role: 'Human resource assists the corporation to upgrade operational effectiveness'; the employee champion role: 'Human resource assists the corporation to look after employees' personal needs'; the change agent role: 'Human resource assists the corporation in adapting to change'.

HRM effectiveness was measured based on LMs' perceptions pertaining to the contribution of HRM in accelerating the firm's competitive advantage. The HRM effectiveness instrument was adapted from the research of Kim and Ryu (2011) including eight items. The sample item involves 'HRM is effective in providing teamwork fostering' applying a five-point Likert-type scale.

Analysis

In order to enter data, clean data, calculate missing values, perform descriptive analysis, Statistical Package for the Social Sciences was employed. Apart from that, we applied SmartPLS 3.2.7 software with a view to analysing data. Since the data in this study were self-reported by their very nature, there was a possibility of common method variance (CMV). In order to determine the magnitude of such a possible problem, we performed a Harman single-factor test. Based on the view of Podsakoff and Organ (1986), CMV is problematic when the significant portion of the variance is explained by a single latent factor. According to the unrotated factor analysis used in this study, the first component accounts for 38.7% of the total variance of the five factors, or 84.5 percent. Therefore, there is no threat from the CMV issue in this study. Furthermore, following the recommendations of Kock (2017), we conducted a thorough collinearity test by looking at variance inflation factor (VIF) in PLS-SEM because Harman's one-factor test has limitations that we needed to address. Since every VIF value was larger than one (1) and less than five (5), which is the suggested threshold, the results shown in Table 2 demonstrated that CMV did not flaw the measurements.

Data Analysis

The PLS-SEM or partial least squares structural equation modelling method, which is frequently used in the scholarly literature of HRM, was used to analyse the data. A number of reasons influenced us to choose the PLS-SEM technique (Roldán & Sánchez-Franco, 2012). First and foremost, the focus of this study was both predictive and explanatory of the outcome variable. Next, the size of the sample ($n = 210$) was not large enough; thirdly, a complex research model was followed based on the hypothetical relationships and also the levels of dimensionality. Lastly, the current study used the scores of latent variables in analysing the predictive relevance, specifically for implementing the two-stage approach for developing the models of multi-dimensional constructs.

At the first stage, the measurement model is required to be assessed for enabling the relationships between the observed variables and specified theoretical concepts. This analysis was carried out in terms of average variance extracted (AVE), individual item reliability, construct reliability, and the latent variables' discriminant validity. In a similar way, the structural model is evaluated in the second stage in order to determine the extent to which the proposed model's hypothesized relationships are consistent with the available data. Chin (1998) recommended bootstrapping approach which was used to evaluate the hypotheses. In addition, we examined the measurement model along with the structural model in this study using the SmartPLS v. 3.2.7 software as suggested by Ringle, Wende, and Becker (2015).

Results

Measurement Model Assessment

To start with, the dimensions and indicators satisfied the requirements for validity and reliability. The study's findings, which are shown in Table 2, demonstrated that the measurement model's requirements had all been met, and the reflective individual items had all demonstrated reliability by exceeding the threshold value of 0.7. As a result, the current study found adequate reliability of individual items (Carmines & Zeller, 1979).

Secondly, because the composite reliabilities of all five reflective constructs were greater than 0.7, they all met the criteria for construct reliability (Nunnally & Bernstein, 1994). Thirdly, all latent variables met the convergent validity requirement since their average extracted variance (AVE) was greater than the threshold value of 0.5. (Fornell & Larcker,

1981). Lastly, all latent variables satisfied the criteria for discriminant validity. The heterotrait-monotrait ratio of correlations (HTMT) criterion, which can be seen in Table 3 and provides evidence of discriminant validity by values below 0.85, allowed us to confirm this validity (Henseler, Ringle, & Sarstedt, 2015; Hair, Risher, Sarstedt, & Ringle, 2019).

Table 1. Summary of the measurement model results

Construct	Measurement Items	Loading	VIF	AVE	CR
Strategic Partner	SP1	0.884	1.453	0.658	0.925
	SP2	0.776	1.744		
	SP3	0.831	1.706		
	SP4	0.758	1.252		
	SP5	0.726	1.393		
	SP6	0.765	1.261		
	SP7	0.791	1.351		
	SP8	0.822	1.284		
	SP9	0.711	1.791		
	SP10	0.754	1.652		
Employee Champion	EC1	0.791	1.154	0.576	0.859
	EC2	0.768	1.271		
	EC3	0.796	1.258		
	EC4	0.869	1.172		
	EC5	0.762	1.164		
	EC6	0.871	1.372		
	EC7	0.716	1.559		
	EC8	0.768	1.972		
	EC9	0.863	1.194		
	EC10	0.779	1.679		
Administrative Expert	AE1	0.857	1.289	0.525	0.865
	AE2	0.791	1.276		
	AE3	0.776	1.055		
	AE4	0.708	1.071		
	AE5	0.713	1.388		
	AE6	0.851	1.766		
	AE7	0.796	1.705		
	AE8	0.758	1.973		
	AE9	0.813	1.781		
	AE10	0.881	1.576		
Change Agent	CA1	0.741	1.247	0.635	0.945
	CA2	0.717	1.224		
	CA3	0.851	1.287		
	CA4	0.761	1.347		
	CA5	0.877	1.294		
	CA6	0.739	1.386		
	CA7	0.810	1.647		
	CA8	0.884	1.299		
	CA9	0.755	1.741		
	CA10	0.818	1.324		

Construct	Measurement Items	Loading	VIF	AVE	CR
HRM Effectiveness	HRME1	0.776	1.257	0.598	0.898
	HRME2	0.718	1.371		
	HRME3	0.817	1.752		
	HRME4	0.731	1.351		
	HRME5	0.802	1.265		
	HRME6	0.742	1.179		
	HRME7	0.709	1.581		
	HRME8	0.860	1.892		

Note: Average variance extracted = AVE, Composite reliability = CR, Variance inflation factor = VIF.

Table 2. Discriminant validity of constructs- HTMT criterion

	SP	EC	HRME	AE	CA
SP					
EC	0.547				
HRME	0.661	0.509			
AE	0.705	0.419	0.684		
CA	0.692	0.597	0.489	0.518	

Note: Strategic Partner = SP, Employee Champion = EC, HRM Effectiveness = HRME, Administrative Expert = AE, Change Agent = CA

Structural Model Assessment

In a structural model, the coefficient of determination or R² value (Hair, Sarstedt, Ringle, & Mena, 2012) and path coefficients or β value (Chin, 1998) of the model are evaluated to measure the connection among endogenous and exogenous latent variables. According to Sarstedt, Ringle, and Hair (2017), the extent of explained variance with regard to endogenous latent variables is referred as R² while β reflects the degree to which different variables

have an impact on endogenous latent variables (Memon & Rahman, 2014). In accordance with Cohen (1988) and Cohen, West, and Aiken (2014), an effective model should have an endogenous latent variable with an R² value greater than 0.26. Our developed model's R² value, which is displayed in Figure 2 at 0.324, is higher than the suggested threshold. Accordingly, it is demonstrated that the model adequately accounts for the variance in HR effectiveness using the four HR roles.

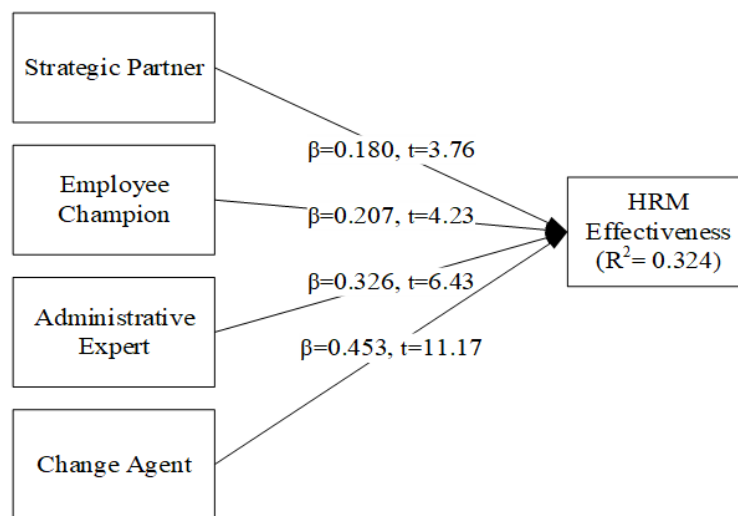


Figure 1. Results of the structural equation modelling (SEM) path analysis

The next step is to compare the β values within each path in order to assess all latent variables' path coefficient values. According to Memon and Rahman (2014), the maximum value of β signifies the exogenous (predictor) latent variable's strongest influence on its endogenous (outcome) latent counterpart. But the t-value test, which is performed by using the nonparametric bootstrapping technique, must be used to determine the level of significance of the β value (Chin, 1998). The recommended t-values

for a two-tailed test by Hair, Ringle, and Sarstedt (2011) are 1.65 (significance level = 10%), 1.96 (significance level = 5%), and 2.58 (significance level = 1%). Bootstrapping was used to generate 5000 samples for the current investigation, and the results from Table 4 showed that every path had a t-value that was greater than the cutoff for a significance level of 5%, or 1.96. This implies that the HR effectiveness is strongly influenced by each path in the established model.

Table 3. Structural model (path analysis) results

Hypothesized Path	Standard Beta	Standard Error	t-value	Decision
SP → HRME	0.180	0.048	3.76**	Supported
EC → HRME	0.207	0.045	4.23**	Supported
AE → HRME	0.326	0.051	6.43**	Supported
CA → HRME	0.453	0.041	11.17**	Supported

Note: EC = Employee Champion, SP = Strategic Partner, AE = Administrative Expert, CA = Change Agent, HRME = HRM Effectiveness.

* $p < 0.05$ level; ** $p < 0.01$ level (two tailed).

Chen (2007) holds the view that, the Standardized Root Mean Square Residual or SRMR is a measure of the mean of standardized residuals inside the observed and predicted covariance matrices. A measure of predicted model fit is also implied by the SRMR. According to Hu and Bentler (1998), the study model is

considered to have a good fit when SRMR = < 0.08 and better fit is indicated by a lower SRMR. The study model had a strong fit, as evidenced by the SRMR of this model, which was reported in Table 5 at 0.06. The value of Chi-Square and NFI was also measured in this study reporting 1921.072 and 0.822 respectively.

Table 4. The model fit summary

	Measured Model
SRMR	0.060
d_ULS	1.643
d_G1	0.961
d_G2	0.789
Chi-Square	1921.072
NFI	0.822

Discussion

This study aims to raise comprehension among various banking industry stakeholders in Bangladesh about the significance of HR roles implementation and the value of line managers and HR professionals collaborating to formulate strategic HRM procedures, which in turn accelerates the growth of HRM effectiveness. The proposed theoretical framework is supported here, hence the current study

applied the resource-based view (RBV) as the major theory. In the framework, the "HR role" topology by Ulrich (1997) is provided. In this study, 220 line managers from Bangladeshi private banking sector were selected as a sample. In line with this, the constructed framework employed in this study comprised four HR roles developed by Dave Ulrich and HRM effectiveness.

The effectiveness of HRM was evaluated by line managers (LMs) in private commercial banks (PCBs) in the current study. According to the study's findings, the employee champion (EC), strategic partner (SP), change agent (CA), and administrative expert (AE) roles had a positive and significant association with HRM effectiveness. This finding was in conformity with the results of Yusliza et al. (2019) who conducted their study on LMs of Malaysian manufacturing companies reporting that the SP, AE, CA, and EC role of HR have impact on all dimensions of strategic HRM effectiveness. Furthermore, Ryu and Kim (2013) were in consensus with the findings of Yusliza et al. (2019) conducting an empirical analysis based on the Korean context involving first-line managers' HR functions and HRM effectiveness and also reported the findings that first-line managers' HR responsibilities positively influence HRM effectiveness. However, Yusliza, Hazman, and Aniah (2010) attempted to carry out a study on 108 large firms in Malaysia and reported their results that business partner roles (SP and CA) of HR department positively impacted HRM effectiveness whereas other two HR roles (AE and EC) did not positively impact HRM effectiveness.

It is apparent from the data analysis that LMs performing SP role, AE role, EC role, and CA role predict the effectiveness of HR in PCBs in Bangladesh. LMs are devolved the actual responsibilities of implementing HR, even though HR professionals practise HR roles, which result in improving HRM effectiveness. In analogy, when HR professionals together with LMs work collaboratively in enhancing HRM practices and policies, then the possibility of improving their HR responsibilities in relation to the effectiveness of HR is increased. It is worthwhile to note that HR professionals cannot carry out HR responsibilities alone and the close assistance of LMs is required for accelerating HRM effectiveness. The study's findings, which took LMs' views into account, suggested that the effective performance of HR roles in Bangladesh's private banking industries accelerate the achievement of HRM effectiveness.

Implications for Research

The present study makes crucial contributions to the HRM scholarship in a number of ways through both its empirical findings and theoretical arguments. Initially, this study explained theoretically the positive relationship between HR roles performance by LMs and the effectiveness of HRM. The burgeoning literature of strategic HRM mostly focused on HR roles performed by HR managers and the impact of HR roles on organizational performance (Kuipers & Giurge, 2017; Long & Ismail, 2010), paying inadequate attention to the causal mechanisms by which LMs' performance of HR roles may influence HRM effectiveness. Drawing from a resource-based view (Barney, 1991), we propose that active performance of HR roles by LMs may contribute to enhancing HRM effectiveness by allowing organizations to develop organizational capabilities and achieve competitive advantages. Future researchers may extend this perspective and test the mediating mechanisms empirically through which LMs' performance of HR responsibilities lead to the effectiveness of HRM.

Afterwards, our study contributes empirically to the extant body of literature. While past studies on this subject emphasized on a small number of cases performing descriptive analysis, our findings are an addition to the HRM scholarship by testing a causal model quantitatively. Future researchers may investigate the replicability of our study findings in other cultural and institutional contexts. In addition, we offered evidence of the positive association between LMs' HR roles performance as well as HRM effectiveness within the context of Asian culture. It is thoroughly documented that Asian economies are emerging and undergoing significant shifting in their institutional terrain in relation to human resource management (Pandey & Hewapathirana, 2016). In the opinion of Ryu and Kim (2013), Asian countries have become exponentially more significant in the business community across the globe. By exploring the organizational implications of HR roles with regard to enhancing HRM effectiveness, the current study provides new insights and understanding into strategic HRM in Asian emerging economies like Bangladesh.

Implications for Practitioners

Our findings have a primary message for HR decision makers including that devolving HR functions to LMs is advantageous for private commercial banks (PCBs). Another key practical message of our study findings is that, if an organization makes sure of the devolution of HR tasks to LMs, the company should ensure that LMs are well trained and inspired to embrace HR functions. Since LMs are rarely HR specialists, their knowledge regarding HR policies and leadership skills may be limited (Gilbert, Winne, & Sels, 2011; Nehles, Riemsdijk, Kok, & Looise, 2006). Likewise, in an effort to enhance positive effects on HRM effectiveness, it is necessary to maintain close collaboration between HR professionals and LMs on the issue of managing workforce. While HR professionals design and introduce HRM policies in an organization, LMs act as the crucial implementers of such policies at the organizational level (Bos-Nehles & Meijerink, 2018). The working relationship between HR professionals and LMs accelerate the HR implementation process at the operational level which in turn influences HRM effectiveness.

Furthermore, our empirical findings based on the Bangladeshi data suggest that, in emerging countries with collectivist society, allowing LMs to take on HR responsibilities is a practice not to be avoided. The active involvement of LMs in HR practices can make a contribution to HRM effectiveness, as long as LMs are well informed regarding organizational HR policies. Additionally, LMs should invest in building relationships with HR professionals in order to make implementing HR roles successful. Apart from that, HR professionals employed in PCBs should comprehend that if LMs are provided necessary support and adequate time for performing HR roles, LMs' motivation will be boosted for reciprocating such investment. This resonated with the study of past researchers (Makhecha, Srinivasan, Prabhu, & Mukherji, 2018; Wright & Nishii, 2013) emphasizing that HR managers likely to close the gap between intended and implemented HRM procedures by building trustworthy connections with LMs, who in turn help the organization to improve the HR implementation process. Moreover, the HR department of PCBs can take initiatives to

motivate LMs on performing HR responsibilities by offering institutional incentives, providing practical advice and guidelines, and supporting LMs in handling difficult HR tasks. Indeed, our study findings highlight that organizations in other Asian emerging economies with similar cultural values have reason to adopt the idea of devolving HR functions to LMs with a view to enhancing HRM effectiveness.

Limitations and Suggestions for Future Research

Despite the contributions provided by our research, the findings should be explained with certain cautions, given a number of limitations that also imply avenues of future research. The first limitation is using a cross-sectional dataset in the current research. Despite we developed hypotheses based on solid theoretical arguments, causal inferences cannot be made from our results. Accordingly, the possibility of reverse causality cannot be ruled out by us. Future researchers may thus collect data by using a longitudinal approach for assessing our hypothesized relationships. Secondly, our data may be influenced by common method bias (CMB) since we gathered data from a single group of LMs and all measures were self-reported. To examine the potential effect of CMB, Harman one-factor test was performed in this study by following the suggestions of Podsakoff, MacKenzie, Lee, and Podsakoff (2003). Even though, the findings derived from this study do not rule out the possibility of CMB, they do suggest that CMB is not likely to have complicated our understanding of the findings. Next point to recognize is that our data was gathered from only LMs. Alongside LMs, HR professionals and employees also represent the business. Instead of relying solely on the LMs' opinions, it would be beneficial to include data from employees and HRM department members. Furthermore, we remind readers that our sampled firms for this empirical study are banking organizations. Future studies might attempt to investigate whether the findings of our empirical study on the influence of HRM roles of LMs on HRM effectiveness can be generalizable to manufacturing organizations and professional service firms. Finally, future scholars may be interested in conducting in-

depth qualitative study for providing more comprehensive information on the real perceptions and experiences of LMs toward their HR roles influencing HRM effectiveness.

Conclusion

Altogether, the concept of HRM implementation effectiveness by LMs has achieved immense ground in the HRM-performance literature. LMs are now increasingly considered as the linking pin in the HRM implementation process because they play a key role in putting HR policies into practice on the work floor (Wright & Nishii, 2013). However, until recently, little emphasis has been placed on the effectiveness of LMs' HR role performance (Beeck, Wynen, & Hondeghem, 2017). Likewise, strategic HRM literature recognized the effective HRM implementation by LMs widely, but the link between the resource-based view and HRM has remained relatively unaddressed both theoretically and empirically until now. Therefore, applying resource-based view theory, we theorize that the performance of HR roles (employee champion, strategic partner, change agent, and administrative expert) was positively linked to HRM effectiveness.

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