

# THE STRATEGIC ROLE OF HR MANAGERS IN AUSTRALIAN ORGANISATIONS: CUES FROM ORGANISATIONAL RECRUITMENT SOURCES

---

CATHY SHEEHAN\*

*Department of Management*

*Faculty of Business & Economics*

*Monash University*

*PO Box 197*

*Caulfield campus*

*Caulfield East*

*VIC 3145*

*Australia*

*Ph: + 61 3 99032228*

*Fax: + 61 3 99032718*

*Email: cathy.sheehan@buseco.monash.edu.au*

ANTHONY SCAFIDI

*Department of Management*

*Monash University*

*Caulfield campus*

*Caulfield East*

*VIC 3145*

*Australia*

*Ph: + 61 3 99032228*

*Fax: + 61 3 99032718*

*\* Please address all correspondence to Dr. Cathy Sheehan*

---

## ABSTRACT

---

This study has used a longitudinal, quantitative design to explore the expected increase in the reference to human resource management (HRM) strategic planning roles in Australian organisations between 1993 and 2004. The research also examined which of the organisational characteristics of ownership, sector and size best predicts strategic planning roles for HR managers in 2003-

04. Data was collected from the content analysis of 315 job advertisements for senior Human Resources (HR) managers published in national newspapers and on the Internet. Results established a longitudinal increase in references to strategic HR roles and established that internationally-owned, larger, and public sector organisations placed greater emphasis on promoting strategic roles for HR managers. The strongest predictor of a strategic planning role however was the sector in which the organisation was placed. Specifically, in the public sector HR managers at the most senior level were given the same strategic role as counterparts in the private sector but HR managers at the next level down were significantly less likely than HR managers at the same level in the private sector to be given strategic roles. These findings have implications for the training and development opportunities for HR managers working in the public sector.

## INTRODUCTION

Within the Australasian area, empirical evidence indicates that a closer relationship between human resource management (HRM) and organisational strategy is beginning to occur (Cleland et al. 2000; Fisher et al. 1999; Khatri & Budhwar 2002; Michelson & Kramar 2003; Teo 2002). The complete integration and acceptance of a strategic role for HRM is, however, still to be realized. Michelson & Kramar (2003), in a review of the literature and research into evidence of SHRM in Australian companies, suggest that the integration of HRM and corporate strategy is uneven. Specifically these authors note that although strategic integration is apparent in some organisations, there is a lack of consistency across organisations from different sectors and according to organisational ownership and size.

The research that has tried to measure the extent of strategic HRM integration in Australian organisations has largely relied on either survey questionnaires, in-depth interviews or a mixture of both (Cleland et al. 2000; Fisher et al. 1999; Teo 2002). Such methods of eliciting answers potentially create problems of objectivity as results are largely based on the perceptions of individual respondents. Furthermore, the respondents are usually Human Resources (HR) professionals and infrequently include the perspectives of other stakeholders such as CEOs or finance and line managers (Fisher et al. 1999; Michelson & Kramar 2003). In an attempt to reduce the subjectivity associated with these interview and survey responses, the current study measures organisational commitment to strategic HRM by analysing the content of the wording used in job advertisements for senior HR professionals. Job advertisements seek to attract suitable applicants by providing a description of what organisations actually expect from an applicant and the competencies deemed essential for the position. A content analysis of these advertisements does not involve any interplay between interviewers and interviewees or individual interpretation of survey questions. Advertisements are designed to specify job requirements as clearly as possible in order to attract the right candidate and as such may act as a more valid indicator of organisational expectations of the roles for job applicants (Cascio 1998; Gray 1999; Todd et al. 1995).

In summary, the aim of the present study is to measure the strategic role of HR managers using cues from organisational recruitment sources. The study uses a longitudinal, quantitative research design to explore the expected increase in reference to HR strategic planning roles between 1993 and 2004 through an analysis of job advertisements aimed at HR professionals in leadership roles. As well as reviewing the change in strategic requirements for HR managers over that time period the research will investigate a number of organisational determinants of strategic HR that occur in the literature. The research investigates the expectations that overseas-owned, private sector, larger companies are more likely to focus on strategic planning roles for HR managers (Fisher et al. 1999; Teo 2002; Wiesner & McDonald 2001).

## THE STRATEGIC ROLE OF HRM

An understanding of HRM is necessary in order to distinguish the constructs of strategic human resource management (SHRM). Administrative/Functional HRM consists of various practices used to manage people in organisations. These practices have commonly been grouped into the sub-disciplines of selection, training, appraisal and reward, and are generally the identifiable functions of the HRM department (Devanna et al. 1984). In contrast, SHRM focuses on the design and implementation of a set of internally consistent policies and practices that ensure that a firm's human capital (employees' collective knowledge, skills and abilities) contributes to the achievement of business objectives (Beer 1997; Jackson & Schuler 1995; Schuler & McMillan 1984). In short, SHRM takes the identifiable functions of HRM and ensures that the individual policy areas are consistent and aligned with business objectives.

These features of SHRM have an impact on the roles that HR managers perform in organisations. Guest (1989) has explained that the strategic planning role for HR managers should focus on the following areas: integrating HRM into strategic planning, developing HRM policies that cohere both across policy areas and across hierarchies and facilitating the acceptance of HRM practices by line managers as part of their everyday work duties. Moreover, the representation of the HR director on the board of directors is regarded as a significant indication that the HR managers are involved in strategic roles (Brewster 1995; Fisher et al. 1999; Hope-Hailey, Gratton, McGovern, Stiles & Truss 1997; Sisson 2001).

Despite these calls for a significant strategic role for HR, the HR function has traditionally faced a challenge to justify its position within organisations (Delery & Shaw 2001; Stewart 1996). Wright, Dunford and Snell (2001) note that when organisations have a wealth of expendable income they can easily justify expenditures on various HRM policies and procedures, however, when organisations are faced with financial difficulties, the HR functions fall prey to the earliest cutbacks. Other commentators of HRM confirm difficulties for the expected strategic HR role change (Kochan & Dyer 2001; Storey 2001). In Australia, Kane and Palmer, (1995) and Wright, (1995) have stated

that the extent to which HRM has been adopted in Australia has been debatable. Michelson & Kramar (2003) have reported evidence of the growing implementation of a HRM approach but suggest that there is considerable variation across organisations. These authors describe perceptions of HR's contribution to strategic outcomes as 'moderate' to 'fair' with remnants of the view of HRM as an administrative function. Overall however there is some evidence of increasing recognition of a strategic role for HR. The first hypothesis therefore becomes:

*Hypothesis 1. Organisations in 2003-04 will make greater reference to strategic planning roles for HR managers than in 1993-94.*

As noted above, Michelson and Kramar (2003) have suggested that the variation in HRM approach used in Australian organisations may be attributable to organisational characteristics. Walsh (2001), for example, found that both strategic and routine HRM practices are generally more widespread in multinational<sup>1</sup> or foreign-owned firms operating in Australia, than in domestically owned firms. The data revealed multinational organisations, particularly those from the United States, clearly invest more time and energy in the HR function than Australian owned organisations and are more likely to have a specialist HR manager in the workplace and train line managers in employment relations. Deery and Purcell (1989) and Marginson, Armstrong, Edwards, Purcell and Hubbard, (1993) reported that multinational organisations also have greater representation of HR managers on the board of directors. In addition, overseas enterprises are twice as likely to have a director whose primary commitment is HRM (Fisher et al. 1999). From these findings the second hypothesis is derived:

*Hypothesis 2. In 2003-04, foreign-owned organisations operating in Australia will refer to strategic roles for HR managers more than domestically owned organisations.*

Organisational sector has attracted some debate as an explanatory variable in the uptake of a strategic role for HR. Fisher et al., (1999) has suggested that there does not seem to be any difference between public sector<sup>2</sup> and private sector<sup>3</sup> organisations with regards to the extent to which they are embracing the HRM philosophy. Conversely,

Robertson (1994) found in non-commercialised public services in Australia, a low level of integration between people-management and strategic management. Moreover, Teo (2002) suggested that after the corporatisation of a public sector organisation there was a significant increase in the effectiveness of the strategic business partnership role the HR function performed. From this evidence the third hypothesis is developed:

*Hypothesis 3. In 2003-04 Australian private sector organisations make greater reference to strategic roles for HR managers than Australian public sector organisations.*

Finally, with respect to organisational size, when comparing small-medium organisations<sup>4</sup> to large organisations<sup>5</sup> in Australia, it is believed that the former are characterised by more informality in their HRM practices (Kotey & Sheridan 2001; Michelson & Kramar 2003). Wiesner and McDonald, (2001) surveyed 1435 Australian small and medium sized enterprises across all industry sectors. Their results showed nearly 70 percent of the firms sampled did not have a designated manager responsible for HRM, and only 20 percent had separate HR departments. Similarly, according to CEOs in Australian small-medium organisations, business strategies and plans are almost wholly determined without any input from the HR department, because they do not believe that HRM has a strategic or business role to play (Nankervis, Compton & Savery 2002). Company size also affects representation of HR managers on organisations' board of directors with firms with more than 3,000 employees having greater senior level interest in HRM (Fisher et al. 1999). Therefore, the fourth hypothesis is as follows:

*Hypothesis 4. In 2003-04, larger organisations will make greater reference to the strategic requirements of the HR role than small-medium sized organisations in Australia.*

## METHOD

### *Research Design and Data Collection Method*

A longitudinal, quantitative research design has been selected to search for the increase and variation in the reference of strategic planning roles for HR managers. The data was collected using a sec-

<sup>1</sup> A corporation that has production operations in more than one country (Pallister & Isaacs, 2002).

<sup>2</sup> The part of an economy that covers the activities of the government and local authorities (Pallister & Isaacs, 2002).

<sup>3</sup> The part of an economy that is not under government control (Pallister & Isaacs, 2002).

<sup>4</sup> Businesses employing less than 200 people (Australian Bureau of Statistics, 1997-98).

<sup>5</sup> Businesses employing 200 or more people (Australian Bureau of Statistics, 1997-98).

ondary data source in the form of job advertisements for senior HR managers, in the periods of 1993-94 and 2003-04. The advertisements were analysed using content analysis. This process has been defined as a technique for systematically describing the form and content of written or spoken material (Neuman 2000; Sarantakos 1998; Sommer & Sommer 1991). Tharenou (2000) describes the type of content analysis this study uses as a deductive, construct measurement approach that seeks to quantify textual data in terms of pre-existing theoretical concepts. The construct measurement approach uses a fixed word list or dictionary in analysing textual data (Mossholder, Setton, Harris & Armenakis 1995). The current analysis draws from pre-existing theoretical concepts within SHRM theory. A review of the literature provided fixed terms / phrases that were used to describe the strategic roles played by HR managers. Following on, quantitative indices are constructed through counts or compilations of keyword scores of the theoretically meaningful dimensions (Neuman 2000; Sarantakos 1998; Tharenou 2000).

### **Data Sources**

The units of analysis in the research are job advertisements for full time Australian-based HR positions. HR positions included advertisements aimed at people who would both head up the HR function<sup>6</sup> and mid-level HR managers<sup>7</sup> in both 1993-94 and 2003-04. These two levels have been included because they both have the potential to have strategic influence. The heads of HR may have an influence on the overall strategic direction of the organisation and the mid-level HR managers may have strategic input into the national or regional operations of the organisation. Furthermore, in many of the job advertisements, the foreign-owned and large organisations have their heads of HR located offshore or in different states. In these situations the mid-level HR managers were called upon to contribute similar roles to the heads of the HR function.

Data sources included The Weekend Australian, Australian Financial Review, Commonwealth Public Service Gazette, Australian Human Resource Institute's link to seek.com.au, careerone.com.au and seek.com.au. These sources of data collection were selected as they all have

comprehensive national scope. Internet sources were only included as a source of data for the 2003-04 time period.

Samples of HR positions were selected at a ten-year interval, from 1993-1994 to 2003-04. The ten-year interval was broad enough to track the expected shift from a primarily administrative role to a strategic planning role for HR managers. The newspaper job advertisements were systematically sampled from 1st August to 31st October in 1993 and 2003 and from 1st May to 30th June in 1994 and 2004. Data captured over such a long period should correct for biases due to seasonal or cyclical variations in the job market. Furthermore, according to data collected in the ANZ Job Advertisement series, measures of the average newspaper job advertisement per month in 2003-04, identified no specific months that contained more or less job advertisements, apart from the drop in the December holiday period (ANZ 2004).

The Internet job advertisements were examined on a daily basis from 1st June to 30th June 2004. These advertisements were examined for the period of one month as the sites only store the job advertisements for 30 days, therefore no archived data existed. The inclusion of Internet job advertisements was mandatory because in June 2004, there were just under four times as many Internet job advertisements (104,401) as there were newspaper advertisements (21,422) (ANZ 2004). Internet job advertisements, on the whole represent mainly private sector organisations. In order to capture public sector advertisements the Commonwealth Government Gazette, which is a weekly publication, was analysed for the month of June, 2004.

### **Validity and Reliability**

To extract the desired information and ensure the validity of the study, a specific coding scheme was developed from a review of the SHRM literature. Specific terms/phrases that were used to describe strategic planning roles for HR managers were identified. Table 1 provides the results of this process and the seven key terms that were listed as important when describing strategic planning roles and their definitions. The terms/phrases are 'strategic partner', 'strategic role', 'strategic planning', 'strategy formulation', 'business partner', 'business planning' and 'aligning HRM with busi-

<sup>6</sup> Heads of HRM are defined as being in the most senior HR role in the organisation. They have a direct reporting role to the organisations' Managing Director or CEO.  
<sup>7</sup> Mid-level HR managers are defined as being the state or national HR managers. They have a direct reporting role to the Heads of HRM.



**TABLE 5: Key Terms/Phrases Used To Describe Strategic Planning Roles For HR Manager**

Terms	Listed as important by:	Definitions
'Strategic Partner'	Brewster (1995); Cameron & Quinn (1999); Dyer & Kochan (1995); Lawler (1995); Martell & Carroll (1995); Poole & Jenkins (1997); Shipton & McAuley (1993); Ulrich (1997).	The HR manager is an integral member of the management team or is on the companies' board of directors, they play a pivotal role in strategic decision making and ensure HR systems interface effectively with other systems to produce desired organisational performance (Lawler, 1995).
'Strategic Role'	Baird & Meshoulam (1988); Beer (1997); Boxall (1995); Budhwar (2000); Buller & Napier (1993); Cleland, Pajo & Toulson (2000); Delery & Doty (1996); Dyer & Holder (1988); Fisher, Dowling & Garnham (1999); Jackson & Schuler (1995); Kamoche (1992); Lawler (1995); Lengnick-Hall & Lengnick-Hall (1988); Martell & Carroll (1995); Miller & Barack (1981); Nininger (1980); Purcell & Ahlstrand (1994); Schuler (1992); Wright & McMahan (1992); Schuler & Jackson (1987); Storey (1995); Torrington & Hall (1998); Tyson & Fell (1992); Ulrich (1997).	The role of the HR manager is strategic as opposed to administrative and is distinguished by a focus on the long term, linking business and HRM strategic objectives and forward planning (Ulrich, 1997).
'Strategic Planning'	Collins (1987); Dowling & Boxall (1994); Dowling & Schuler, (1990); Dyer (1984); Guest (1989); Hendry & Pettigrew (1990; 1992); Kramer & Michelson (2003); Legge (1995); Storey (1995); Whipp (1992); Wright & Snell (1998).	HRM is integrated into the strategic planning decision making of the organisations (Guest, 1989).
'Strategy Formulation'	Ulrich (1997); Gennard & Kelly (1997); Miles & Snow (1984); Legge (1995); Wright & Snell (1998); Dyer (1984); Schuler & Jackson (1987); Dyer & Holder (1988); Wright & McMahan (1992); Beer, Specter, Lawrence, Quinn-Mills & Walton (1984); Tichy, Fombrun & Devanna (1982); Lawler (1995).	The HR function plays a role in the development of business and strategic plans (Lawler, 1995).
'Business Partner'	Evans (1994); Galang (1999); Gennard & Kelly (1997); Lawler (1995); McConville & Holden (1999); Michelson & Kramar (2003); Ulrich, (1997).	The HR manager is an integral member of management teams and is involved in strategic and business planning as well as managing the firms' infrastructure, employee contributions and change (Ulrich, 1997)
'Business Planning'	Evans (1994).	The HR manager plays a pivotal role in strategic and business planning (Evans, 1994).
'Aligning HRM with Business Strategies'	Beer (1997); Boxall & Dowling (1990); Budhwar (2000); Cameron & Quinn (1999); Delery & Doty (1996); Devanna, Fombrun & Tichy (1984); Dowling & Schuler (1990); Evans (1994); Huselid (1995); Jackson & Schuler (1995); Kochan & Dyer (1995); Li (2003); Lundy (1994); Martell & Carroll (1995); Miles & Snow (1984); Miller (1987); Purcell & Ahlstrand (1994); Ritson (1999); Schuler & Jackson (1987); Wright, Dunford, Snell (2001); Wright & Snell (1998); Ulrich, (1997); Wright & McMahan (1992);	HR managers focus is on effectively aligning HR strategies and functions with business strategies (Ulrich, 1997).

ness strategies'. Each job advertisement could only be assigned to one category. If the job advertisement referred to terms/phrases, that make up a strategic focus as well as traditional functional roles, it would be placed in the strategic group. The reasoning for this classification is that any evidence of the terms/phrases in the strategically focused group implies that the HR Manager has a strategic role to play within the organisation.

In order to improve the reliability of the data collection process a data matrix was developed to record the outcomes of the content analysis. This data matrix was simply a proforma with a series of columns that were filled out by the researcher. Column entries were made for the source of the advertisement, date, HR title used, sector, ownership, firm size, state and industry. A separate column for strategic reference allowed the researcher to list the strategic terms and phrases that were referred to in the advertisement. Where no reference was made to any of the strategic terms identified in Table 1 the researcher classified the job as functional. As well as simplifying data collection, the data display matrix ensured that the same measure of analysis was applied to each of the job advertisements. Inter-rater reliability was also used to ensure rating consistency. Prior to conducting the study, two independent researchers coded 30 advertisements and a consistency level of 91% was achieved.

### **Data Analysis**

Once the data for the job advertisements had been coded and placed into SPSS, crosstabulations and frequency tables were used to describe the overall characteristics of the sample. In order to answer the four hypotheses, crosstabulations using the phi coefficient statistic were conducted. The phi coefficient is a non-parametric measurement of the significance and the strength of the relationship between two variables (Sarantakos 1998). Pallant (2001) indicates the phi coefficient is the most appropriate statistic when reporting the significance and the relationship for crosstabulations that have 2 variables with 2 categories (resulting in a 2 x 2 table), which is applicable to this research. To report the statistical significance of the data, three probability levels ( $p$ ) have been shown,  $p < .05$ ,  $p < .01$  and  $p < .001$  (Neuman 2000). Also, to interpret the strengths of the relationships between the

two variables using the phi coefficient, if the value is .10 to .29 the relationship is considered to be small, if the value is .30 to .49 the relationship is medium and if the value is .50 to 1 the relationship is large (Cohen 1988).

To observe which of the organisational characteristics of size, business sector and ownership is the best predictor of the presence of strategic planning roles for HR managers, binomial logistic regression was conducted. Tabachnick and Fidell (1996) have explained that binomial logistic regression is a form of regression which is used when the dependent variables are dichotomous and the independent variables are of any type. Logistic regression can be used to predict dependent variables on the basis of independents and to determine the percentage of variance in the dependent variables that are explained by the independents, as well as ranking the relative importance of the independents to ascertain the interaction effects, and to understand the covariate control variables (Tabachnick & Fidell 1996). In this study the dependent variable is the role of the HR manager (strategic/functional), the independent predictor variables are organisational ownership (Australian/foreign), business sector (public/private) and size (large/small-medium) and the control variables are the state and industry.

## **RESULTS AND DISCUSSION**

The overall sample size of the job advertisements was 315, with a larger portion of the data collected in 2003-04 (73.7%) when compared to 1993-94 (26.3%). AHRI's link to seek.com.au (36.8%) provided the most job advertisements for the whole sample, followed by the Weekend Australian (35.6%). Of the positions recorded, the heads of HRM (66%) had greater representation than mid-level HR managers (34%). All the industry groups identified by the Australian Bureau of Statistics (2001) are represented in the data set with most of the job advertisements coming from organisations operating in Personal and other services (14.2%), followed by Manufacturing (12.3%). The job advertisements came mostly from the private sector (71.7%) in comparison to the public sector (28.3%).

### **Results of Hypotheses Testing**

With respect to hypothesis 1, support was found

**TABLE 2: Roles Of HR Managers In 1993-94 And 2003-04**

		Role of HR Manager		
		Functional	Strategic	Phi coefficient
Years of job advertisement	1993-94	68.7%	31.3%	.24
	2003-04	41.4	58.6	
Total		153	162	

**TABLE 3: Role Of HR Managers And The Type Of Business Ownership**

			Role of HR Manager		
			Functional	Strategic	Phi coefficient
2003-04	Type of Ownership	Foreign	31.4%	68.6%	.14
		Australian	45.9	54.1	
Total			94	133	

for an increase in the reference to a strategic role for HR managers across the longitudinal data (1993-94/2003-04). The outcome of the analysis was found to be 'significant' (Phi =.24,  $p < .001$ , see Table 2).

Hypothesis 1 was therefore supported and it can be concluded that organisations in 2003-04 made greater reference to a strategic focus for HR managers than organisations in 1993-94, who make greater reference to functional roles.

Various research findings have suggested that a strategic approach towards HRM has become more widespread in Australia (Dunphy 1987; Fisher et al. 1999; Michelson & Kramar 2003). The results of the present study confirm these findings, with organisations in 1993-94 looking to select HR managers to perform predominantly functional roles, compared to organisations in 2003-04 that have required HR managers to be more strategically focused. Michelson & Kramar (2003) have suggested, in a review of the Australian literature, that there is definitely evidence and support for a growing commitment to HRM in Australia and this current research rein-

forces this conclusion. These writers also argue however that the extent and rate of diffusion of HRM amongst organisations varies considerably and may be driven by factors such as overseas ownership, sector and size. The results from the following hypothesis provide some insight into the causes of the variation and report on the factors identified by Michelson & Kramar (2003).

A suggested determinant of the uptake of a strategic HR approach is organisational ownership (Michelson & Kramar 2003; Walsh 2001). Results for the second hypothesis indicate that organisational ownership was indeed found to be a significant predictor of strategic HR focus (Phi =.14,  $p < .05$ , See Table 3).

From the job advertisements overseas-owned organisations were looking for HR managers to perform more strategic roles (68.6%) than Australian organisations (54.1%). These results support Walsh's (2001) findings that foreign-owned firms operating within Australia tend to promote strategic HRM practices more actively than domestic firms. However, it is interesting to note that more than half the Australian organisa-



**TABLE 4: Role Of HR Managers And The Type Of Business Sector**

Role of HR Manager			Functional	Strategic	Phi coefficient
2003-04	Business Sector	Public	54.9%	45.1%	.15
		Private	37.6	62.4	
Total			96	136	

**TABLE 5: Role Of HR Managers And The Size Of The Organisation**

Role of HR Manager			Functional	Strategic	Phi coefficient
2003-04	Size of the organisation	Large	35.6%	64.4%	.27
		Small-medium	72.2	27.8	
Total			95	135	

tions looked to promote strategic roles. This suggests the development and wide acceptance of the strategic intent of HRM among Australian firms. This could be a result of what Michelson & Kramar (2003) noted as the 'spillover' effect of policies and practices from multinational firms to domestic firms. This phenomenon may also be explained by institutional theory which holds that managers copy from other organisations thus signalling to their internal and external stakeholders, that their structures, values and practices are consistent with approaches taken by other successful internationally competitive companies (Meyer & Rowan 1977; DiMaggio & Powell 1983; Scott 1987; Powell & DiMaggio 1991). Australian companies may be looking to successful international management approaches as a benchmark for domestic best practice. This is consistent with the general trend in Australian companies to follow the lead of American companies, for example, in the ongoing re-definition of the HR role and the enactment of a more strategic HRM approach (Sheehan et al. 2002).

The impact of sector was also supported with the results for the third hypothesis ( $\Phi = .15$ ,  $p < .05$ , see Table 4) with private sector organisations more

likely to recruit HR managers to perform principally strategic roles.

Further exploration of this result reveals however that the effect is most pronounced for managers at the less senior level. There was no significant difference between recruitment focus for heads of HR positions yet there was a significant difference at the mid-level HR management level ( $\Phi = .31$ ,  $p < .01$ ).

The issue of whether or not the roles of the HR managers differ between business sectors has been addressed in the literature. Colling and Ferner, (1992) have suggested that commercialised private entities have a greater role in the strategic side of HRM. Robertson (1994) and Teo (2002) similarly established an impact of commercialisation. The results of this study correspond with these findings, suggesting that in 2003-04 the job advertisements for the HR managers in the private sector emphasised a greater strategic focus when compared to those in the public sector and this is more likely to be the case with HR managers who were not at the most senior level.

Finally results for hypothesis 4 that reviewed the



impact of organisational size produced a significant effect ( $\Phi = .27, p < .001$ , See Table 5) revealing that small-medium organisations are looking for HR managers to fulfil a functional role (72.2%) more than large firms (35.6%).

Prior research suggests that Australian small-medium organisations, when compared to large organisations, are characterised by more informal HRM practices (Kotey & Sheridan 2001; Wiesner & McDonald 2001). This understanding is reinforced by the results from the present study with almost three-quarters of the heads of HR in small-medium firms performing solely functional duties. This is supported by research conducted by Nankervis et al., (2002) who established that CEOs of small-medium sized enterprises reported a lack of strategic or business HR roles in their organisations.

A Binomial Logistics Regression analysis (Tabachnick & Fidell 1996) was performed in order to examine which organisational characteristics assessed in Hypotheses 2, 3 and 4 best predicted a strategic planning role for HR Managers in 2003-04. The dichotomous predictor variables used in the analysis were business sector (coded 1= private, 0= public), organisational size (coded 1= small-medium, 0= large), and organisational ownership (coded 1= Australian, 0= foreign). The Industry and State variables have been included as control variables with the modal categories 'personnel and other services' for industry and 'NSW' for state used as the reference groups. The roles the HR managers were expected to fulfil in the organisations, either functional (coded as 0) or strategic (coded as 1) served as the dichotomous criterion variable in this analysis.

In terms of "goodness of fit", the chi-squared difference test of the final model compared to the initial model was statistically 'significant'  $\chi^2(25, N=221) = 38.72, p < .05$ . This indicated that the predictor variables, as a set, reliably distinguished between functional and strategic planning roles for HR Managers. Also, according to Nagelkerke's pseudo R-square of .216, the model explained 21.6% of the variance in the role of HR managers, which is a medium amount (Nagelkerke, 1991). While these factors explain the overall significance of the model, it is necessary to inspect the Wald statistic probabilities to determine the influence of the predictors separately. This analysis revealed

that organisational size was a statistically significant predictor (B coefficient = -1.82, Wald test=13.80,  $p < .001$ ). The odds ratio for this variable was .16. This means the probability of a strategic role decreases by a factor of .16 for small-medium firms, all other variables being equal. In other words, small-medium firms decreased the odds of the HR manager performing a strategic role by 83.7% ( $1 - .16 \times 100$ ) or increase the odds of a functional role by 83.7%. The business sector that the organisations operated within was also a significant predictor (B coefficient = 1.34, Wald test =5.00,  $p < .05$ ). The odds ratio for this variable was 3.83 and indicates that the probability of strategic roles for HR managers increased by over three times for private sector firms, all other factors being equal. No other variables were shown to be statistically significant after controlling for business sector and organisational size.

In short, the results of the logistic regression show that the business sector, and in particular private sector organisations, was the best predictor of strategic planning roles for HR managers. HR managers in private sector organisations were three times more likely to perform strategic duties. The analysis also established that organisational size, specifically small-medium organisations, was the best predictor of functional roles for HR managers. It was outlined that small-medium organisations increased the odds of HR managers performing functionally focused roles by more than 80 percent.

The dominance of the sector in predicting strategic HR roles is an important finding in this research. While strategic planning roles are demonstrated by the heads of HRM in the public sector. there is a clear lack of strategic responsibility placed on the next level down, the group referred to in this research as mid-level HR managers. Within the literature there is evidence of a dominance of strategic HR roles in the private sector (Colling & Ferner 1992; Robertson 1994). Tompkins (2002), for example, has argued that although there has been quite a good deal of discussion of strategic partnership roles for Personnel or HR professionals, there is a resistance in government to these professionals taking part in strategic deliberations. Lupton and Shaw (2001) similarly review the differences between public and private sector Personnel/HR professionals and review the proposition that personnel management in the public sector is actually

an 'enclave' within the HR profession: a group characterised by lower influence and status.

This perception of public sector Personnel/HR professionals as a more reactive, administrative group ultimately derives from the distinctive nature of the operations carried out by public sector organisations. Public agencies have traditionally been embedded in authority networks rather than economic markets (Tompkins 2002). These networks often involve stakeholders with conflicting and complex political agendas who may place limits on the general strategic autonomy of managers working within public sector organisations and this in turn impacts on managers working within the HR area. This coupled with expectations that public sector organisations should be 'model' employers who provide generous working conditions and a largely pluralist approach to employee relations (Farnham & Horton 1992; Lupton & Shaw 2001) detracts from the incorporation of a harder, unitarist HR approach.

This argument for a distinction between management practices in the public and private sectors has been challenged in the last two decades in Australia. In response to pressure to become more accountable, the 'new public sector management' approach has introduced change to management structures, systems and processes that have allowed, and indeed required, public sector bureaucrats to be more responsive to the needs of a competitive market environment (Kearney & Hayes 1998). Teo's (2000:2002) research into HR's strategic role in corporatised public sector organisations has shown an increase in the overall level of strategic integration between HR and the strategic management process. Specifically, Teo (2002) cites evidence of initiatives that included revision of the workforce planning approaches, restructuring of the people management function and the repositioning of the corporate HR department.

These changes help to explain the findings of the current study with respect to the strategic roles now being taken by senior HR managers operating in the public sector. The results from the current study also show however that this is not the case for mid-level HR professionals within the public sector who still seem to be operating within more traditional roles. This finding has a number of implications. First, at the organisational level, a more operational focus for mid-level HR man-

agers detracts from recent efforts to create a more competitive public sector. Tompkins (2002) has argued that most government jobs are knowledge intensive: either directly involved in the creation of knowledge or the management of knowledge to create a product. As such, intellectual capital in the public sector, as it is in the private sector, provides an important source of competitive advantage. Restricting the strategic role to senior level HR professionals, potentially hinders an organisation-wide commitment to improved competition through effective people management strategies.

At the individual level, HR professionals within the public sector are not being given the opportunity to develop the strategic skills that will be required if they apply for more senior positions either in the public sector or even similar positions in the private sector. Lupton and Shaw (2001) have highlighted a lack of HR professional movement between the private and public sectors and have suggested that a possible explanation for this may be that people prefer to stay in the sector in which they have acquired personal knowledge and expertise. There is also the possibility that investments such as pensions and benefits may be at risk in moving from the public sector to the private sector. Lupton and Shaw (2001) found however that although these reasons may explain some of the resistance, there are more substantial perceptual issues associated with the legacy of the public sector experience with respondents reporting that the public sector experience was a hindrance when applying for private sector positions.

The findings from the current research indicate a reduced exposure for aspiring HR professionals to strategic skill acquisition and ultimately this may exacerbate the ongoing perception that the public sector does not offer the same business experience that can be achieved in the private sector. Consequently this reduces the flow of HR professionals in and out of the public sector and reduces the important crossover of business skills between sectors.

Finally, the lack of strategic skills preparation for mid-level managers who are stepping into senior HR roles impacts on the ability of these managers to establish themselves as business partners within the public sector. Credibility has been an enduring issue for HR professionals in the broad business environment and much has been written

about the need for HR managers to come into business partnership roles with the necessary business skill background (Dyer 1999; Langbert 2000; Sheehan 2005). The results of the current survey indicate that the focus on more functional HR tasks for mid-level public sector managers may detract from their ability to develop broad strategic business experience. This means that ultimately mid-level HR managers in the public sector who aspire to a business partnership role, either in the public or private sector, may need to assume greater personal responsibility for strategic training and development opportunities.

## CONCLUSIONS

Whilst previous Australian research has tested a shift from functional to strategic roles through retrospective questioning of HR managers, the present research has analysed job advertisements at two ten-year intervals to reduce the inherent biases of self-reporting data and produce results that are potentially more reliable with greater explanatory power. As well as providing evidence of an increased strategic role for HR in Australian organisations, this research has shown that while internationally-owned organisations refer more readily to strategic roles for HR managers, Australian organisations are also requiring that they adopt a more strategic role.

The need for a shift to a more strategic focus for HR professionals is supported by the resource based view (RBV) of the firm, which argues for the critical role that SHRM plays in the development of a firm's human resources as a potential source of sustainable competitive advantage (Wright & McMahan 1992; Wright, McMahan & McWilliams 1994). A more strategic role for HR potentially enables organisations to design synergistic sets of HRM practices that produce capabilities that are rare and valuable (Barney & Wright 1998; Becker & Gerhart 1996; Lado & Wilson 1994). A suggested precondition for HR's potential role as a source of competitive advantage is the involvement of HR professionals as business partners at the senior decision-making level (Dyer 1999; Langbert 2000; Sheehan 2005). The results of this study provide evidence that more strategic HR roles are being assigned to HR professionals in Australia and as such augurs well for the potential development of stronger competitive advan-

tage through people management.

The research has confirmed Michelson and Kramar's (2003) suggestion however, that although there is evidence of a more strategic HR role in some Australian organisations, the effect is not consistent across the ownership, sector and size of these companies. With respect to ownership, the results show that although still behind the reported SHRM uptake in overseas-owned companies, Australian-owned companies are imitating HR approaches being used internationally. The evidence of lower levels of SHRM in other organisations, however, such as smaller companies and firms within the public sector has implications for the competitive advantage of these organisations.

Traditionally smaller companies may not have employed a dedicated HR professional and have relied on administrative experts to deal with operational staffing concerns: tasks that are critical for the day-to-day functioning of the organisation. Accordingly, in these situations, recognition of the strategic value of HRM is often left to the vision of the CEO. Indeed in a number of small to medium sized award winning companies in Australia, as identified each year in the HR industry awards<sup>8</sup>, a number of CEOs have taken pivotal roles in driving excellence through appropriate HRM approaches. The challenge becomes to reinforce the value of HR across a broader number of small to medium sized business owners. This may be achieved in any training these entrepreneurs may elect to take and the articulation of these values by other successful small to medium sized business owners.

With respect to the findings of lower SHRM role requirements in the public sector, the possible current systemic reluctance to provide strategic learning opportunities for mid-level HR managers, may mean that this group of professionals will have to take the initiative themselves to acquire broader business experiences and skills. Possible avenues include either enrolment in further formal HR education or transfers within the public sector into roles outside of the HR area.

Before concluding it is necessary to state that although this research has provided confirmation of expectations about the uptake of SHRM in Australia using an alternative methodology, there are some limitations in the research approach used. First, advertisements are only one recruitment tool. The use of advertisements as an indi-



cator of organisational intent is supported in the literature (Gray 1999; Todd et al. 1995) but it also should be noted that organisations will use executive headhunters and networking to access candidates for these senior positions. Accordingly, further research in this area could use interviews with executive search companies to triangulate the findings from the advertisement data. Second, with respect to the content analysis used Todd et al (1995) notes that the data may not be in a consistent form and extra effort is required to make the data comparable. They also suggest decisions must be made by coders as to the meaning of terms/phrases and their categorisation. The use of inter-rater testing in this research was used to try to ameliorate this effect but the researchers acknowledge that the risk of subjective interpretation is always present.

Despite these limitations it is believed that the approach used in this research provides a unique 'window of opportunity' on the issue of whether or not strategic roles exist for HR managers from the point of view of organisational role requirements and as such this research complements the previous work in the area that considers this issue primarily from the point of view of HR professionals.

## REFERENCES

- ANZ. 2004. *ANZ Job Advertisement Series July 5*. <http://www.anz.com.au>. Accessed Sep. 20, 2004.
- Australian Bureau of Statistics (ABS) 1997-98 *Small and medium enterprises*, 8141.0, Canberra: ABS.
- Baird, L. & Meshoulam, I. 1988. Managing two fits of strategic human resource management. *Academy of Management Review*, 13(1): 116-128.
- Barney, J. B. & Wright, P. M. 1998. On becoming a strategic partner: the role of human resources in gaining competitive advantage. *Human Resource Management*, 37(1): 31-46.
- Becker, B. & Gerhart, B. 1996. The impact of human resource management on organisational performance: progress and prospects. *Academy of Management Journal*, 39(4): 779-801.
- Beer, M. 1997. The transformation of the human resource function: Resolving the tension between a traditional administrative and a new strategic role. *Human Resource Management*, 36 (1): 49-56.
- Beer, M., Spector, B., Lawrence, P. R., Quinn Mills, D. & Walton, R. E. 1984. *Managing human assets*. New York: Free Press.
- Boxall, P. 1995. *The challenge of human resource management: Directions and Debates in New Zealand*. Auckland: Longman Paul.
- Brewster, C. 1995. HRM: The European dimension. In J. Storey (Ed.), *Human resource management: A critical text*: 309-331 London: Routledge.
- Budhwar, P. S. 2000. Evaluating levels of strategic integration and devolvement of human resource management in the UK. *Personnel Review*, 29(2): 141-161.
- Buller, P. F. & Napier, N. K. 1993. Strategy and human resource management integration in fast growth versus other mid-sized firms. *British Journal of Management*, 4 (2):77-90.
- Cleland, J., Pajo, K. & Toulson, P. 2000. Have it or lose it: An examination of the evolving role of the human resource professional in New Zealand. *International Journal of Human Resource Management*, 11(1): 143-160.
- Colling, T. & Ferner, A. 1992. The limits of autonomy: Devolution, line managers and industrial relations in privatized companies. *Journal of Management Studies*, 29 (2): 207-227.
- Collins, R. 1987. The strategic contributions of the human resource function. *Human Resource Management Australia*, November: 5-19.
- Deery, S. & Purcell, J. 1989. Strategic choices in industrial relations management in large organisations. *Journal of Industrial Relations*, 31: 459-477.
- Delery, J.E. & Doty, D.H. 1996. Theoretical frameworks in strategic human resource management: Universalistic contingency, and configurational perspectives. *Academy of Management Journal*, 39(4): 802-835.
- Delery, J.E. & Shaw, J.D. 2001. The Strategic Management of People in Work Organisations: Review, synthesis and extension. *Research in*

- Personnel and Human Resources Management*, 20: 165-197.
- Devanna, M., Fombrun, C., & Tichy, N. 1984. A framework for strategic human resource management. In C. Fombrun, N. Tichy, & N. Devanna (Eds.), *Strategic human resource management*: 33-51. New York: John Wiley & Sons.
- DiMaggio, P. & Powell, W. 1983. The iron cage revisited: Institutional isomorphism and collective rationality in organisational fields, *American Sociological Review*, 48: 147-60.
- Dowling, P. J. & Boxall, P. F. 1994. Shifting the emphasis from natural resources to human resources: the challenge of the new competitive context in Australia and New Zealand. *Zeitschrift fur Personalforschung*, 8: 302-316.
- Dowling, P. J. & Schuler, R. 1990. Human Resource Management. In R. Blanpain (Ed.), *Comparative labour law & industrial relations in industrialised market economies*: 125-149. Boston: Kluwer Law and Taxation Publishers.
- Dunphy, D. 1987. The historical development of human resource management in Australia. *Human Resource Management Australia*, 25: 40-47.
- Dyer, L. 1984. Studying human resource strategy: An approach and an agenda. *Industrial Relations*, 23(2): 156-169.
- Dyer, L. 1999. Training human resource champions for the twenty-first century. *Human Resource Management*. 38(2): 119-124.
- Dyer, L. & Holder, G. 1988. A strategic perspective of human resource management. In L. Dyer & G. Holder (Eds.), *Human resource management: Evolving roles and responsibilities*: 1-1 – 1-46. Washington: The Bureau of National Affairs.
- Dyer, L. & Kochan, T. 1995. Is there a new HRM? Contemporary evidence and future directions. In B. Downie & M. Coates (Eds.), *Managing human resources in the 1990s and beyond*: 132-163. Ontario: IRC Press.
- Evans, P. 1994. *Business strategy & human resource management: A four stage framework*. Working paper, Fountainebleau: INSEAD.
- Farnham D & Horton, S 1992. Human resources management in the new public sector: Leading or following private employer practice? *Public Policy and Administration*, 7(3): 42-55.
- Fisher, C., Dowling, P.J. & Garnham, J. 1999. The impact of changes to the human resources functions in Australia. *International Journal of Human Resource Management*, 10(3): 501-514.
- Galang, M.C. 1999. Stakeholders in high-performance work systems. *International Journal of Human Resources Management*, 10(2): 287-305.
- Gennard, J. & Kelly, J. 1994. Human resource management: The views of personnel directors. *Human Resource Management Journal*, 5:15-32.
- Gennard, J. & Kelly, J. 1997. The unimportance of labels: The diffusion of the personnel/HRM function. *Industrial Relations Journal*, 28(1): 27-41.
- Gray, G. 1999. New Zealand HRD practitioner competencies: Application of the ASTD competency model. *International Journal of Human Resource Management*, 10(6): 1046-1059.
- Guest, D. 1989. Human resource management: Its implications for industrial relations and trade unions. In J. Storey (Ed.), *New perspectives on human resource management*: 41-55. London: Routledge.
- Hendry, C. & Pettigrew, A. 1990. Human resource management: An agenda for the 1990s. *International Journal of Human Resource Management*, 1(1): 17-43.
- Hope-Hailey, V., Gratton, L., McGovern, P., Stiles, P. & Truss, C. 1997. A chameleon function? HRM in the '90s. *Human Resource Management Journal*, 7(3): 5-18.
- Huselid, M.A. 1995. The impact of human resource management practices on turnover, productivity, and corporate financial performance. *Academy of Management Journal*, 28(3): 635-672.
- Jackson, S.E. & Schuler, R.S. 1995. Understanding human resource management in the context of organisations and their environment. In M. R. Rosenzweig & L. W. Porter

- (Eds.), *Annual review of psychology*: 237-264. Palo Alto, CA: Annual Reviews.
- Kamoche, K. 1992. Human resource management: An assessment of the Kenyan case. *International Journal of Human Resource Management*, 3: 497-521.
- Kane, B. & Palmer, I 1995. Strategic HRM or managing the employment relationship? *International Journal of Manpower*, 16(5&6): 6-21.
- Kearney, R. C. & Hayes, S. W. 1998. Reinventing government, the new public management and civil service systems in international perspective: the danger of throwing the baby out with the bathwater. *Review of Public Personnel Administration*, 18(4): 38-54.
- Khatri, N. & Budhwar, P.S. 2002. A study of strategic HR issues in an Asian context. *Personnel Review*, 31(1/2): 166-189.
- Kochan, T.A. & Dyer, L. 2001. HRM: An American view. In J. Storey (Ed.), *Human resource management*: 272-287. London: Thomson Learning.
- Kotey, B. & Sheridan, A. 2001. Gender and the practice of HRM in small business. *Asia Pacific Journal of Human Resources*, 39(3): 23-40.
- Lado, A. A. & Wilson, M. C. 1994. Human resource systems and sustained competitive advantage: A competency-based perspective. *Academy of Management Review*, 19(4): 699-727.
- Langbert, M 2000. Professors, managers and human resource education. *Human Resource Management*, 39(1): 65-78.
- Lawler, E. 1995. Strategic human resource management: An idea whose time has come. In B. Downie & M. Coates (Eds.), *Managing human resources in the 1990s and beyond*: 46-70. Ontario: IRC Press.
- Legge, K. 1995. *Human resource management: Rhetorics and reality*. London: Macmillan Press Ltd.
- Lengnick-Hall, C. A. & Lengnick-Hall, M. L. 1988. Strategic human resource management: A review of the literature and a proposed typology. *Academy of Management Review*, 13 (3): 454-470.
- Li, J. 2003. Strategic human resource management and MNE's performance in China. *International Journal of Human Resource Management*, 14(2): 157-173.
- Lundy, O. 1994. From personnel management to strategic human resource management. *International Journal of Human Resource Management*, 5(3): 687-720.
- Lupton, B & Shaw, S. 2001. Are public sector personnel managers the profession's poor relations? *Human Resource Management Journal*, 11(3): 23-38.
- Marginson, P., Armstrong, P., Edwards, P., Purcell, J. & Hubbard, N. 1993. *The control of industrial relations in large companies: An initial analysis of the second company level industrial relations survey*. Warwick: Industrial Relations Research Unit.
- Martell, K. & Carroll, S. J. 1995. How strategic is HRM? *Human Resource Management*, 34(2): 253-67.
- McConville, T. & Holden, L. 1999. The filling in the sandwich: HRM & middle managers in the health sector. *Personnel Review*, 28: 406-424.
- Michelson, G. & Kramar, R. 2003. The state of HRM in Australia: Progress and prospects. *Asia Pacific Journal of Human Resources*, 41(2): 133-148.
- Miles, R. E. & Snow, C. C. 1984. Designing strategic human resource systems. *Organisational Dynamics*, Summer 36-52.
- Miller, E. L. & Burack, E. H. 1981. A status report of HR planning from the perspective of HR planners. *Human Resource Planning*, 4(2): 33-40.
- Miller, P. 1987. Strategic industrial relations & human resource management: Distinction, definitions & recognition. *Journal of Management Studies*, 24(4): 347-361.
- Mossholder, K.W., Setton, R.P., Harris, S.G. & Armenakis, A.A. 1995. Measuring emotion in open-ended survey responses: An application of textual data analysis. *Journal of*



- Management*, 21: 335-355.
- Meyer, J. & Rowan, B., 1977. Institutionalized organisations: Formal structure as myth and ceremony, *American Journal of Sociology*, 83: 340-63.
- Nagelkerke, N.J.D. 1991. A note on a general definition of the coefficient of determination. *Biometrika*, 78(3): 691-692.
- Nankervis, A., Compton, R. & Savery, L. 2002. Strategic HRM in small and medium enterprises: A CEOs perspective? *Asia Pacific Journal of Human Resources*, 40(2): 260-273.
- Neuman, W. L. 2000. *Social research methods: Qualitative and quantitative approaches, 4th ed.* Boston: Allyn & Bacon.
- Nininger, J. R. 1980. Human resources and strategic planning: A vital link. *Optimum*, 11(4): 33-46.
- Pallister, J. & Isaacs, A. 2002. *Oxford dictionary of business*. New York: Oxford University Press.
- Poole, P. & Jenkins, G. 1997. Responsibilities for human resource management practices in the modern enterprise: Evidence from Britain. *Personnel Review*, 26(5): 333-356.
- Powell, W. W. & DiMaggio, P. J. (Eds.) 1991. *The new institutionalism in organisational analysis*. Chicago: University of Chicago Press.
- Purcell, J. & Ahlstrand, B. 1994. *Management in the multi-divisional company*. Oxford: Oxford University Press.
- Ritson, N. 1999. Corporate strategy and the role of HRM: Critical cases in oil and chemicals. *Employee Relations*, 21(2): 159-175.
- Robertson, I. 1994. *The impact of strategic management: Principles of public sector human resource management*. Unpublished Master of Public Administration dissertation, Department of Government, University of Queensland.
- Sarantakos, S. 1998. *Social research, 2nd ed.* South Yarra: MacMillan Education Australia.
- Schuler, R. S. 1991. Repositioning the human resource function: Transformation or demise? *Academy of Management Executive*, 4(3): 49-60.
- Schuler, R. S. 1992. Strategic human resource management: Linking the people with the strategic needs of the business. *Organisational Dynamics*, 21(1): 18-32.
- Schuler, R. S. & Jackson, S. E. 1987. Linking competitive strategies with human resource management practices. *Academy of Management Executive*, 1(3): 207-219.
- Schuler, R.S. & MacMillan, I.C. 1984. Gaining competitive advantage through human resource practices. *Human Resource Management*, 23 : 241-255.
- Scott, R., 1987., The adolescence of institutional theory, *Administrative Science Quarterly*, 32: 493-511.
- Sheehan, C 2005. A model of HR change *Personnel Review*, 34(2): 192-209.
- Sheehan, C. Holland, P. & Dowling, P. 2002. Human resource management, employee relations. In J. Teicher, P. Holland & R. Gough (Eds), *Employee Relations Management*: 89-109. French's Forest: Prentice Hall.
- Shipton, J. & McAuley, J. 1993. Issues of power and marginality in personnel. *Human Resource Management Journal*, 1: 1-13.
- Sisson, K. 1995. Human resource management and the personnel function. In J. Storey (Ed.), *Human Resource Management: a Critical Text*: 87-109. London: Routledge.
- Sisson, K. 2001. Human resource management and the personnel function: a case of partial impact? In J. Storey (Ed.), *Human resource management – A critical text*. London: Thomson Learning.
- Sommer, B. & Sommer, R. 1991. *A practical guide to behavioural research: Tools & techniques*. New York: Oxford University Press.
- Stewart, T.A. 1996. Human resources bites back, *Fortune*, May, 175.
- Storey, J. 2001. Human resource management today: An assessment. In J. Storey (Ed.), *Human resource management*: 3-20. London: Thomson Learning.
- Storey, J. 1995. *Human resource management: A critical text*. London: Routledge.

- Tabachnick, B.G. & Fidell, L.S. 1996. *Using multivariate statistics, 3rd ed.* New York: HarperCollins.
- Teo, S.T.T. 2002. Effectiveness of a corporate HR department in an Australian public sector entity during commercialization and corporatization. *International Journal of Human Resource Management*, 13(1): 89-105.
- Teo, S 2000. Evidence of strategic HRM linkages in eleven Australian corporatized public sector organisations *Public Personnel Management*, 29(4): 557 – 574.
- Tichy, N. M., Fombrun, C. J. & Devanna, M. 1982. Strategic human resources management. *Sloan Management Review*, Winter: 47-60.
- Tharenou, P. 2000. *Book of readings*. Melbourne: Monash University.
- Todd, P.A., McKeen, J.D. & Gallupe, R.B. 1995. The evolution of IS job skills: A content analysis of IS job advertisements from 1970 to 1990. *MIS Quarterly*, 19(1): 1-27.
- Tompkins, J 2002. Strategic human resources management in government: Unresolved issues. *Public Personnel Management*, 31(1): 95-110.
- Torrington, D. & Hall, L. 1998. *Human resource management*. London: Prentice Hall.
- Tyson, S. & Fell, A. 1992. *Evaluating the personnel function, 2nd ed.* Cheltenham: Stanley Thornes.
- Ulrich, D. 1997. *Human resource champions: The next agenda for adding value and delivering results*. Boston: Harvard Business School Press.
- Walsh, J. 2001. Human resource management in foreign-owned workplaces: Evidence from Australia. *International Journal of Human Resource Management*, 12(3): 425-444.
- Whipp, R. 1992. Human resource management, competition and strategy: some productive tensions. In P. Blyton & P. Turnbull (Eds.), *Reassessing human resource management*: 33-55. London: Sage Publication.
- Wiesner, R. & McDonald, J. 2001. Bleak house or bright prospect?: Human management in Australian SMEs. *Asia Pacific Journal of Human Resources*, 39(2): 31-53.
- Wright, C. 1995. *Australian studies in labour relations. The management of labour: A history of Australian employers*. Melbourne: Oxford University Press.
- Wright, P.M., Dunford, B. & Snell, B. 2001. Human resource and the resource based view of the firm. *Journal of Management*, 27 (6): 701-712.
- Wright, P. M., & McMahan, G. 1992. Theoretical perspectives for strategic human resource management. *Journal of Management*, 18(2): 295-320.
- Wright, P.M., McMahan, G.C. & McWilliams, A. 1994. Human resources and sustained competitive advantage: A resource-based perspective. *International Journal of Human Resource Management*, 5(2): 301-326.
- Wright, P.M. & Snell, S.A. 1998. Towards a unifying framework for explaining fit and flexibility in strategic human resource management. *Academy of Management Review*, 10(4): 756-772.