

THE HUMAN RESOURCE MANAGEMENT FUNCTION AND PERCEPTIONS OF ORGANIZATIONAL PERFORMANCE

Vivien T. Supangco*

This study looked into the strategic management of the HR function in terms of the sophistication of its human resource management plan and its focus on practices that have greater strategic value. Results from a sample of 71 firms in Metro Manila showed that there is a positive relationship between sophistication of the human resource management plan and perceptions of organizational performance and the degree to which firms undertake HR practices with greater strategic value. In addition, it was also found that such transformational HR practices were positively associated with perceived organizational performance. The resource-based theory of the firm was invoked to explain these relationships.

The need to approach the management of human resources from a strategic perspective has long been recognized, the impetus of which is the realization that HR is a strategic resource.

Broadly, strategic human resource management (SHRM) pertains to planned human resource policies, systems and activities that enable the organization to achieve its goals (Wright and McMahan, 1992). Martel and Carroll (1995a), on the other hand, added that HR must have a long-term focus, be linked to the strategic planning process, and must contribute to the bottom line even as line managers are involved in the HR policy-making process. Moreover, SHRM involves the use of planning, the design and management of HR systems anchored on clear corporate strategy, HR philosophy and policy, and viewing HR as a strategic resource (Hendry and Pettigrew, 1986).

The above definitions of strategic human resource management imply several ways of approaching it. One such approach is to examine the roles of HR in strategic management

(Golden and Ramanujam, 1985; Martell and Carroll, 1995a; Conner and Ulrich, 1996; Koch and McGrath, 1996; Bennett, Ketchen, and Schultz, 1998; Wright, McMahan, McCormick, and Sherman, 1998a; and Lawler and Mohrman, 2000). Another approach is to examine the management of the function itself and one important consideration of an HR function that is ready to assume a strategic role is to have a blueprint with which to guide HR decisions — the HR plan (Lawler and Mohrman, 2000). In addition, strategic human resource management may be approached in terms of the strategic value of the activities engaged in by HR (Wright, McMahan, Snell, and Gerhart, 1998b in Noe, Hollenbeck, Gerhart, and Wright, 2000; Lawler and Mohrman, 2000).

This paper takes on the last two approaches described earlier, that is, by looking at the function itself, more specifically, the degree of sophistication of its human resource plan, and by determining the strategic value of HR practices.

* Associate Professor of Human Resource Management and Organization Development, College of Business Administration, University of the Philippines.

Given the above considerations, this study aims to determine the relationship between the:

1. sophistication of human resource management plan and perceived organizational performance;
2. sophistication of human resource management plan and the degree to which companies undertake practices with high strategic value; and
3. strategic value of HR activities and perceived organizational performance.

I. HR AS A STRATEGIC RESOURCE

The resource-based view of the firm (Barney, 1991) argues that firms develop and sustain competitive advantage when they are able to create value in ways that are unique and difficult to imitate.

Human resource, both as labor and system, is a strategic resource. The fact that people are unique and may respond to different systems differently may become a source of leverage for companies seeking to gain competitive advantage. This makes human resource systems difficult to imitate because people interact with the HR system, the result of which is difficult to completely predict. While the mechanics of the system may be copied, the exact effect of one system in one organization may be different on another. Thus human resource, both as labor and system, constitutes a causally ambiguous resource and is a significant organizational capability (Collis and Montgomery, 1998). That is why pirating a competitor's key HR executives, even as they bring with them the blueprints of a human resource system, may not even be a guarantee that its system can be imitated since it is a capability that is embedded in an organization (Becker and Gerhart, 1996). Indeed, socially complex phenomena such as organizational culture,

interpersonal relations, and an organization's reputation among customers and suppliers are difficult to imitate because they cannot be completely understood and hence cannot be systematically managed (Barney, 1991).

Another factor that makes imitation difficult is path dependence of a resource. Path dependent resources cannot be instantaneously acquired (Collis and Montgomery, 1998). The extent to which an HR system is inherently path dependent also makes imitation difficult. This is because the result of the implementation of a human resource system is a process and may be understood only through experience and the passage of time. As an organization evolves, it develops skills, abilities and resources specific to it. The process is difficult to accelerate because it reflects the unique personalities and interactions that exist in the organization (Barney, 1995). As such, an organization has a natural protection against imitation, or can at least delay imitation, because the competitor must recreate the path it has taken (Collis and Montgomery, 1998).

The implication of the above discussions is that complex HR systems that build individual as well as organizational capabilities in ways that make them unique to the firm and difficult

to imitate, can be sources of competitive advantage. Thus certain HR practices or bundles of HR practices generate strategic value. On this basis, HR activities may be classified into three categories (Wright, et al., 1998b in Noe, et al., 2000). Activities may be transactional in nature such as records keeping, benefits administration and employee services. There is little room for strategic value in these kinds of activities. There are also the traditional activities which underlie the funda-

mental practices and systems for strategy implementation. These include recruitment, selection, performance management, training, compensation, and employee relations. These have moderate strategic value. The third category of HR activities ensures the long-term capability and flexibility of the organization and is also of greatest strategic value to the firm. These activities include knowledge management, cultural change, management development and strategic redirection and renewal.

II. SOME EMPIRICAL FINDINGS

In examining the relationship between seven key human resource practices including internal career opportunities, training, results oriented appraisal, profit sharing, employment security, participation, and job description on the one hand and performance on the other, Delery and Doty (1996) found three of these practices – results oriented appraisal, employee participation and internal career opportunities – to be directly related with performance. In addition, Delaney and Huselid (1996) examined the effect on performance of HRM practices that influence employee skills and motivation and the structure of work, namely: training and staffing selectivity, internal labor market, decentralized decision making, performance-contingent compensation, formal grievance procedures and vertical hierarchy. Three of these practices were positively related with perceptions of organizational performance. These included training, incentive compensation, and vertical hierarchy. Moreover, Koch and McGrath (1996) found positive and significant

relationships between productivity and the following human resource practices: the use of sophisticated human resource planning, recruitment and selection strategies. While the preceding studies focused on the relationship between firm performance and individual HR practices, Huselid (1995) adopted a systems perspective and looked into a set of High Performance Work Practices which when factor analyzed loaded to two factors, namely: employee skills and organizational structure, and employee motivation. The results show support for the hypotheses that high performance work practices are negatively associated with turnover and positively associated with productivity and firm performance. Moreover, Youndt, Snell, Dean, and Lepak (1996) concluded that human capital enhancing HR systems strengthen operational performance – employee productivity, machine efficiency, and customer alignment – in manufacturing.

At the strategic business unit level, Martell and Carroll (1995b) found a positive relationship between five of the executive Human Resource Management

practices studied and SBU performance. These practices included emphasis on innovative personality characteristics in staffing, external equity in compensation, use of objective and subjective criteria in evaluating performance, and high utilization of performance results in making HRM decisions.

The above studies dwelled on the impact of individual HR practice on performance. The contribution of this present study is in looking into the

strategic management of the HR function itself. It is argued that an HR function that is managed in a proactive manner as evidenced by the development of a human resource management plan, is associated with higher performance. In addition, proactive firms or firms that strategically manage the HR function itself also engage in more transformational HR activities which are considered to have higher strategic value compared to traditional HR activities, hence are expected to be associated with higher performance.

III. HYPOTHESES

If HR as a function is to be a source of competitive advantage, it must be able to create value in ways that are unique and difficult to imitate. A starting point is the HR plan. The process of developing a human resource plan allows managers to critically assess where they are and where they want to go, and in so doing create systems that are congruent to the overall strategy of the organization and are unique to the firm. Thus, it is hypothesized that:

Ha1: Human resource management plan sophistication is positively related with performance.

Again, the process of planning allows an organization to examine its strengths and weaknesses, to locate where it is at and where it is going to be, and consequently to develop action plans to achieve its goals. Such an exercise also allows organizations to see the

importance of transformational human resource practices – those that enable a firm to be flexible and develop long-term capability. Thus, it is expected that:

Ha2: Human resource plan sophistication is positively associated with transformational HR sophistication.

Transformational practices such as knowledge management, management development and culture development enable long-term capability to be competitive and responsive to market and other environmental changes (Noe, et al., 2000). These are complex systems and evolve with the organization. As such they become path dependent and make imitation difficult.

Ha3: Sophistication in transformational human resource management practices is positively related with performance.

IV. SAMPLE AND DATA COLLECTION

The study is based on a convenient sample of 71 companies in Metro Manila. Between September and October 2001, a structured questionnaire (see Appendix) was sent through e-mail to heads of human resource departments of companies listed in the 2001 Personnel Management Association of the Philippines (PMAP) directory. In other cases, copies of the questionnaire were distributed to participants of seminars at the School of Labor and

Industrial Relations of the University of the Philippines and PMAP.

Sixty-nine percent of the respondent companies belonged to the services sector. On average, these companies had been in existence for the past 24.55 years. The average company size was 982.92 employees in 2000 where 232.11 of these were contingent workers. The average size of the HR unit was 77 employees where each HR staff served an average of 82.09 employees.

V. MEASUREMENTS

Dependent Variable

The dependent variable in this study is perceived organizational performance. According to Delaney and Huselid (1996), this alternative measure of organizational performance correlates positively with objective measures of performance. Its use should provide a corroboration of the relationship between HRM practices and organizational performance.

Six Likert-type items adapted from Martell and Carroll (1995) were used to measure perceived organizational performance. These items included perception of performance in terms of sales growth rate, market share, operating profits, new products development, human resource development, and market development (please refer to the questionnaire in the Appendix). These items were factor analyzed. The items loaded to one factor with a Cronbach Alpha of 0.8363. The

resulting factor scores, which are standardized scores with mean zero and standard deviation of 1, were used in subsequent analyses.

Independent Variables

1. Human Resource Management Plan Sophistication

Human Resource Management Plan sophistication is measured by summing each component of a strategic plan that is present in the organizations' human resource plan (question 5 in Part I of the questionnaire, Appendix). In this case, the components included: HRM mission, HRM vision, HRM objectives, specific HRM plans, targets for specific HRM programs, budget for HRM Programs, and HRM measures of success. Each of these components is scored one when present in the organization's HRM plan. Thus scores range from zero, when the organization does not have a formal HRM plan, to seven,

when the organization has all components of a human resource management plan.

2. HR Practices Orientation Indices (also used as a dependent variable)

The concept of HR practices orientation is adapted from Wright, et al. (1998b in Noe, et al., 2000). HR performs several activities and these activities may be categorized based on their strategic value. Transactional activities include activities needed for day-to-day transaction, but whose strategic value is low. Traditional activities are often those that ensure strategy implementation such as recruitment and selection, training, performance management, compensation, and industrial relations. This set of activities is moderate in strategic value. On the other hand, another set of activities is considered of high strategic value because it creates long-term capability of the firm. These are transformational activities and include knowledge management, management development, succession planning, etc.

For the purpose of this study, HR activities are categorized into transformational and traditional activities. The latter combines the traditional and transactional activities as defined by Wright, et al. (1998b). Twenty-five (seven transformational activities and 18 traditional activities)

HR activities were presented to respondents. They were asked to indicate whether or not each HR activity is performed by the HR staff, outsourced, a combination of the two, or not performed in the organization. The components of the transformational index included HR planning, culture change, management development, career management, succession planning, attitude surveys and knowledge management. The components of traditional/transactional HR activities included the 17 remaining items of question 6 in Part I of the questionnaire (Appendix).

For the purpose of computing the sophistication index of each category of HR practices (transformational and traditional/transactional), a score of zero is assigned if the activity is not provided by the organization, and one otherwise. The score is summed by category of HR practices and divided by the total number of activities in each category to get the index for each HR practices orientation (expressed in percentage terms). For brevity, the Transformational HRM Index is referred to as the TF Index, while the Traditional/Transactional HRM Index is referred to as the TD/TS Index.

Control Variable

The purpose of introducing a control variable is to capture the effects of contextual factors related to performance and HR practices. To control for size effects, the natural logarithm of the number of employees was used.

VI. RESULTS

Table 1 provides the means and correlations of all the variables used in this study. Inasmuch as perceived

organizational performance is a factor score, the mean of this variable is almost zero and standard deviation is almost one.

The average of the human resource plan (HRMP) index is 4.64 implying that companies had about five of the seven components of a strategic plan in place. Further analysis showed that 87.3% of the companies in the sample had a formal human resource management plan. While companies that had formal human resource plans had objectives (90.02%), plans (88.5%), targets (83.6%) and budget (88.3%), companies still need to work on some areas such as

measure of HR success (62.3%), HR mission (70.5%) and HR vision (67.2%). On the other hand, the average index for transformational HR activities (TF Index) was 72.84% which means that about five of the seven transformational activities were undertaken by the sample organizations. In addition the average for the traditional/transactional HR activities (TD/TS Index) was 90.87%, implying that almost all of the 18 activities presented were undertaken by the organizations.

Table 1
Means and Correlations of Variables

Variables	Mean	Standard Deviation	N	Correlation Matrix				
				Perceived Performance	HRMP Index	TF Index	TD/TS Index	Size (ln)
Perceived Performance	-4.51E-17	0.9222	71	1.0				
HRMP Index	4.63	2.50	71	0.380**	1.0			
TF Index	72.84	28.59	71	0.253*	0.336**	1.0		
TD/TS Index	90.87	16.68	70	0.214	0.270*	0.663**	1.0	
Size	982.92	1566.10	71	0.004	0.164	0.147	0.195	1.0

* $p < .05$; ** $p < .01$

One question this study aimed to address was whether or not HR plan sophistication was related with perceived organizational performance. Model 1 of Table 2 shows that the relationship of

degree of sophistication of human resource management plan with perceived performance was positive and significant (with $p < .001$) which supports the first hypothesis.

Table 2
Results of Regression Analyses

Independent Variables	Dependent Variables			
	Perceived Organizational Performance			TF Index
	Model 1	Model 2	Model 3	Model 4
HRMP Index	0.397***			0.292**
TF Index		0.246*	0.253*	
Size (ln)	-0.051	0.030		0.129
R ²	0.146	0.065	0.064	0.128
F	5.832**	2.351	4.703*	4.974**

Note: Entries are standardized regression coefficients. + $p < 0.10$; * $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$

It was also hypothesized that the degree of sophistication of human resource management plan was positively associated with the degree of sophistication of transformational human resource management practices. Model 4 of Table 2 supports such hypothesis and the relationship was significant at $p < 0.01$.

The third hypothesis suggested that sophistication of transformational human resource management practices would be positively associated with perceived

organizational performance. Model 2 shows support of the hypothesis in the sense that the variable TF Index was significant at $p < 0.05$; however, the overall model fit was not significant. Inasmuch as the control variable, natural logarithm of size, was not significant, this was dropped in Model 3. The resulting equation was significant at $p < 0.05$ and the sophistication of transformational HR practice was also significant at $p < 0.05$. This supports hypothesis 3.

VII. CONCLUSIONS

There is growing evidence that human resource management practices are associated with firm performance. Most studies have looked into what specific human resource management practices are associated with firm, business or plant level performance. This research extends empirical evidence into the management of the HR function itself. Managing the HR function strategically starts with a strategic human resource plan. The results show a positive relationship between

sophistication of human resource management plans and perceptions of firm performance. The resource-based view of the firm was invoked to explain why such a relationship exists. Thus when a firm engages in the strategic management of the HR function by undertaking planning activities, it is able to come up with HR practices that are firm-specific and unique and which can be sources of competitive advantage. The process of assessing strengths and opportunities and coming up with plans to get the HR function from

where it is to where it wants to be necessitates that it also looks into how HR aligns itself with the broader directions of the organization.

While some studies have looked into the impact of individual practices on firm, business, or plant level performance, others have looked into the set of practices as a system. Of interest in this present study is the effect of a set of practices that are considered to have great strategic value in terms of building an organization's long-term capability to

be competitive. Indeed, the results showed that a firm that engages in planning for the HR function takes a long-term outlook and has a tendency to invest in practices that build long-term capability. The nature of these long-term capability enhancing or transformational practices is complex, evolves with the organization, and hence are path dependent which makes them difficult to be imitated by competitors. Again, investment in such transformational HR practices can be a source of competitive advantage.

VIII. LIMITATIONS AND DIRECTIONS FOR FUTURE RESEARCH

While this study has given us insights into the impact of managing the human resource function strategically on perceived organizational performance, the reader is cautioned about the limitations introduced by the use of cross sectional data. In addition, the non-random nature of data collection also limits the generalizability of the results to firms participating in the survey.

Other measures of HRM plan sophistication or of the sophistication of the transformational practices may be

developed. The present study settled with the simple measures used due to some concern with the brevity of the instrument used. A more detailed question on the time allocated to each activity may provide a better measure of the concepts, but it may also deter the respondents from cooperating with this study. Thus a future research agenda may include using other measures of the variables used in this study such as sophistication of the HRM plan and the sophistication of transformational HR practices. Other measures of performance may also be used.

REFERENCES

- Barney, J. 1991. Firm resources and sustained competitive advantage. *Journal of Management*, 17(1): 99-120.
- Barney, J. 1995. Looking inside for competitive advantage. *Academy of Management Executive*, 9(4): 49-61.
- Becker, B., and Gerhart, B. 1996. The impact of human resource management on organizational performance: Progress and prospects. *Academy of Management Journal*, 39(4): 779-801.
- Bennett, N., Ketchen, D., and Schultz, E. 1998. An examination of factors associated with the integration of human resource management and strategic decision making. *Human Resource Management*, 37(1): 3-16.
- Collis, D., and Montgomery, C. 1998. *Corporate strategy: A resource based approach*. Boston: McGraw-Hill.

- Conner, J., and Ulrich, D. 1996. Human resource roles: Creating value, not rhetoric. *Human Resource Planning*, 19(3): 38-49.
- Delaney, J., and Huselid, M. 1996. The impact of human resource management practices on perceptions of organizational performance. *Academy of Management Journal*, 39(4): 949-969.
- Delery, J., and Doty, H. 1996. Modes of theorizing in strategic human resource management: Tests of universalistic, contingency, and configurational performance predictions. *Academy of Management Journal*, 39(4): 802-835.
- Golden, K., and Ramanujam, V. 1985. Between a dream and nightmare: On the integration of the human resource management and strategic business planning processes. *Human Resource Management*, 24(4): 429-452.
- Hendry, C., and Pettigrew, A. 1986. The practice of strategic human resource management. *Personnel Management*, 15(5): 3-8.
- Huselid, M. 1995. The impact of human resource management practices on turnover, productivity and corporate financial performance. *Academy of Management Journal*, 38(3): 635-672.
- Koch, M., and McGrath, R.G. 1996. Improving labor productivity: Human resource management policies do matter. *Strategic Management Journal*, 17: 335-354.
- Lawler, E., and Mohrman, S. 2000. Beyond the vision: What makes HR effective? *Human Resource Planning*, 23(4): 10-20.
- Martell K., and Carroll, S. 1995a. How strategic is human resource management? *Human Resource Management*, 34(2): 253-267.
- Martell K., and Carroll, S. 1995b. Which executive human resource management practices for top management team are associated with higher firm performance? *Human Resource Management*, 34(4): 497- 512.
- Noe, R., Hollenbeck, J., Gerhart, B., and Wright, P. 2000. *Human resource management: Gaining competitive advantage, 3rd Ed.* New York: McGraw-Hill.
- Snell, S., and Dean, J. Jr. 1992. Integrated manufacturing and human resource management: A human capital perspective. *Academy of Management Journal*, 35(3): 467-504.
- Wright, P., and McMahan, G. 1992. Theoretical perspectives for human resource management. *Journal of Management*, 18(2): 295-320.
- Wright, P., McMahan, G., McCormick, H.B., and Sherman, W.S. 1998a. Strategy, core competence, and HR involvement as determinants of HR effectiveness and refinery performance. *Human Resource Management*, 37(1): 17-29.
- Wright, P., McMahan, G., Snell, S., and Gerhart, B. 1998b. Strategic human resource management: Building human capital and organizational capability. Technical Report. Cornell University. In Noe, R., Hollenbeck, J., Gerhart, B., and Wright, P. 2000. *Human resource management: Gaining competitive advantage, 3rd Ed.* New York: McGraw-Hill.
- Youndt, M., Snell, S., Dean, J., and Lepak, D. 1996. Human resource management, manufacturing strategy, and firm performance. *Academy of Management Journal*, 39(4): 836-866.

Appendix Questionnaire

I. Current Human Resource Management Practices

1. Name of unit responsible for human resource strategies, policies and activities:
2. Position title of the highest human resource management officer in the organization:
3. Total number of employees in HR including yourself:
4. Do you have any formal human resource management plan (please mark X on the space)?
 Yes (please go to 5) No (please go to 6)
5. What does your formal Human Resource Management Plan consist of? (Please mark X on the appropriate space provided)

- | | |
|---|--|
| <input type="checkbox"/> HRM Mission
<input type="checkbox"/> HRM Vision
<input type="checkbox"/> HRM Objectives
<input type="checkbox"/> Specific HRM Plans | <input type="checkbox"/> Targets for Specific HRM Programs
<input type="checkbox"/> Budget for HRM Programs
<input type="checkbox"/> HRM Measures of Success
<input type="checkbox"/> Others, please specify (please enumerate other components of your HRM Plan) |
|---|--|

6. On the blank before each HR activity listed below, write:

- S* if it is performed by your HR staff
O if it is outsourced
OS if it is partly outsourced and partly performed by your HR staff
N if the activity is not performed in your organization.

- | | |
|---|--|
| <input type="checkbox"/> a. HR planning
<input type="checkbox"/> b. recruitment
<input type="checkbox"/> c. selection
<input type="checkbox"/> d. training needs analysis
<input type="checkbox"/> e. employee orientation
<input type="checkbox"/> f. training
<input type="checkbox"/> g. culture change
<input type="checkbox"/> h. job analysis

<input type="checkbox"/> i. job evaluation
<input type="checkbox"/> j. compensation design
<input type="checkbox"/> k. compensation administration

<input type="checkbox"/> m. benefits design | <input type="checkbox"/> n. benefits administration
<input type="checkbox"/> o. management development
<input type="checkbox"/> p. career management
<input type="checkbox"/> q. design of promotion system
<input type="checkbox"/> r. succession planning
<input type="checkbox"/> s. labor relations
<input type="checkbox"/> t. safety programs
<input type="checkbox"/> u. human resource information system
<input type="checkbox"/> v. attitude surveys
<input type="checkbox"/> x. performance management design
<input type="checkbox"/> y. performance management implementation
<input type="checkbox"/> z. knowledge management |
|---|--|

- II. Please encircle a number from "1" and "5" that best describes the performance of your organization in each of the following areas in the year 2000. Use the following scale: if you think your organization's performance in the area was outstanding, encircle "5"; if you think performance was poor, encircle "1"; if you think performance was somewhere in between, encircle any of the numbers between "1" and "5".

Item no.	Area	Rating				
		1	2	3	4	5
1	sales growth rate	1	2	3	4	5
2	market share	1	2	3	4	5
3	operating profits	1	2	3	4	5
4	new product/service development	1	2	3	4	5
5	human resource development	1	2	3	4	5
6	market development	1	2	3	4	5

III. Please read each item carefully and rate the degree to which the statement is characteristic of your organization. Encircle a number from "1" and "5" using the following scale:

- 1 The statement is not at all characteristic of my organization
- 2 The statement is slightly characteristic of my organization.
- 3 The statement is moderately characteristic of my organization.
- 4 The statement is very characteristic of my organization.
- 5 The statement is extremely characteristic of my organization.

In my organization,

Item No.	Description	Rating				
		1	2	3	4	5
1	The focus of HR is on its day-to-day activities.	1	2	3	4	5
2	The HR executive is not given the opportunity to take a strategic outlook toward HR issues	1	2	3	4	5
3	The company's strategic planning function does not take any input from the HR department	1	2	3	4	5
4	The HR department develops programs without taking into consideration the organization's strategic plans.	1	2	3	4	5
5	The HR department simply takes care of administrative work.	1	2	3	4	5
6	The HR department is not involved in the formulation of the strategic business plan but is informed of the plan.	1	2	3	4	5
7	Human resources issues are considered during the strategy formulation process.	1	2	3	4	5
8	The HR executive is not part of the strategic planning team but is informed of the strategies the organization is considering.	1	2	3	4	5
9	The HR function provides inputs to the strategic planning team regarding the HR implications of the strategies being considered.	1	2	3	4	5
10	The strategic plan is passed to the HR function, which develops programs to implement it.	1	2	3	4	5
11	The HR executive is a member of the strategic planning team.	1	2	3	4	5

12	HR is involved in strategy formulation.	1	2	3	4	5
13	HR aligns practices in order to support the implementation of the strategic plan.	1	2	3	4	5
14	For the most part, our HR systems are developed from scratch by the HR staff	1	2	3	4	5
15	For the most part, our HR practices are adopted from models developed by other organizations.	1	2	3	4	5
16	For the most part, our HR practices are developed by consultants.	1	2	3	4	5
17	There is the tendency to readily adopt best practices in HR.	1	2	3	4	5

IV. Organization Background

1. Principal Business Activities:
2. Date Established:
3. Type of Organization (Please mark X on the appropriate space)
 - 1 Government Owned Corporation
 - 2 Not-for-Profit Organization
 - 3 Corporation with a family or group controlling ownership
 - 4 Corporation with no family or group controlling ownership
 - 5 Family Owned
4. Total Number of Employees in 2000:
5. Total Number of Contingent Workers in 2000 (e.g., Contractual, Temporary Staff):
6. Percentage of Employees who are members of unions:

V. Respondent Background

1. Name:
2. Age:
3. Position Title:
4. Years in Position:
5. Number of management levels in the organization above your position:
6. Number of management levels in the HR function above your position:
7. Years in the HR function:
8. Years in the organization:
9. Total years of work experience:
10. Other functional areas worked in (e.g., marketing, finance, production, etc.):

Area

Years of Experience in Functional Area

11. Educational Attainment:

Degree School Year
Graduated

12. Number of training hours attended in HR related areas between 1999 and 2000:
13. Number of training hours attended in other business functional areas between 1999 and 2000:
14. Membership in Professional Organization:
Name of Professional Organization Date of Membership
15. Are you active in committee activities in any of these organizations (Please mark X on the appropriate space)? Yes No
-