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HUMAN RESOURCE PLAYING STRATEGIC & BUSINESS
PARTNER ROLES IN THE LEBANESE BANKING INDUSTRY

By
CHRISTAPOR LIBARIAN

Approved by

Sona Terzian

Dr. Sona Terzian, Professor

Faculty of Business Administration and Economics

First Reader

A project

Submitted in partial fulfillment of the requirements
For the degree of Masters of Business Administration
To the faculty of Business Administration & Economics
At Haigazian University

Beirut, Lebanon
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Date of project presentation: June 18, 2008

HAIGAZIAN UNIVERISTY

HUMAN RESOURCE PLAYING STRATEGIC & BUSINESS
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By
CHRISTAPOR LIBARIAN

Approved by:

Sona Jerejian

Dr. Sona Jerejian, Professor
Faculty of Business Administration and Economics

First Reader

Abdel Nasser Kassar

Dr. Abdel Nasser Kassar, Professor
Faculty of Business Administration and Economics

Second Reader

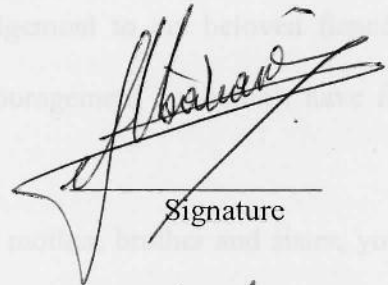
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I dedicate this degree and success to my family, to my fiancée and to all my friends for their patience, understanding, prayers, and support.

AN ABSTRACT OF THE PROJECT OF

Christapor Artine Libarian for Masters of Business Administration

Major: Business Administration

Title: Human Resource (HR) playing strategic and business partner roles in the Lebanese banking industry.

The Human Resource function has undergone a tremendous change over time. Until mid 90's, large organizations looked at the Human Resource Department (HRD) mostly as managers of the paperwork around hiring and paying employees.

Nowadays HRDs are called upon to play new strategic roles. Today, the business of HRD is changing and there is an increased emphasis on the need to improve the effectiveness and the efficiency of Human Resource services. Organizations have started considering the HR function as one with a strategic role, focusing on optimizing performance through adequate staffing, training and talent management. Moreover, the "Business Partner" role of the HR is its competency to add value to employees through various proposals and interesting engagement programs and growth related initiatives.

Today's organizations are expecting from their HRDs to go beyond the delivery of cost-effective transactional services, and provide value added services and expertise in terms of how to anticipate, develop and leverage talent to create true marketplace differentiation.

The primary objective of this thesis is to show how Human Resource transformed itself in the last decade and how it is still continuing to do so in order to play the new strategic roles and to become a real business partner for the organization. For this purpose we chose Bank A and Bank B *, two major leading Lebanese banks to examine how far their Human Resource Departments succeed in playing the new roles.

To achieve the purpose of this thesis, we conducted a literature review on the subject and collected information from 102 bank employees (from the banks mentioned above).

The major findings of this thesis show that Human Resource departments in the Lebanese banking industry are playing very satisfactory Traditional and Administrative roles, and they are on their way of becoming Strategic Partners but they still need time to become actual Business Partners. Also we found that the Strategic and Business Partner roles of HR were the ones that had a stronger impact on the overall performance of the banks.

* We have concealed the names of the banks for confidentiality purposes

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INTRODUCTION

Researchers these days argue that Human Resource Departments (HRD) in organizations need to become “strategic” and “business” partners, and they are trying to find answer to the major question which is what do HRDs need to do in order to become business partners? The answer to this question is critical to the future development and direction of the Human Resource (HR) function in organizations.

Businesses are experiencing remarkable changes in order to maintain high performance, and continuously learn and develop. The most important changes seem to be the rapidly changing business environment, the high speed exploitation of information technology, and the increasing complexity of modern organizations. These changes have created a growing consensus that effective human capital management is a must in creating value and achieving organizational success.

The Human Resource Management (HRM) is making noteworthy contributions in building an organization that is staffed by the right human capital to carry out the work of the business and enable the accomplishment of business strategy. It does this by developing aptitude models and by focusing on recruiting, staffing, training, planning and developing future employees.

HR's greatest opportunity is to add value to the organization and to play a partnering role in the development and implementation of corporate strategy. HR as a business partner should play an important part in strategy development, because of the importance of human capital to carry out the strategy of a business. HR professionals

should play an important role in the formulation of strategy by recruiting the required human capital to support various strategies, by playing a leadership role in helping the organization develop the necessary capabilities to enact the strategy, and by playing a strong role in change management. A number of studies have investigated the potential for the HR function to be a strategic and business partner and therefore to be a value-adding function.

A. Purpose of this study

I have chosen to study the impact of the HR when it is playing strategic and business partner roles in the banking industry.

The reason why the banking sector is chosen is because it is one of the most competitive sectors that constantly changes and develops due to its strong and direct relations with technology as well as its organization's complexity. HRDs' strategic and business partner roles in such a professional environment are utmost importance.

Both banks, Bank A and Bank B are leading and fast growing banks in Lebanon. They were chosen for this thesis for many reasons, one of which is their very good reputation in the Lebanese market. Another reason is the knowledge level of both banks' employees who are highly motivated and proud to work at these particular banks. I know this because I have first hand working knowledge of these banks.

I hope this Thesis will shed light on the role of HRDs in the banking sector where the change toward Human Resource as "strategic" and "business" Partner is a necessity.

B. Research Questions

The thesis aims at answering the following questions: Where do the HRDs stand in the banks chosen for my study? Are these HRDs still playing “traditional and administrative roles”? Are they playing “strategic partner” and/or “business partner” roles? And what are the advantages of playing the strategic and business partner roles, in terms of their impact on organizational outcomes?

C. Methodology

This study uses theoretical as well as empirical approaches. A literature review gathered information from a vast number of resources including books, research papers, journals and web sites. Moreover, for reasons of greater clarity and consistency a survey research was carried out to collect information for the thesis study. The research survey questionnaire was addressed to Bank A and Bank B employees. The survey gathered qualitative information about the different roles, functions and implementation methods of HRDs of each bank.

A statistical analysis of the survey data was performed. Statistical methods such as reliability test “Crombach Alpha”, correlation analysis as well as multiple regression analysis were used to test the following hypotheses:

-Whether the Lebanese banks are playing Traditional and Administrative roles and to what extent.

- Whether the Lebanese banks are playing strategic partner roles and to what extent.

-Whether the Lebanese banks are playing business partner roles and to what extent.

-And to test which role is mostly affecting the overall performance of the banks:

II-Literature study

The Role of Human Resource has changed significantly over the past couple of decades and is continuing to change as the Human Resource profession makes every effort to gain acceptance as a strategic partner. In many organizations Human Resource department is performing a very different role to that of twenty to thirty years ago. Nowadays, Human Resource departments are called upon to play new strategic roles in addition to some of the traditional administrative roles they used to play in the past.

Traditionally, the Human Resource department was known as “Personnel” department. Its major function was to take care of the employee problems: to make sure that the employees were paid correctly, on time; to administer labor contracts, and to avoid legal problems. In other words its primary function was to be administrative expert and an employee advocate. The Traditional Human resource department was reactive, and the Human Resource issues were those that directly affected the administration of the business.

Today, it is important for Human Resource department to become proactive. The Human Resource managers should focus on strategic issues more than operational issues. Human Resource managers must try to find in addition to tactical solutions, some strategical solutions too, and Human Resource managers should stop being an “employee champion” only as Dave Ulrich argued in 1997, and start playing multiple roles and becoming serious strategic business partners.

According to **Terri Kabachnik** (1999), *"Human Resource transformation begins with every Human Resource specialist"*. It starts with clear, deep understanding of employees and line managers who are asking Human Resource to change, they are questioning traditional orientation systems and training programs, requesting more learning tools, and demanding faster response and communication. Briefly, they are forcing Human Resource department to be what it should be "The resource".

Human Resource professionals today have no other choice. They either become engineers and developers predicting and responding to these attitude changes, or they will eventually disappear from the retail landscape.

Today's Human Resource management is shifting most of the routine, time-consuming bureaucracy to technology. They are highlighting the human element. According to **Gary Dressler**, (*"HR Management, 1997"*) the new Human Resource department is focusing on personnel retention and development. Human Resource professionals are coaches, counselors, mentors, and succession planners. They are also the knowledge source for increasingly complicated labor laws and government policies. Moreover, Today's Human Resource is promoting and fighting for values, ethics, beliefs, and spirituality within their corporate community. The Human Resource Specialists are effectively building relationships with the outside community, schools, nonprofit organizations, and families.

Human Resource is trying to become a business driven function with a thorough understanding of the organization's big picture. It is trying to be viewed as a strategic consulting partner providing innovative solutions and influencing key decisions and policies. According to **Terri Kabachnik** (*"Arthur Andersen Retailing Issues Letter"*

Volume 11, Number 1, 1999) today's Human Resource department clearly focuses on becoming mainly:

1-Trusted from the Insiders

In order to establish personal trustworthiness, Human Resource practitioners are paying cautious attention to the unnoticed everyday activities. Human Resource professionals simply know well that they can only earn trust by being well informed, taking a position on issues, communicating directly, demonstrating high integrity, and challenging the status quo.

2-Job Matchmakers

Today's Human Resource is replacing so called "instinct" hiring decisions by installing systems that measure the applicant's beliefs and values for comparison to the company's beliefs and values. The goal of Human Resource assessment today is to match applicants' behaviors, attitudes, and job suitability to position templates.

4-Company Communicators

These days' Human Resource is trying to stop being considered as a management dummy that gives out information on command. At the present the Human Resource is consistently working with senior management to communicate policies, decisions, and plans with honesty, sensitivity, and good timing.

5-Information Source

Nowadays Human Resource has become “*The*” information source rather than the recipient of information. It possesses all the facts on all key areas of the business--including marketing strategies, expansion plans, customer data, P/E ratios, sales focus and results. It is creating and maintaining a safe environment where workers can come for information that they need. In short Human Resource has become “*The*” Resource.

6-Prepared Mediators

Human Resource is building its own information system to help predict chaotic activity that can damage a company’s reputation. Information systems such as: sexual harassment grievances; gender, age, or race inequities; biased performance reviews; probation and termination policies; and compensation discrimination. Thus, Human Resource is able to provide information that is effective and helps lay the foundation of strong established trust and sensitivity.

7-Business competition monitors

Competition awareness is a given. Today’s Human Resources are studying competitors’ ways of doing things, and how they struggle with workers and customer issues. Human Resource practitioners can serve better when they are learning lessons from varied sources.

8-Business Strategists & Education Customizers

Today's Human Resource as business strategist is providing employee education by first assessing what the individual knows and does well, then by providing the tools that allow these individuals to pace and control their own learning. Following the training the Human Resource department is assessing and measuring improvement and accordingly appraising in the future. Human resource has stopped organizing the same training and the same education programs to all workers. Now, it provides customized education.

9-Management Partners

Human Resource specialists are building partnerships with line managers and executive management; they are helping each manager understand better their impact on each employee. They are helping managers improve departmental recruitment, employee satisfaction, and company profits.

Managers have an opportunity to replenish their leadership skills, by working closely with Human Resource professionals.

10-Techology Experts

By investing more in softwares, systems, and technological tools (which traditionally were bestowed upon profit producers rather than Human Resource administrative functions), Human Resource will significantly improve productivity and profit, reduce operating costs, increase efficiency in service, improve communication at all levels, and eliminate costly duplication of work.

All the characteristics described above support the idea that today's Human Resource departments are becoming major strategic players... However, playing strategic roles is not quite the same as becoming business partners...

For Human Resource to become more than a strategic partner, to become a *Business partner*, according to Dave Ulrich and Wayne Brockbank, what is essential is quite simple.

In the article "Human Resource Mandate" published in 2005, the two experts describe the main target of Human Resource department as delivering a stronger, more competitive business, and are judged on its success in meeting business targets including reducing costs, improving customer service, providing quicker delivery and product innovation. Partnering, they explain, makes Human Resource accountable to the business, and expects Human Resource to add *real value*. And Real Value is defined by the receivers.

This is a shift away from traditional Human Resource departments' functions where purpose, priorities and successes were defined within Human Resource department only. To do so major changes are required both in the skills of Human Resource professionals and the way the Human Resource function is organized.

In 1997, Dave Ulrich's book "The Human Resource Champions" was viewed as the induction point of Human Resource partnering. It presented a bold redefinition of Human Resource's purpose and operation, defining four Human Resource roles/activities as follows:

Here, the Human Resource specialist contributes to the development of, and the accomplishment of the organization-wide business plan and objectives.

Strategic Partner The Human Resource business objectives are established to support the achievement of the overall strategic business plan & objectives

Administrative Expert This role requires designing and delivering efficient and effective Human Resource Management systems & practices.

These include recruiting, training, and rewarding employees

Employee Champion The Human Resource manager plays an integral role in how to create a work environment where people will be motivated, contributing, and happy.

Here the Human Resource will find effective methods of goal setting, communication, and empowerment through responsibility that will lead to high employee commitment and contribution

The role of the Human Resource is to help identify and manage the process to change.

Change Agent The Human Resource transform the organizations to meet new competitive conditions, which is a must taking into consideration the fast changing competitive world.

Ulrich revisited the model in 2005 where he argued that “Human Resource professionals must be real Business Partners and authentic players in the company ...in the game, not at the game”, as described in the table that follows.

Mid-1990s	2005	Evolution of Thinking
Employee Champion	-Employee advocate (EA) or -Human capital (HC) developer	Employees are increasingly critical to the success of organizations. EA focuses on today's employee; HC developer focuses on how employees prepare for the future.
	Functional expert	Human Resource practices are central to Human Resource value. Some HR practices are delivered through administrative efficiency (such as technology), and others through policies, menus, and interventions, expanding the “functional expert” role.
Administrative expert		

		Being a strategic partner has multiple dimensions: business expert, change agent, knowledge manager, and consultant. Being a change agent represents only part of the strategic partner role.
Change agent	Strategic partner	

Strategic Partner	Strategic partner	As above.
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	The sum of the first four roles equals leadership, but being an HR leader also has implications for leading the HR function, collaborating with other functions, ensuring corporate governance, and monitoring the HR community.
Leader	

From Dave Ulrich, *Human Resource Champions* (Boston: Harvard Business School Press, 1996).

In the same perspective of Human Resource as business partners, **Lawler Edward & Mohrman Susan**, in an article “*Human Resource planning*”, (2003), focuses on one of the most important objectives of Human Resource as business partners. They explain the importance of the “*Right*” human capital in building an organization.

The main purpose of obtaining and using the right human capital is to complete the work of the firm in a “Gung Ho” way, and to facilitate the execution of business strategy. This means understand the importance of the job, to control the goals, and to celebrate its successes by reducing team conflict and making work within the team enjoyable. This can be achieved by developing competency models and by focusing on recruiting, staffing, and developing individuals.

Increasingly, talent limitations and limited organizational flexibility in the application of scarce talent to various opportunities constrain the strategic options of the firm, says Mohrman, et al.,(1998). He explains that Human Resource can play major key role in strategy formulation and execution by:

1/ Recruiting the required human capital resources to support various strategies and strategic initiatives.

2/ Playing leadership role in helping the organization develop the necessary capabilities to perform the strategy.

3/ Playing strong role in putting management into action.

According to **Lawler Edward & Mohrman Susan** (2003), generally, most strategies fail because of poor implementation and not because of poor thinking.

This idea is also found in the work of *Tenkasi, et al.,(1998)*. According to them *Implementation failures usually involve the failure to acknowledge and build the needed skills and organizational capabilities, to gain support of the workforce, and to support the organizational changes and learning required to behave in new ways.*

Thus, execution failures are often the result of poor human capital management. This is the reason why Dave Ulrich, in 2005, recognized the need to change his 1997 approach to Human Resource function as an administrative one headed by individuals “Whose roles are largely focused on cost control and administrative activities” to Human Resource needing to go beyond administrative expertise “to become strategically proactive and to be an expert in strategic business partnership, in management, and Human Capital development”.

According to **Lawler Edward & Mohrman Susan**, (2003), Human Resource does not have the right to completely throw away the basic “*transaction responsibilities*” linked with workforce management. These responsibilities may even be accomplished through outsourcing or developing information technology, to enhance cost efficiency. However, it is absolutely important to structure and staff the Human Resource function properly in order to participate in strategy development decisions and implementation.

Human Resource as business partner adds value to the business.

Human Resource professionals must grasp and master the concept of “value”. The word Value in this context does not mean “Value” that reflects only the standards within a firm, but in addition to that, here the word “Value” represent what someone receives something of worth from a transaction. The value here is defined by the receiver and not the giver, in other words by the employees themselves. Human Resource professionals add value when their policies and practices help internal customers reach their goals. It is not policy that matters most, but what recipients gain from these policies.

In Short, the Human Resource value proposition means that Human Resource practices, departments, and professionals produce positive outcomes for key stakeholders, employees, line managers, customers, and investors.

Human Resource will be trustworthy, appreciated, and powerful, only when all key stakeholders receive value from Human Resource practices and developments.

Human Resource Transformation:

When we state that one of the major roles of Human Resource Management is to create value for customers, shareholders, managers, and employees, this means according to Dave Ulrich and Wayne Brockbank that the real transformation of Human Resource Management consists in making sure that all its relationships produce results that add value. Otherwise, Human Resource can implement many different new practices and developments such as service centers, electronic software systems to track different procedures, centers of expertise, or outsourcing, but all these do not necessarily mean that Human Resource has been transformed...According to them, Human Resource transformation should change both behavior and outputs. The changes must improve life for key stakeholders, as well as for internal and external customers. Changing any single Human Resource practice such as staffing, training, appraisal, teamwork, and upward communication does not create a transformation, unless the entire array of Human Resource practices collectively add value for key stakeholders, employees, line managers, customers, and investors. For example, sending Human Resource professionals to attend a seminar does not transform a Human Resource department, because most of the time, the attendants return from trainings with many great ideas but little opportunity to apply them.

Transformation requires whole new agendas, thoughts, and processes across the entire department, not just on the part of a few individuals. It requires creatively integrating the various HR practices and focusing them jointly on value-added agendas and tangibles such as making customer connections, developing organizational capabilities, and/or developing individual abilities.

Dave Ulrich and Wayne Brockbank in an article called “HR New Mandate” (2005) express the belief that a fundamental transformation of Human Resource.

Department starts with a definition of Human Resource value, which is of what the receivers will gain from Human Resource services. They also give *a complete picture of all the elements of Human Resource transformation.*

Often, Human Resource professionals have things in mind such as: beliefs, goals, and actions that they would like to translate into actions that would bring change in their organization... So next thing they do is that, they go straight for their desired results, without paying any attention to the perspectives of receivers (stakeholders, employees, line managers, customers, and investors). This type of behavior destroys value, since as we mentioned above, value is defined by the receiver, not the giver, and Human Resource specialist’s value proposition should begin with a focus on receivers and not givers i.e. HR Specialist. For Human Resource professionals, the value premise means that rather than imposing their beliefs, goals, and actions on others, they first need to be open to what others want.

Wayne Brockbank in the book *"The HR Value proposition"* (2005) state that **HR transformation with a value proposition has six important implications for HR professionals.**

1/ Human Resource work begins with the business itself:

Human Resource department work does not begin with Human Resource—it begins with the business itself. During the last decade the major purpose of Human Resource professionals was to become more complete players relative to the core issues of the business including marketing strategies, expansion plans, customer data, sales focus and results. In other words for the last decade Human Resource specialists were pushing to become as described in many books and articles “business partners”, “strategic players”, “full contributors”, “players in the business”, and so forth.

2/ Meeting market demands

The Human Resource Management has two different markets:

1/ **Customers** who buy products and services

2/ **Shareholders** who provide capital

Since Human Resource professionals’ decisive goal is to become business partners and since business begins by meeting market demands then as a rule Human Resource must also begin with a line of sight to the marketplace.

This situation places Human Resource professionals in a complex situation. They must create a line of sight to frequently conflicting demands of stakeholders ranging from internal clients such as managers and employees to external customers such as clients and investors.

For Human Resource specialists who are trying to become partners, the knowledge of external business is becoming a crucial matter since external realities ultimately are shaping the internal operations. These realities are determining whether Human Resource is successful in creating human abilities and organizational capabilities that generate products, services, and results that customer and capital markets demand.

It is a must from now on for Human Resource professionals to have deep understanding of external business realities before they start framing, executing, and creating values, even for the most basic of Human Resource agendas.

3/ HR a source of competitive advantage:

Another Human Resource value principle is to consider Human Resource as a source of competitive advantage.

Competitive advantage exists when a firm is able to do something unique that competitors cannot easily copy or even if they can copy, it will take a lot of time. And what it does better than its competitors must be highly valued by its customers, owners, employees, or managers.

4/ HR must align practices:

A fourth implication of the Human Resource value proposition is aligning practices that is very difficult task to accomplish, however the Human Resource has no other option but to align practices with the requirements of internal and external clients.

5/ Linking Human Resource activity to Stakeholders value

The fifth implication of the Human Resource value principle is to direct Human Resource professionals to acquire the personal knowledge and skills necessary to link Human Resource activity to stakeholder value.

When Human Resource fails to make this linkage, it allows "noise" to occur between Human Resource practices and stakeholder demands. Noise may be a lack of knowledge of external customers and shareholders, business strategy, or new Human Resource processes.

6/ Human Resource's unique and powerful view

Finally, the sixth and the most important implication of the Human Resource value principle is that it leads Human Resource professionals to view a company's key stakeholders from a unique and powerful perspective. The Human Resource perspective must be both.

Unique implies that other functions or members of the leadership team do not share this same perspective and do not realize they need it.

Powerful implies that this perspective adds a substantial value in helping the organization succeed.

Human Resource professionals need a perspective that is compatible with and distinct from other business perspectives. That is, they must be able to understand and value the finance and sales perspectives, but they must also add their own point of view. Without such a unique and powerful perspective, they are redundant and fail in their aspirations as full business contributors.

Only with a unique and powerful perspective of their own, HR professionals will see aspects of the business environment that go beyond what other business disciplines bring and that add substantially to business success.

Why are organizations embracing HR as business partners?

According to Dalziel Shirley, Strange Judith and Walters Micheal in "*HR business partnering*" (2006), the three main business pressures that are driving the move towards Human Resource partnering are falling costs, accelerating competition and rising expectations.

1-Falling costs

According to them partnering is often seen as the vehicle to reduce costs. And Human Resource can reduce costs in many different ways, such as: by being effective in hiring the right person because the right person at the right place will decrease the employee turnover rate ... that is quite expensive; by preventing the company to go to

courts for some discriminatory actions such as: sexual harassment, firing employees and so on; by developing internal communications software.

2-Accelerating competition.

Human Resource is becoming central to business competitiveness. Organizations need HR functions that will deliver people who are skilled, creative, challenging, motivated, flexible and committed. And these “people” are the competitive edge that is why Innovative, world-class Human Resource management has become a commercial necessity.

3-Rising expectations.

Organizations are beginning to expect more from HR.

When Business leaders see other Human Resource departments in other organizations contributing to strategy, enabling the execution of business plans, and delivering tangible commercial benefits. Inevitably they go on to ask to find out how their own Human Resource department functions need to change to make real differences in their businesses. I.e. How to make them their strategic business partners?

III-Statistical Analysis

A -Methods used for data Collection & Descriptive Analysis

1- Methods used for Data Collection

1.1. Survey Questionnaire (See appendix A)

A questionnaire that contained questions relating to the different roles of HR, i.e. Traditional and Administrative, Strategic Partner and Business Partner was administered to the employees of two Lebanese banks.

1.2. Survey Sample

Two different samples were selected from the 2 different chosen banks. Four restrictions were made on the employees to be selected:

1.1 Minimum years of Experience: 2 years

1.2 Maximum years of Experience: 8 years

1.3 Minimum Grade: 1st Category employee

1.4 Maximum Grade: Senior Supervisor

After meeting with the heads of HR departments of the two banks, we obtained the list of contacts meeting the conditions mentioned above.

Out of 1,786 of Bank A’s employees, only 246 met the restrictions mentioned above and out of 856 employees of Bank B, only 189 employees met the conditions.

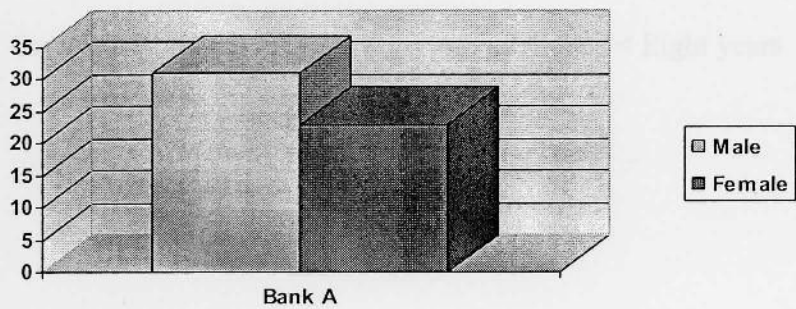
We randomly selected 60 employees from each list, first, by assigning numbers for each employee and then by using the EXCEL’s data analysis tool’s pack with a discrete uniform distribution. The repeated values were deleted and new randomly generated numbers were calculated. Then the 60 employees were contacted, 54 employees from Bank A and 48 employees from Bank B responded.

B- Descriptive Analysis

1-Male vs. female

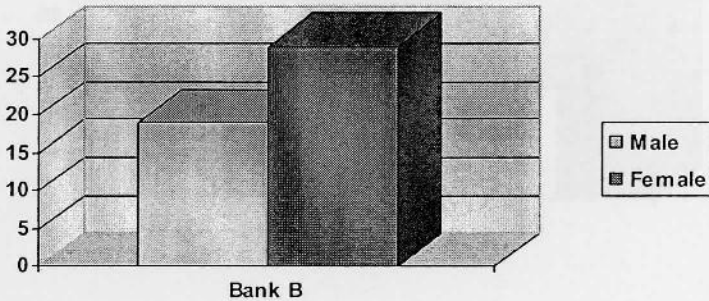
1.1-Bank A :

We found that out of 54 tested Bank A’s employees, 31 were males and 23 were females.



1.2-Bank B :

We found that out of 48 tested Bank B employees, 19 were males and 29 were females.



2- Years of experience

As we described in the “Methods for data collection”, years of experience was one of our major restrictions. We divided this boundary (2 to 8 years of experience) into 3 different groups.

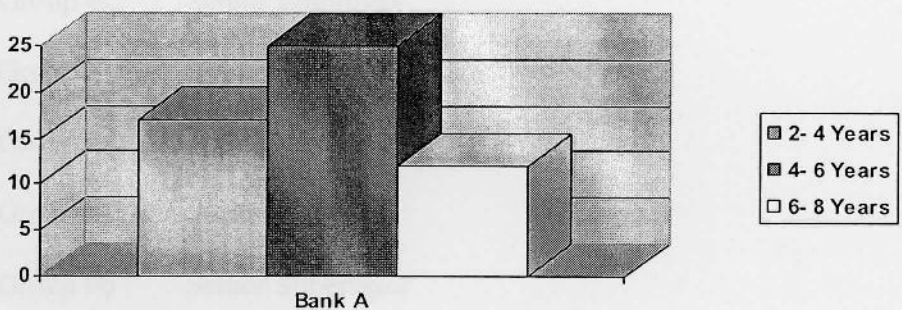
Group # 1: Two years \leq Years of experience < Four years

Group # 2: Four years \leq Years or experience < Six Years

Group #3: Six Years \leq Years of experience < Eight years

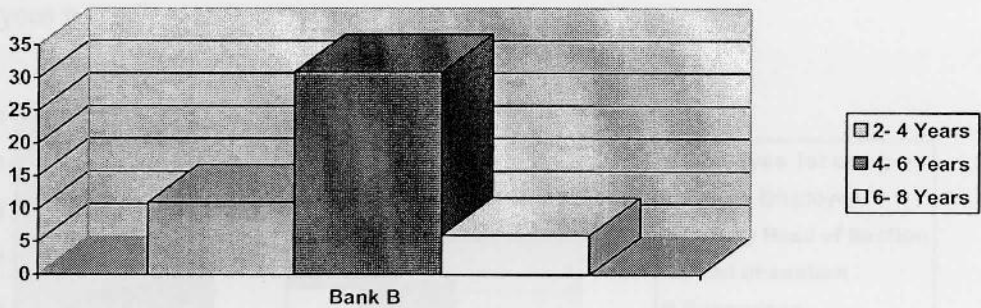
2.1-Bank A :

We found that out of 54 tested Bank A' employees, 17 employees had an experience between 2-4 years; 25 employees had an experience of 4-6 years and 12 employees had an experience of 6-8 years.



2.2-Bank B:

We found that out of 48 tested Bank B employees, 11 employees had an experience between 2-4 years; 31 employees had an experience of 4-6 years and 6 employees had an experience of 6-8 years.



3- Grades

As we described in the “Methods for data collection”, “Grades” also was one of our major restrictions. We divided this restriction into 6 different groups.

Group #1: Employee 1st Category

Group #2: Senior Employee

Group #3: Deputy Head of section

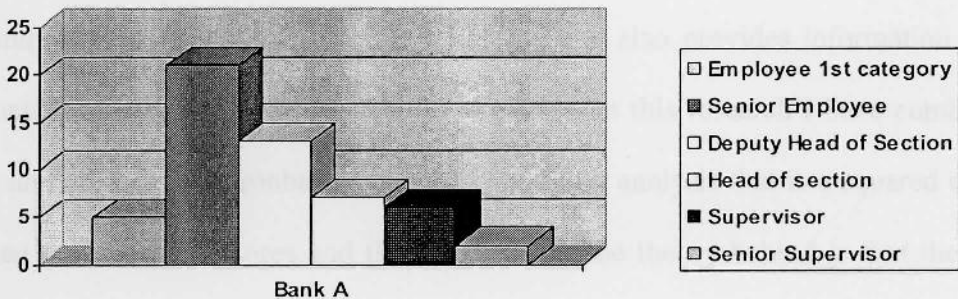
Group #4: Head of Section

Group #5: Supervisor

Group #6 : Senior Supervisor

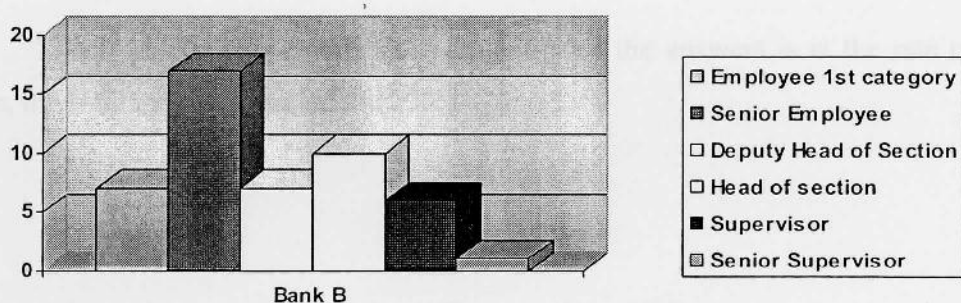
3.1-Bank A :

We found that out of 54 tested Bank A’s employees, 5 employees were 1st Category Employees; 21 employees were “Senior Employee”; 13 employees were Deputy Heads of sections; 7 employees were Head of sections, 6 employees were Supervisors and 2 employees were Senior Supervisors .



3.2-Bank B:

We found that out of 48 tested Bank B employees, 7 employees were 1st Category Employees; 17 employees were Senior Employees; 7 employees were Deputy Heads of sections; 10 employees were Heads of sections; 6 employees were Supervisors and only one employee was a Senior Supervisor.



3- Reliability Analysis

A reliability analysis allows us to study the properties of measurement scales and allows the items that make them up. The reliability analysis procedure calculates a number of commonly used measures of scale reliability and also provides information about the relationships between individual items in the scale. In this research I have combined both banks and used alpha (Cronbach) model of reliability analysis that is a squared correlation between the observed scores and the true scores. The theory behind is that the observed scores is equal to the true score plus the measurement error ($Y = T + E$). Cronbach Alpha is a model of internal consistency based on the average inter – item correlation.

The result is the following:

Reliability Analysis

RELIABILITY ANALYSIS - SCALE (ALPHA)

Reliability Coefficients

N of Cases = 102

N of Items = 27

Alpha = 0.8034

Therefore, we can say that the reliability of the answers is at the rate of 0.8349. Hence, the finding of the research is 80.34% reliable.

B. Testing hypothesis regarding the different roles of HR

In this section we will consider where the Human Resource Departments (HRD) stand in the banks chosen for my study today. In particular, we will find out what kind of roles do the HRDs of the chosen banks are playing? Are they still playing only “Traditional and Administrative roles”? Or they started to play also “Strategic Partner” and/or “Business Partner” roles, and to what extent? We define the following 2 different proportions for each bank.

-Proportion 1 (π_1): The percentage of the population who either answered “Disagree” or “Strongly Disagree”.

-Proportion 2 (π_2): The percentage of the population who either answered “Agree” or “Strongly Agree”.

In order to answer the general questions, we will test the 3 hypothesis mentioned hereunder:

- 1- Ho: $\pi_1 \geq \pi_0$
H1: $\pi_1 < \pi_0$
- 2- Ho: $\pi_2 \leq \pi_0$
H1: $\pi_2 > \pi_0$
- 3- H0: $\pi_2 \leq \pi_1$
H1: $\pi_2 > \pi_1$

The tests will be conducted and the corresponding P-Values will be calculated. The above mentioned three tests will be applied on HR playing Traditional and administrative roles, Strategic partner roles and Business Partner roles.

Tests Regarding HRDs playing Traditional and Administrative roles

To conduct the above mentioned tests for the Traditional and Administrative roles, we calculated the various proportions for questions 1-8 of both banks, as well as the proportion for the average.

The distribution of the answers, the proportions and the corresponding P-Values are listed in the tables 1, 2,3,4,5 and 6.

Table #1: Testing the extent of Bank A's HRD playing Traditional and Administrative roles.

(SD= Strongly Disagree; D=Disagree; N= Neutral; A= Agree; SA= Strongly Agree; N/A= Not Applicable)

HR Playing Traditional & Administrative Roles										TT1 < D.33 TEST A.1	TT2 < D.33 TEST A.2	TT1 < TT2 TEST B
BANK A	SD	D	N	A	SA	N/A	Total	Prop. D & SD	Prop. A & SA	P Value for Prop. D & S D	P Value for Prop. A & SA	Prop. A & SA > Prop. D & S D
1. Your Human Resource (HR) keep all the personnel records in a proper way.	0	2	3	33	15	1	54	3.70%	88.89%	2.34E-06	.0002	0.00E+00
2. Your HR is the discipline controller, they make sure that the rules and the regulations of the company are well respected by the employees.	0	5	10	34	5	0	54	9.26%	72.22%	.0001	.1760	0.00E+00
3. Your HR control the time machines, the attendances/ absences, as well as the holidays of each employee.	0	0	5	28	21	0	54	0.00%	90.74%	1.25E-07	.0001	0.00E+00
4. Your HR administer the payrolls. They make sure that the employees are paid correctly and on time.	0	0	2	17	35	0	54	0.00%	96.30%	1.25E-07	1.30E-06	0.00E+00
5. Your HR recruit employees.	0	4	5	28	17	0	54	7.41%	83.33%	3.18E-05	.0036	0.00E+00
6. Your HR provide general orientations and trainings.	0	0	1	28	25	0	54	0.00%	98.15%	1.25E-07	3.06E-07	0.00E+00
7. Your HR develop the labor contracts.	0	5	7	29	12	1	54	9.26%	75.93%	.0001	.0617	0.00E+00
8. Your HR make sure the proper implementation of the Lebanese labor law.	0	2	6	28	18		54	3.70%	85.19%	2.34E-06	.0015	0.00E+00
AVERAGE	0	18	39	225	148	2	432	4.17%	86.34%	3.31E-06	.0008	0.00E+00

Analysis of Bank A's HRD playing traditional and Administrative roles:

We will test the 3 hypothesis mentioned below.

We will conduct the same tests for questions # 1 to # 8 and for the average related to Traditional and administrative roles of HRD.

As to the favorable results, we chose value of $\pi_0 = 0.67$ to represent the "Great Majority".

1- $H_0: \pi_1 \geq 0.33$

$H_1: \pi_1 < 0.33$

2- $H_0: \pi_2 \leq 0.67$

$H_1: \pi_2 > 0.67$

3- $H_0: \pi_2 \leq \pi_1$

$H_1: \pi_2 > \pi_1$

Concerning question # 1, we can observe that the sample proportion "Agree/Strongly agree" is greater than 67%. We can also see that the P-Value of the test # 2 is very small (smaller than 0.05), which means that test # 2 is significant. At the same time, we can also observe that the sample proportion of "Disagree/Strongly Disagree" is smaller than 33%, and the P-Value of test #1 is very small (Smaller than 0.05), which again means that the result of test #1 is significant. Above all, we can observe also that test #3 is significant too which implies that $\pi_2 > \pi_1$.

Consequently we can conclude that the great majority of the population either agree or strongly agree with the question that the HRD of Bank A keep all the personnel records in a proper way.

Similar results can be concluded for questions 3,4,5,6 and 8.

As a result we can conclude that the "Great Majority" of the population either agree or strongly agree with the ideas that the HRD of Bank A:

-Control the time machines, the attendances/ absences, as well as the holidays of each employee.

- Administer the payrolls by making sure that the employees are paid correctly and on time.

-Recruit employees

-Provide general orientations and trainings Your HR make sure the proper implementation of the Lebanese labor law.

- Make sure the Lebanese labor law is properly implemented.

Note: When Test # 2 is significant, in other words, whenever the P-Value of test # 2 is smaller then 0.05, in this case we don't need to conduct further tests. Tests #1 and # 3 will be important to examine, only when Test # 2 is insignificant.

As to questions # 2 and # 7, we can observe that although both samples of proportions "Agree/Strongly Agree" are greater than 67%; however, we cannot conclude that the proportion of the whole population is greater than 67% since the P-Values of the two tests # 2 are greater than 0.05, which means that the tests are not significant. As a result, we need to conduct test # 1 and test # 3.

The two sample proportions of "Disagree/Strongly Disagree" for questions # 2 and # 7 are smaller than 33%; moreover, both P-Values are smaller then 0.05 , which means that the test # 1 is significant. In addition, test # 3 is significant which means that $\pi_2 > \pi_1$.

In addition to this, we also did the same test by decreasing the value of π_0 from 0.67 to .50. in this case we realized that both P- Values were significant, meaning that the

majority of the population agree/ strongly agree with the idea that the HRD of Bank A are discipline controllers and that HRD develop labor contracts.

On average, we can observe that the proportion of “Agree/Strongly agree” is 86.34% which is greater than 67%. We can also see that the P-Value of the test is smaller than < 0.05 .

Consequently, and taking into consideration the various proportions and the proportion of the average, we can straightforwardly conclude that the HRD of Bank A is playing good to great Traditional and Administrative roles.

Table # 2: Testing the extent of Bank B’s HRD playing Traditional and Administrative

HR Playing Traditional & Administrative Roles										$\Pi_1 < 0.93$ TEST # 1	$\Pi_1 > 0.66$ TEST # 2	$\Pi_2 > \Pi_1$ TEST # 3
Bank B	SD	D	N	A	SA	N/A	Total	Prop. D & SD	Prop. A & SA	P Value for Prop. D & S D	P Value for Prop. A & S A	Prop. A & SA > Prop. D & SD
1. Your Human Resource (HR) keep all the personnel records in a proper way.	0	2	0	27	19	0	48	4.17%	95.83%	1.07E-05	6.55E-06	0.00E+00
2. Your HR is the discipline controller, they make sure that the rules and the regulations of the company are well respected by the employees.	0	0	5	38	5	0	48	0.00%	89.58%	5.80E-07	.0003	0.00E+00
3. Your HR control the time machines, the attendances/ absences, as well as the holidays of each employee.	0	0	5	15	28	0	48	0.00%	89.58%	5.80E-07	.0003	0.00E+00
4. Your HR administer the payrolls. They make sure that the employees are paid correctly and on time.	0	0	1	8	39	0	48	0.00%	97.92%	5.80E-07	1.53E-06	0.00E+00
5. Your HR recruit employees.	0	14	6	21	7	0	48	29.17%	58.33%	.2778	.8690	3.39E-11
6. Your HR provide general orientations and trainings.	0	2	5	33	8	0	48	4.17%	85.42%	1.07E-05	.0023	0.00E+00
7. Your HR develop the labor contracts.	0	8	5	20	15	0	48	16.67%	72.92%	.0078	.1561	0.00E+00
8. Your HR make sure the proper implementation of the Lebanese labor law.	0	15	10	20	3	0	48	31.25%	47.92%	.3983	.9959	1.29E-07
AVERAGE	0	41	37	182	124	0	384	10.68%	79.69%	.0005	.0227	0.00E+00

Analysis of Bank B's HRD playing Traditional and Administrative roles:

We will test the 3 hypothesis mentioned below.

We will conduct the same tests for questions # 1 to # 8 related to Tradition and administrative roles of HRD.

As to the favorable results, we chose value 0.67 to represent the "Great Majority".

1- $H_0: \pi_1 \geq 0.33$

$H_1: \pi_1 < 0.33$

2- $H_0: \pi_2 \leq 0.67$

$H_1: \pi_2 > 0.67$

3- $H_0: \pi_2 \leq \pi_1$

$H_1: \pi_2 > \pi_1$

Concerning question number one, we can observe that the proportion of "Agree/Strongly agree" is 95.83% which is greater than 67%. We can also see that the P-Value of the test is very small (6.55E-06), this means that the test is significant.

Consequently, without testing tests # 1 and # 3, we can conclude that the Great Majority of the population agrees or strongly agree with the question that the HRD of Bank B keep all the personnel records in a proper way.

Similar results can be concluded for questions 2, 3, 4 and 6.

As a result, we can say that the great majority of the population either agree or strongly agree with the ideas that the HRD of Bank B:

-Make sure that the rules and the regulations of the bank are well respected by the employees.

-Control the time machines, the attendances/absences, as well as the holidays of each employee.

- Administer the payrolls. They make sure that the employees are paid correctly and on time. Your HR provide general orientations and trainings

-Provide general orientations and trainings.

Regarding questions # 5 and # 8, we can observe that both sample proportions of “Agree/Strongly Agree” are smaller than 67%, and both P-Values of the test # 2 are greater than 0.05, which means that these tests are NOT significant. As a result, we need to conduct tests #1 and # 3.

The two sample proportions of “Disagree/Strongly Disagree” (test #1) for questions # 5 and # 8 are smaller than 33%; nevertheless the P-Values of the test are greater than 0.05. This means that these tests are NOT significant too.

On the other hand ; Test # 3 for questions # 5 and # 8 are significant, since that P-Values are very small numbers, meaning that $\pi_2 > \pi_1$ and that the majority of the sample population agree or strongly agree that the HRD of Bank B:

- Recruit employees

- Make sure the proper implementation of the Lebanese labor law.

As for question # 7, we can observe that although the sample proportion of “Agree/Strongly Agree” is greater than 67% however, we cannot conclude that the proportion of the whole population is greater than 67% since the P-Value of the test is greater than 0.05, which means that the test is not significant. So we should conduct tests # 1 and # 3.

Here we can observe that the sample proportion of “Disagree/Strongly Disagree is smaller than 33%; moreover, the P-Value of the test is smaller than 0.05, which means that the test is significant. In addition to that, test # 3 is also significant since the P-Value is smaller than 0.05.

As a conclusion, we can say that the majority of the sample proportions agree or strongly agree that HRD of Bank B develop Labor contracts.

On average, we can observe that the proportion of “Agree/Strongly agree” is 79.69% which is greater than 67%. We can also see that the P-Value of the test is $0.0227 < 0.05$.

Consequently we can conclude that the great majority agree or strongly agree with the concept that HRD of Bank B plays a Traditional and Administrative role.

Tests Regarding HRDs playing strategic partner roles:

To conduct the above mentioned tests for the HR playing strategic partner roles, we calculated the various proportions for questions 9-21 of both banks, as well as the proportion for the averages.

Table # 3: Testing the extent of Bank A’s HRD playing Strategic Partner roles

(SD= Strongly Disagree; D=Disagree; N= Neutral; A= Agree; SA= Strongly Agree; N/A= Not Applicable)

HR Playing Strategic partner Roles										$\Pi < 0.5$ TEST #1	$\Pi > 0.5$ TEST #2	$\Pi_2 > \Pi_1$ TEST #3
BANK A	SD	D	N	A	SA	N/A	Total	Prop. D & SD	Prop. A & SA	P Value for Prop. D & SD	P Value for Prop. A & SA	Prop. A & SA > Prop. D & SD
9. Your HR contribute to the development of the organization's business plans and strategies.	0	14	14	20	5	1	54	25.93%	46.30%	.0002	.7072	.0138
10. Your HR receive information from management, employees & other sources, but also create and/or provide information for management & employees from different sources.	0	3	5	10	30	6	54	5.56%	74.07%	3.23E-11	.0002	1.77E-13
11. Your HR are trusted by the employees. They communicate policies, decisions and plans with honesty, sensitivity and good timing.	8	7	9	29	0	1	54	27.78%	53.70%	.0005	.2933	.0031
12. Your HR are business competitor monitors. They monitor the competitor's struggles with their employees and customer issues.	6	22	7	15	0	4	54	51.85%	27.78%	.6071	.9995	.9947
13. Your HR are employee assessors: They match applicant's knowledge, behaviors, attitudes & job suitability to position templates; to better support the organization's strategic initiatives.	7	9	10	19	5	4	54	29.63%	44.44%	.0014	.7931	.0555
14. Your HR are performance appraisal system developers (eg. Scorecard)	0	13	13	25	3	0	54	24.07%	51.85%	.0001	.3929	.0015
15. Your HR act as "company's guarding angels" by setting rules and regulations, to prevent the company from bad reputation.	0	5	6	38	5	0	54	9.26%	79.63%	1.06E-09	6.71E-06	9.29E-14

16. Your HR work closely with line and executive managers, by helping them in : A/ Employee recruitment	0	1	7	37	9	0	54	1.85%	85.19%	7.39E-13	1.17E-07	0.00E+00
17. Your HR work closely with line and executive managers, by helping them in : B/ Employee Satisfaction surveys	0	9	15	24	6	0	54	16.67%	55.56%	4.79E-07	.2073	1.29E-05
18. Your HR invest in software, systems and technical tools	0	5	8	21	18	2	54	9.26%	72.22%	1.06E-09	.0005	1.39E-11
19. Your HR are strategic solutions finders.	4	8	15	22	4	1	54	22.22%	48.15%	2.22E-05	.6077	.0024
20. Your HR act like engineers and developers, predicting and responding to attitude changes	5	16	13	15	3	2	54	38.89%	33.33%	.0511	.9929	.7262
21. Your HR focus on personnel retention and development by acting as counselors, coaches, mentors and succession planners.	0	17	11	26	0	0	54	31.48%	48.15%	.0032	.6077	.0384
AVERAGE	30	12 9	133	301	88	21	702	22.65%	55.41%	1.22E-05	.1400	.0002

Analysis of Bank A’s HRD playing Strategic Roles:

We will test the 3 hypothesis mentioned below.

We will conduct the same tests from questions # 9 to # 21 related to strategic partner roles of HRD. We chose value 0.50 to represent the “Majority”.

- 1- $H_0: \pi_1 \geq 0.50$
 $H_1: \pi_1 < 0.50$
- 2- $H_0: \pi_2 \leq 0.50$
 $H_1: \pi_2 > 0.50$
- 3- $H_0: \pi_2 \leq \pi_1$
 $H_1: \pi_2 > \pi_1$

With reference to question # 9, we can observe that the sample proportion of “Agree/Strongly Agree” is 46.30% that is below 50%, below majority. In addition, we can notice also that the P-Value of the test is .7072 that is greater than 0.05, which means that the test is not significant. Consequently we need to test tests # 1 and # 3.

The proportion of “Disagree/Strongly Disagree” for question # 9 is 25.93 % that is smaller than 50% and the P-Value of the test is .0002 that is smaller then 0.05, which means that the test is significant. In addition, test # 3 is significant too, meaning that $\pi_2 > \pi_1$.

As a result we can conclude that the majority of the sample agrees or strongly agree that the HRD of Bank A Group contribute to the development of the organization's business plans and strategies.

Similar results can be concluded for questions number 11, 14, 17, 19 and 21.

As a result, we can say that the majority of the sample agree or strongly agree that the HR of Bank A:

- Are trusted by the employees and that they communicate policies, decisions and plans with honesty, sensitivity and good timing.
- Are performance appraisal system developers. (E.g. Scorecard).
- Work closely with line and executive managers, by helping them in Employee Satisfaction surveys.
- Are strategic solutions finders.
- Focus on personnel retention and development by acting as counselors, coaches, mentors and succession planners.

Concerning to question # 10, we can observe that the proportion of “Agree/Strongly agree” is greater than 50%. We can also see that the P-Value of the test is very small (smaller than 0.05).

Consequently and without doing further tests, we can conclude that the majority of the population agree or strongly agree with the question that Bank A’s HRD receive information from management, employees & other sources, but also create and/or provide information for management & employees from different sources.

Similar results can be concluded for questions 15, 16 and 18.

As a result we can say that the majority of the population either agrees or strongly agree with the idea that the HRD of Bank A:

- Act as "company's guarding angels" by setting rules and regulations, to prevent the company from bad reputation.

- Work closely with line and executive managers, by helping them in Employee recruitment

- Invest in software, systems and technical tools.

As for questions number 12 and number 20, we can observe that all the 3 tests are NOT significant being greater than 0.05. This means the results of these two questions are NOT significant.

Same results can be applied to question # 13, where tests # 2 and # 3 are insignificant.

On average, we can observe that the proportion of “Agree/Strongly agree” is 55.40% that is greater than 50%. However, the P-Value of the test is 0.1400 that is greater than 0.05; this means that the test is not significant.

On the other hand, we can also detect that the proportion of “Disagree/Strongly Disagree” is 22.65 % that is smaller than 50%, and the P-value of the test is 1.22E-05, which means that the result is significant.

Moreover, the P-Value of test #3 is less than 0.05, this means that the test is significant.

As conclusion we can say that the majority of the sample population agree or strongly agree that the HRD of Bank A is playing strategic partner role.

Table # 4: Testing the extent of Bank B HRD playing Strategic Partner roles

HR Playing Strategic Partner Roles										$\pi_1 < 0.5$ TEST # 1	$\pi_1 > 0.5$ TEST # 2	$\pi_1 \neq \pi_2$ TEST # 3
Bank B	SD	D	N	A	SA	N/A	Total	Prop. D & SD	Prop. A & SA	P Value for Prop. D & SD	P Value for Prop. A & S A	Prop. A & SA > Prop. D & SD
9. Your HR contribute to the development of the organization's business plans and strategies.	0	23	9	10	0	6	48	47.92%	20.83%	.3861	1.0000	.9974
10. Your HR receive information from management, employees & other sources, but also create and/or provide information for management & employees from different sources.	0	8	10	20	10	0	48	16.67%	62.50%	1.93E-06	.0416	2.20E-06
11. Your HR are trusted by the employees. They communicate policies, decisions and plans with honesty , sensitivity and good timing.	1	10	11	25	1	0	48	22.92%	54.17%	.0001	.2822	.0008
12. Your HR are business competitor monitors. They monitor the competitor's struggles with their employees and customer issues.	7	26	6	9	0	0	48	68.75%	18.75%	.9953	1.0000	1.0000

13. Your HR are employee assessors: They match applicant's knowledge , behaviors, attitudes & job suitability to position templates; to better support the organization's strategic initiatives	10	12	9	8	9	0	48	45.83%	35.42%	.2817	.9784	.8505
14. Your HR are performance appraisal system developers.(eg Scorecard)	6	6	7	29	0	0	48	25.00%	60.42%	.0003	.0746	.0002
15.Your HR act as "company's guarding angels" by setting rules and regulations, to prevent the company from bad reputation.	0	7	5	35	1	0	48	14.58%	75.00%	4.60E-07	.0003	1.32E-09
16. Your HR work closely with line and executive managers, by helping them in : A/ Employee recruitment	0	4	12	25	7	0	48	8.33%	66.67%	3.87E-09	.0105	1.78E-09
17. Your HR work closely with line and executive managers, by helping them in : B/ Employee Satisfaction surveys	0	17	12	10	9	0	48	35.42%	39.58%	.0216	.9256	.3369
18. Your HR invest in software, systems and technical tools	13	11	14	10	0	0	48	50.00%	20.83%	.5000	1.0000	.9986
19. Your HR are strategic solutions finders.	8	24	9	7	0	0	48	66.67%	14.58%	.9895	1.0000	1.0000
20. Your HR act like engineers and developers, predicting and responding to attitude changes	1	24	9	14	0	0	48	52.08%	29.17%	.6134	.9981	.9889
21. Your HR focus on personnel retention and development by acting as counselors, coaches, mentors and succession planners.	7	6	8	27	0	0	48	27.08%	56.25%	.0007	.1932	.0019
AVERAGE	53	178	121	229	37	6	624	37.02%	42.63%	.0359	.8468	.2873

Analysis of Bank B HRD playing Strategic Roles:

We will test the 3 hypothesis mentioned below. We will conduct the same tests from questions # 9 to # 21 related to strategic partner roles of HRD.

We chose value 0.50 to represent the “Majority”.

1- $H_0: \pi_1 \geq 0.50$

$H_1: \pi_1 < 0.50$

2- $H_0: \pi_2 \leq 0.50$

$H_1: \pi_2 > 0.50$

3- $H_0: \pi_2 \leq \pi_1$

$H_1: \pi_2 > \pi_1$

With reference to question # 9, we can observe that all the 3 tests are NOT significant being greater than 0.05. This means the results of this question is NOT significant.

Same results can be applied to questions number 12, 13, 18, 19 and 20.

Same results also can be applied to question # 17, where tests # 2 and # 3 are insignificant.

Concerning question # 10, we can observe that the proportion of “Agree/Strongly agree” is greater than 50%. We can also see that the P-Value of the test # 2 is very small (smaller than 0.05). Consequently and without doing any further analysis, we can conclude that the majority of the population agree or strongly agree with the question that Bank B’s HRD receive information from management, employees & other sources, but also create and/or provide information for management & employees from different sources.

Similar results can be concluded for questions 15 and 16.

As a result we can say that the majority of the population either agrees or strongly agree with the ideas that the HRD of Bank B:

- Act as "company's guarding angels" by setting rules and regulations, to prevent the company from bad reputation.
- Work closely with line and executive managers, by helping them in employee recruitment.

As for questions number 11, we can observe that the sample proportion of "Agree/Strongly Agree" is greater than 50%, however, the P-Value of the test # 2 is greater than 0.05, which means that the test is NOT significant. On the other hand however, the sample proportion of "Disagree/Strongly Disagree" is smaller than 50% and the P-Value of the test # 1 is smaller than 0.05. Furthermore, the test # 3's result is significant. This means that $\pi_2 > \pi_1$. In this case, we can say that the majority or the sample population agree or strongly agree with the idea that the HR professionals of Bank B are trusted by the employees. They communicate policies, decisions and plans with honesty, sensitivity and good timing.

Similar results can be concluded for questions 14, 17 and 21.

As a result we say that the majority or the sample population agree or strongly agree with the idea that the HR of Bank B :

- Are performance appraisal system developers. (E.g. Scorecard).
- Work closely with line and executive managers, by helping them in employee satisfaction surveys.

-Focus on personnel retention and development by acting as counselors, coaches, mentors and succession planners.

On average, we can observe that the proportion of “Agree/Strongly agree” is 42.63% that is below 50%. Moreover, the P-Value of the proportion “Agree/Strongly Agree” is 0.8468 that is greater than 0.05; this means that that the test #2 is not significant. On the other hand, we can detect that the proportion of “Disagree/Strongly Disagree” is 37.02 % that is smaller than 50%, and the P-value of the Proportion “Disagree/Strongly Disagree” is .0359< 0.05, which means that the result is significant. However test # 3 is greater than 0.05, so we cannot conclude that $\pi_2 > \pi_1$.

Tests Regarding HRDs playing Business partner roles:

To conduct the above mentioned tests for HR playing Business partner roles, we calculated the various proportions for questions 22-27 for both banks, as well as the proportion for the averages.

Table # 5: Testing the extent of Bank A’s HRD playing Business Partner roles

HR Playing Business Partner Roles										$\Pi_1 < 0.5$ TEST # 1	$\Pi_1 > 0.5$ TEST # 2	$\Pi_2 > \Pi_1$ TEST # 3
Bank A	SD	D	N	A	SA	N/A	Total	Prop. D & SD	Prop. A & SA	P Value Prop. D & SD	P Value Prop. A & SA	Prop. A & SA > Prop. D & SD
22. Your HR are human capital developers, focusing on how to prepare FUTURE employees.	0	10	8	27	9	0	54	18.52%	66.67%	1.85E-06	.0072	2.10E-07
23. Your HR are business experts: they have a thorough understanding of the companies BIG picture.	0	3	8	40	3	0	54	5.56%	79.63%	3.24E-11	6.71E-06	3.55E-15
24. Your HR are market experts: they have a thorough understanding of the companies external business (what customers and shareholders demand).	4	15	16	18	1	0	54	35.19%	35.19%	.0147	.9853	.5000
25. Your HR are change agents: they transform the organization to meet new competitive conditions, in order to stay aligned with the fast changing competitive world.	3	16	10	24	0	1	54	35.19%	44.44%	.0147	.7931	.1631
26. Your HR are Leaders in corporation governance: they have their unique and powerful view and add substantially to business success.	0	28	9	14	0	3	54	51.85%	25.93%	.6071	.9998	.9971
27. Your HR add value, because its professionals, policies & practices help employees at all levels reach their goals and obtain positive outcomes from customers, investors & shareholders...	0	11	11	27	5	0	54	20.37%	59.26%	6.66E-06	.0870	1.83E-05
AVERAGE	7	83	62	150	18	4	324	27.78%	51.85%	.0005	.3929	.0053

Analysis of Bank A's HRD playing Business partner Roles:

We will test the 3 hypothesis mentioned below.

We will conduct the same tests from questions # 22 to # 27 related to strategic partner roles of HRD.

We chose value 0.50 to represent the "Majority".

1 $H_0: \pi_1 \geq 0.50$

$H_1: \pi_1 < 0.50$

2- $H_0: \pi_2 \leq 0.50$

$H_1: \pi_2 > 0.50$

3- $H_0: \pi_2 \leq \pi_1$

$H_1: \pi_2 > \pi_1$

With reference to questions number 22 and 23, we can observe that both proportions of "Agree/Strongly agree" are greater than 50%. We can also see that P-Values of both tests # 2 are very small (smaller than 0.05). Consequently we can say that the majority of the populations agree that the HR of Bank A are human capital developers and are business experts.

Regarding questions number 24 and 25 we can observe that the proportions of "Agree/Strongly Agree" are below 50%, as well the P-Value of the proportions are greater than 0.05, which means that the tests are NOT significant; on the other hand, the proportion of "Disagree/Strongly Disagree" is smaller than 50% and the P-Values of the proportions are lesser than 0.05, which means that the test is significant. However, the results of test # 3 for both questions are NOT significant which means that we cannot say that $\pi_2 > \pi_1$

Concerning question number 26, we can observe that all 3 tests are NOT significant. This means that the result of the question is NOT significant.

As for question number 27 , we can observe that the proportion of “Agree/Strongly Agree” is below 50%, as well the P-Value of the proportions are greater than 0.05, which means that the test is NOT significant; at the same time however, tests # 1 and # 3 are significant which means that $\pi_2 > \pi_1$.

On average, we can observe that the proportion of “Agree/Strongly agree” is 51.85% that is greater than 50% or the majority. However, the P-Value of the test # 2 is 0.3929 that is > 0.05 ; this means that that the test is NOT significant. On the other hand, we can also detect that tests # 1 and # 3 are significant, which means that the majority of the sample proportion agree that the HRD of Bank A play Business Partner roles.

Table # 6: Testing the extent of Bank B HRD playing Business Partner roles

HR Playing Business Partner Roles										IT1 < IT2 TEST #1	IT1 < IT3 TEST #2	IT2 > IT3 TEST #3
Bank B	SD	D	N	A	SA	N/A	Total	Prop. D & SD	Prop. A & SA	P Value for Prop. D & SD	P Value for Prop. A & SA	Prop. Agree/St. Agree > Prop. Disagree/St. Disagree
22. Your HR are human capital developers, focusing on how to prepare FUTURE employees.	0	11	6	24	7	0	48	22.92%	64.58%	.0001	.0217	1.94E-05
23. Your HR are business experts: they have a thorough understanding of the companies BIG picture.	0	14	10	24	0	0	48	29.17%	50.00%	.0019	.5000	.0185
24. Your HR are market experts: they have a thorough understanding of the companies external business (what customers and shareholders demand).	2	19	13	13	1	0	48	43.75%	29.17%	.1932	.9981	.9311
25. Your HR are change agents: they transform the organization to meet new competitive conditions, in order to stay aligned with the fast changing competitive world.	1	21	11	14	1	0	48	45.83%	31.25%	.2817	.9953	.9289
26. Your HR are Leaders in corporation governance: they have their unique and powerful view and add substantially to business success.	3	21	10	14	0	0	48	50.00%	29.17%	.5000	.9981	.9815
27. Your HR add value, because its professionals, policies & practices help employees at all levels reach their goals and obtain positive outcomes from customers, investors & shareholders...	0	24	16	7	1	0	48	50.00%	16.67%	.5000	1.0000	.9997
AVERAGE	6	110	66	96	10	0	288	40.28%	36.81%	.0888	.9663	.6366

Similar results can be concluded for questions 23, 26 and 27 as well for the average

Analysis of Bank B HRD playing partnership Roles:

We will test the 3 hypothesis mentioned below.

We will conduct the same tests from questions # 22 to # 27 related to strategic partner roles of HRD. We chose value 0.50 to represent the "Majority".

1 $H_0: \pi_1 \geq 0.50$

$H_1: \pi_1 < 0.50$

2- $H_0: \pi_2 \leq 0.50$

$H_1: \pi_2 > 0.50$

3- $H_0: \pi_2 \leq \pi_1$

$H_1: \pi_2 > \pi_1$

With reference to question number 22, we can observe that the proportion of "Agree/Strongly agree" is 64.58% that is $>$ then 50%. We can also see that P-Values of the test # 2 is significant, which means that the results are significant, and that the majority of the population agree or strongly agree that their HR are human capital developers.

Regarding questions number 23, we can observe that the proportion of "Agree/Strongly Agree" is exactly 50%; however, the P-Value of the test # 2 is greater than 0.05, which means that the test is NOT significant; on the other hand, the proportion of "Disagree/Strongly Disagree" is smaller than 50% and the P-Values of the proportions are lesser than 0.05, as well, test # 3 is significant which gives us the right to say that the majority or the sample agree or strongly agree that the HRD of Bank B are business experts.

As to question number 24, we can observe that all 3 tests are insignificant. As a result we can say that the result of this question is NOT significant.

Similar results can be concluded for questions 25, 26 and 27 as well for the average.

As a conclusion, and taking into consideration the various proportions,, as well as the proportion for the average we can confirm that the both banks are playing good to excellent Traditional and Administrative roles

Concerning HRDs playing Strategic Partner roles, and again taking into consideration the various proportions,, as well as the proportion for the average it is obvious that both HRDs are trying to become strategic partners; However, it is also clear that they are still at preliminary stages, although Bank A's HRD is clearly one step ahead of Bank B's HRD in this role. It is worth mentioning here that during my meetings with the Heads of HRDs, it appeared to me that Bank A's HRD has its own strategic vision and mission but Bank B HRD does NOT...

Finally, regarding HRDs playing Business Partner roles, it is clear that the HRD of Bank B failed in reaching that level, and that the HRD of Bank A's although did not achieve it yet but they are on the right track.

Kindly find below the vision and the mission of Bank A's HRD.

Bank A's Human Resources Vision

To be the Bank's strategic partner, recognized for being a benchmark in the selection, motivation and growth of human capital

Bank A's Human Resources Mission

- *We will be the employer of choice, focused on selecting the best talent*
- *We will motivate our people (human capital) through continuous growth, as a result of training and development*
- *We will recognize high performers by applying cost effective reward schemes*
- *We will be professionally recognized for being a benchmark in our standards of quality (industry)*
- *We will position ourselves as a strategic partner through our constant and transparent communication with our stakeholders*

C- Correlation and Regression Analysis

In this section, we perform Correlation and Regression analysis, in order to determine the effect of the different HR roles on the outcome measures. This will be done by constructing 2 new tables for our chosen banks. In these tables, we will allot a number for each answer:

- Disagree** = 1
- Neutral** = 2
- Agree** = 3
- Strongly Agree** = 4
- Not Applicable** = Empty

Then we found the averages of each role for each case.

X1 representing the average of HRD playing Traditional and administrative roles foe each case.

X2 representing the average of HRD playing Strategic Partner roles for each case.

X3 representing the average of HRD Business Partner roles for each case.

Find below the table of Bank A:

Bank A’s results for questions 1-14:

BA	Q 1	Q 2	Q 3	Q 4	Q 5	Q 6	Q 7	Q 8	X 1	Q 9	Q 10	Q 11	Q 12	Q 13	Q 14
C 1	2	1	3	3	2	2	3	2	2.250	2	2	0		0	2
C 2	4	2	4	3	3	3	2	3	3.000	2	4	2	2	2	2
C 3	4	3	3	4	3	4	3	3	3.375	1	1	2	1	1	1
C 4	4	3	4	4	4	3	1	4	3.375	3	4	3	2	2	2
C 5	1	3	2	3	2	4	3	4	2.750	3	4	3		4	4

C 6	4	3	4	4	4	3	1	4	3.375	4	4	3	3	4	4
C 7	3	1	3	4	3	3	2	3	2.750	3	4	3	1	1	3
C 8	3	3	3	3	3	4	2	3	3.000	1	1	0	0	0	3
C 9	4	2	2	2	4	3		1	2.571	3	4	3	3	4	3
C 10	1	3	4	4	3	4	3	4	3.250	3	4	3	2	2	2
C 11	3	2	3	3	3	3	3	2	2.750	3	4	3	3	4	3
C 12	3	3	2	3	1	4	1	4	2.625	1	4	0	0	0	2
C 13	3	3	4	3	4	3	4	4	3.500	2	2	2	1	1	2
C 14	2	2	3	4	2	3	2	3	2.625		4	2	3	4	3
C 15	3	1	2	2	3	3	4	3	2.625	2	2	2	2	2	2
C 16	3	3	4	3	4	4	3	4	3.500	1	1	0	0	0	2
C 17	4	3	3	3	3	3	3	2	3.000	1	4	0	0	0	2
C 18	3	2	4	4	4	3	1	1	2.750	2	2	2	3	2	2
C 19	4	3	4	4	1	3	4	3	3.250	3	4	3	2		3
C 20	3	1	4	3	4	4	3	3	3.125	2	2	2	1	1	3
C 21	4	3	3	3	3	4	3	2	3.125	1	4	0	0	0	2
C 22	3	3	4	3	3	3	3	4	3.250	1	4	0	0	0	2
C 23	4	3	3	4	1	3	3	3	3.000	2	4	1	1	1	1
C 24	3	3	3	4	3	4	4	4	3.500	3	3	2	2	2	2
C 25	3	3	4	4	4	3	4	3	3.500	3	4	3	1	1	3
C 26	2	3	2	3	3	3	2	4	2.750	2	4	3	1	1	1
C 27	3	1	4	3	3	4	3	2	2.875	1	4	0	3	2	3
C 28	4	3	3	3	2	3	1	4	2.875	2	4	2	3	2	3
C 29	3	2	3	4	4	3	3	3	3.125	4	4	3	1	1	3
C 30	4	2	4	4	3	4	3	3	3.375	2	4	3	1	1	1
C 31	3	3	3	4	4	3	3	3	3.250	3	3	3	2	3	3
C 32	4	3	4	4	3	4	4	4	3.750	1	4	1	1	2	1
C 33	4	3	3	3	3	4	3	3	3.250	3	3	3	1	3	3
C 34	3	2	3	3	4	3	3	3	3.000	3	3	3	1	3	3
C 35	3	3	3	4	3	3	3	4	3.250	1	4	1	1	2	1
C 36	3	2	4	4	3	4	3	3	3.250	2	4	3	3	3	3
C 37	3	3	3	4	3	3	4	3	3.250	3	3	3	3	3	3
C 38	3	3	3	4	3	3	4	3	3.250	3	3	3		3	4
C 39	4	3	3	4	4	4	3	4	3.625	2	4	3	1	3	1
C 40	3	3	4	4	3	3	3	3	3.250	1	4	1	3	3	3
C 41	4	3	3	4	4	4	3	4	3.625	4	4	3			3
C 42	3	3	4	4	1	3	4	3	3.125	2	4	3	1	3	1

C 43		3	3	4	3	3	4	3	3.286	1	4	1	3	3	3
C 44	3	3	4	4	4	3	3	3	3.375	4	4	3	1	3	3
C 45	3	2	3	4	3	4	2	4	3.125	4		3	3	3	3
C 46	3	3	3	4	4	3	4	4	3.500	3	3	3	1	3	1
C 47	3	4	3	4	4	4	3	3	3.500	3	3	3	1	3	1
C 48	3	3	3	4	3	4	3	3	3.250	1		1	1		1
C 49	3	4	4	4	4	4	4	3	3.750	2			1		3
C 50	3	4	3	4	3	4	3	3	3.375	3		3	3	3	3
C 51	3	4	3	4	3	4	3	3	3.375	3		3	1	3	3
C 52	3	3	4	4	3	4	3	4	3.500	3	3	3	3	3	1
C 53	3	4	4	4	3	4	3	3	3.500	3	3	3	3	3	3
C 54	3	3	3	4	3	4	2	3	3.125	1		1	1	3	1

Bank A Group results for questions from 15-27:

BA	Q 15	Q 16	Q 17	Q 18	Q 19	Q 20	Q 21	X 2	Q 22	Q 23	Q 24	Q 25	Q 26	Q 27	X3
C 1	3	3	3		3	3	3	2.182	4	3	1	3	3	3	2.833
C 2	2	3	3		1	1	1	2.083	1	2	1	3	1	1	1.500
C 3	1	3	1	1	0	0	3	1.231	4	3	2	3	3	3	3.000
C 4	3	2	3	2	1	1	1	2.231	1	1	0	3	1	1	1.167
C 5	3	3	3	4	3	3	3	3.333	4	3	2	2	2	3	2.667
C 6	3	3	3	4	3	3	3	3.385	4	3	3	3	1	3	2.833
C 7	1	1	1	1	0	0	1	1.538	2	1	0	0	1	1	0.833
C 8	3	3	3	4	3		3	2.000	4	3	3	3	3	4	3.333
C 9	3	3	3	4	3		3	3.250	4	3	3	3	3	3	3.167
C 10	2	2	3	1	1	1	1	2.077	1	1	0	0	1	1	0.667
C 11	3	4	3	4	3	3	3	3.308	4	3	3	3	3	4	3.333
C 12	2	4	1	1	0	0	1	1.231	2	2	1	2	2	1	1.667
C 13	1	4	2	1	0	0	1	1.462	1	2	1	0	2	1	1.167
C 14	3	4	3	4		1	1	2.909	1	2	1	2	2	1	1.500
C 15	2	4	1	4	3	3	3	2.462	3	3	2	1	2	3	2.333
C 16	1	4	2	2	3	1	1	1.385	1	2	1		2	3	1.800
C 17	1	4	2	2	3	3	3	1.923	3	3	2	1	1	1	1.833
C 18	2	4	1	4	1	3	3	2.385	3	2	1	1	2	1	1.667
C 19	3	3	2	2	2	1	1	2.417	1	2	1	2	2	3	1.833

C 20	3	3	2	2	2	3	3	2.231	3	3	2	1	3	4	2.667
C 21	2	3	1	4	1	1	1	1.538	1	3	0	1	2	3	1.667
C 22	3	3	2	2	2	1	1	1.615	1	2	1	2		3	1.800
C 23	3	3	3	4	3	4	3	2.538	3	3	1	1		1	1.800
C 24	3	3	3	4	3	4	3	2.846	3	3	4	3	3	4	3.333
C 25	3	3	1	4	2	2	1	2.385	1	3	1	2	3	3	2.167
C 26	3	3	3	3	3	2	3	2.462	3	3	1	1		1	1.800
C 27	3	3	2	2	2	1	1	2.077	2	3	1	2	1	3	2.000
C 28	4	3	2	2	2	1	1	2.385	2	3	2	1	3	3	2.333
C 29	3	3	3	3	3	2	3	2.769	3	3	3	3	3	3	3.000
C 30	3	3	3	3	2	2	1	2.231	2	3	1	1	1	3	1.833
C 31	3	3	1	3	4	3	1	2.692	2	3	1	2	1	3	2.000
C 32	3	3	3	3	2	2	2	2.154	2	3	2	1	1	2	1.833
C 33	3	2	2	4	4	3	3	2.846	3	3	3	3	3	4	3.167
C 34	3	3	3	3	2	1	3	2.615	3	3	3	1	1	3	2.333
C 35	3	3	2	3	1	2	1	1.923	2	3	2	2	1	2	2.000
C 36	3	3	3	4	2	1	2	2.769	3	3	3	1	1	3	2.333
C 37	3	3	3	3	4	2	2	2.923	3	3	2	2	1	2	2.167
C 38	3	3	2	3	2	1	2	2.667	3	3	3	3	3	3	3.000
C 39	4	3	3	3	3	3	3	2.769	3	3	2	1	1	2	2.000
C 40	3	3	3	4	3	3	3	2.846	3	3	3	3	3	3	3.000
C 41	3	2	2	4	2	1	2	2.727	4	4	3	3	1	3	3.000
C 42	4	3	4	3	3	2	3	2.769	3	3	3	1	1	2	2.167
C 43	3	2	2	4	1	0	2	2.231	3	3	3	3	1	3	2.667
C 44	3	3	4	3	3	2	3	3.000	3	4	2	3	3	2	2.833
C 45	3	3	4	3	2	1	2	2.833	3	3	2	1	1	2	2.000
C 46	3	3	4	3	3	2	3	2.692	3	3	2	3	1	3	2.500
C 47	3	3	4	3	3	3	3	2.769	3	3	3	3	1	2	2.500
C 48	4	3	1	3	3	3	3	2.182	3	3	3	3	1	3	2.667
C 49	3	4	4	3	3	2	2	2.700	3	3	3	3	1	3	2.667
C 50	3	2	2	4	2	1	2	2.583	4	3	2	1	1	2	2.167
C 51	3	3	3	3	4	4	3	3.000	3	4	3	3	1	3	2.833
C 52	4	3	3	3	3	3	3	2.923	3	3	2	3	1	2	2.333
C 53	3	3	3	3	2	2	2	2.769	3	3	3	3	1	3	2.667
C 54	3	2	2	3	1	2	2	1.833	3	2	2	3	1	2	2.167

After finding the averages for the 3 different roles, now we will compare these averages with the outcome measures in ordered to find out if there are correlations between the roles and with the outcome measures. In addition to that we will also test the level of significance.

For that we will use 2 statistical models:

1- Correlation Matrix

2- Regression analysis

BANK A	X1	X2	X3	OM1	OM2	OM3	OM4	OM5	OM6	OM7	OM8	OM9	OM10	OM11
C 1	2.25	2.182	2.833	1	1	2	3	2	3	3	3	2	1	2
C 2	3	2.083	1.5	1	1	2	2	2	2	2	2	2	1	2
C 3	3.375	1.231	3	3	2	2	3	3	3	3	3	3	2	2
C 4	3.375	2.231	1.167	3	3	1	1	2	1	0	1	1	1	1
C 5	2.75	3.333	2.667	2	1	3	3	3	3	3	2	3	2	2
C 6	3.375	3.385	2.833	4	3	3	3	3	3	3	3	3	3	3
C 7	2.75	1.538	0.833	1	1	1	1	0	2	1	1	1	1	1
C 8	3	2	3.333	3	3	3	3	3	3	3	3	3	3	3
C 9	2.571	3.25	3.167	3	2	3	3	3	3	3	3	3	3	3
C 10	3.25	2.077	0.667	1	1	1	1	1	2	0	1	1	1	1
C 11	2.75	3.308	3.333	4	3	3	3	3	3	3	3	3	4	3
C 12	2.625	1.231	1.667	3	1	1	1	1	2	1	1	1	1	1
C 13	3.5	1.462	1.167	1	1	2	1	1	1	0	3	1	1	1
C 14	2.625	2.917	1.5	3	3	2	3	3	3	3	3	3	3	2
C 15	2.625	2.462	2.333	3	2	2	2	3	2	2	2	2	2	2
C 16	3.5	1.385	1.8	2	1	1	1	1	1	1	1	1	1	1
C 17	3	1.923	1.833	2	0	1	1	1	1	1	1	1	1	1
C 18	2.75	2.385	1.667	3	3	2	3	2	2	2	2	2	2	2
C 19	3.25	2.417	1.833	3	2	2	2	2	1	1	2	1	1	0
C 20	3.125	2.231	2.667	3	3	3	3	2	2	2	3	3	2	2
C 21	3.125	1.538	1.667	1	1	2	2	1	2	1	1	1	1	0
C 22	3.25	1.615	1.8	2	1	1	1	2	1	1	1	1	1	0
C 23	3	2.538	1.8	3	2	2	2	2	1	2	2	2	2	1
C 24	3.5	2.846	3.333	4	3	3	3	4	3	3	3	3	4	3
C 25	3.5	2.385	2.167	3	2	2	2	2	2	2	2	3	2	2
C 26	2.75	2.462	1.8	2	1	1	2	1	3	1	2	1	1	1
C 27	2.875	2.077	2	2	1	2	2	2	2	1	2	2	1	2
C 28	2.875	2.385	2.333	3	3	2	3	2	1	2	3	2	1	3
C 29	3.125	2.769	3	3	3	3	3	3	3	3	3	2	2	2
C 30	3.375	2.231	1.833	3	1	2	3	3	3	3	3	3	2	3
C 31	3.25	2.692	2	3	3	3	3	3	3	3	3	3	4	3
C 32	3.75	2.154	1.833	3	2	3	2	3	2	1	3	3	2	3
C 33	3.25	2.846	3.167	4	4	3	3	3	3	3	3	3	4	3
C 34	3	2.615	2.333	3	2	0	3	3	3	2	3	3	2	3
C 35	3.25	1.923	2	1	1	3	3	2	1	1	2	2	1	2
C 36	3.25	2.769	2.333	4	2	3	3	3	3	3	3	3	2	3
C 37	3.25	2.923	2.167	3	2	3	2	3	3	2	3	3	2	3
C 38	3.25	2.667	3	4	2	3	3	3	3	3	3	3	2	3
C 39	3.625	2.769	2	3	2	3	2	3	3	2	2	2	2	2
C 40	3.25	2.846	3	4	3	4	4	3	3	4	3	4	2	4
C 41	3.625	2.727	3	4	3	4	4	3	4	4	4	3	0	4
C 42	3.125	2.769	2.167	3	3	3	3	3	3	3	3	3	0	3
C 43	3.286	2.231	2.667	4	3	3	4	3	3	4	4	3	0	4
C 44	3.375	3	2.833	4	3	4	3	3	4	3	3	4	0	4
C 45	3.125	2.833	2	3	2	3	3	3	3	3	3	3	0	0
C 46	3.5	2.692	2.5	4	3	3	3	3	3	3	3	3	3	0
C 47	3.5	2.769	2.5	4	3	3	4	3	3	3	3	4	2	4
C 48	3.25	2.182	2.667	3	2	3	3	2	2	2	3	2	0	2
C 49	3.75	2.7	2.667	4	3	4	3	3	4	3	4	3	3	0
C 50	3.375	2.583	2.167	4	2	3	3	3	3	3	3	3	3	3
C 51	3.375	3	2.833	3	3	4	4	3	4	4	4	3	3	4
C 52	3.5	2.923	2.333	4	3	3	3	3	3	3	3	3	3	4
C 53	3.5	2.769	2.667	4	3	3	3	3	3	3	3	3	3	4
C 54	3.125	1.833	2.167	1	1	0	2	1	2	3	3	2	2	2

**BANK A
Correlation
Matrix**

	X1	X2	X3	OM1	OM2	OM3	OM4	OM5	OM6	OM7	OM8	OM9	OM10	OM11
X1	1.000													
X2	.043	1.000												
X3	.065	.506	1.000											
OM1	.372	.615	.603	1.000										
OM2	.282	.595	.544	.779	1.000									
OM3	.367	.606	.616	.604	.611	1.000								
OM4	.111	.606	.727	.600	.649	.710	1.000							
OM5	.284	.714	.681	.753	.667	.692	.728	1.000						
OM6	.138	.612	.595	.545	.491	.611	.699	.665	1.000					
OM7	.082	.607	.757	.619	.585	.639	.868	.728	.785	1.000				
OM8	.269	.528	.663	.571	.617	.660	.817	.693	.691	.784	1.000			
OM9	.262	.658	.670	.694	.634	.701	.816	.823	.731	.813	.761	1.000		
OM10	.084	.443	.399	.408	.438	.249	.274	.476	.338	.372	.302	.414	1.000	
OM11	.148	.484	.545	.513	.502	.493	.660	.579	.529	.626	.604	.708	.268	1.000

54 sample size

critical value .05 (two-
± .268 tail)

critical value .01 (two-
± .348 tail)

Bank A :

We can observe that there is no serious correlation between our dependent variables. We can observe that there is no correlation at all between X2 and X1 as well as X3 and X1. The correlation between X2 and X1 is 0.043. The correlation between X3 and X1 is 0.065. We can observe also that there is a small correlation between X2 and X3, however being that correlation 0.506 that will NOT create us problem.

We can also observe that X1 being the average results of Bank A's HRD playing Traditional and Administrative roles does NOT have strong correlations with almost most of the outcome measures, on the other hand we can observe that the highest correlations are either with X2 being the average result of Bank A's HRD playing Strategic Partner Roles or X3 being the HRD of Bank A Playing Business Partner roles.

► OM1- Bank A's HR reduce operating Cost

Correlation Matrix:

We can see here that the lowest correlation is with X1 (0.372) and the highest correlation is with X2 (0.615), although the difference between X2 and X3 (0.603) is quite small. Meaning that there is a strong correlation between HR of Bank A reducing Operating cost and HR playing Strategic/Business Partner roles.

Regression Analysis

We consider the dependent Variable (DV) is HR of Bank A reducing operating cost and the Independent Variables (IVs) the 3 averages (X1, X2 and X3).

OM1

R ²	0.601		
Adjusted R ²	0.577	n	54
R	0.775	k	3
Std. Error	0.653	Dep. Var.	OM1

ANOVA table

Source	SS	df	MS	F	p-value
Regression	32.0397	3	10.6799	25.08	4.83E-10
Residual	21.2937	50	0.4259		
Total	53.3333	53			

Regression output

Variables	coefficients	std. error	t (df=50)	p-value	confidence interval	
					95% lower	95% upper
Intercept	-3.5301	0.9546	-3.698	.0005	-5.4475	-1.6128
X1	0.5887	0.2753	3.682	.0006	0.4606	1.5665
X2	1.0135	0.1935	3.973	.0002	0.3803	1.1578
X3	0.7690	0.1637	3.595	.0007	0.2598	0.9176

From the regression output we can determine that R² (The coefficient of determination) is 0.601 meaning that 60.1% of the variation in the dependent variable could be explained by the regression equation. Also we can notice that the global test is highly significant since the P-Value is 4.83E-10

As for the individual tests, we can determine that all 3 averages have P-Values way below 0.05, meaning that they are highly significant too. Our regression equation will be:
The HR of Bank A reduce operating cost = -3.5301 + 0.5887 X1 + 1.0135 X2 + 0.7690 X3.

We can see here that all 3 different roles are influencing to some extent the reduction of the operating cost, however the role that is influencing the most is the Strategic Partner role since it has the highest coefficient.

► OM2- Bank A's HR lower employee turnover rate

Correlation Matrix:

We can see here that the lowest correlation is with X1 (0.282) and the highest correlation is with X2 (0.595), although the difference between X2 and X3 (0.544) is again quite small. Meaning that the there is a strong correlation between HR of Bank A lowering employee turnover rate and HR playing Strategic/Business Partner roles.

Regression Analysis

We consider the dependent Variable (DV) is HR of Bank A reducing employee turnover rates and the Independent Variables (IVs) the 3 averages (X1, X2 and X3).

OM2					
	R ²	0.492			
	Adjusted R ²	0.462	n	54	
	R	0.702	k	3	
	Std. Error	0.669	Dep. Var.	OM2	
ANOVA table					
Source	SS	df	MS	F	p-value
Regression	21.7102	3	7.2367	16.17	1.78E-07
Residual	22.3824	50	0.4476		
Total	44.0926	53			
Regression output					
variables	coefficients	std. error	t (df=50)	p-value	confidence interval 95%
					lower 95% upper
Intercept	-2.8029	0.9787	-2.864	.0061	-4.7686 -0.8371
X1	0.6798	0.2823	2.408	.0198	0.1129 1.2467
X2	0.7248	0.1984	3.653	.0006	0.3263 1.1234
X3	0.4476	0.1679	2.666	.0103	0.1104 0.7848

From the regression output we can determine that R^2 is 0.492 meaning that 49.2% of the variation in the dependent variable could be explained by the regression equation. Also we can notice that the global test is highly significant since the P-Value is 1.78E-07 . As for the individual tests, we can determine that all 3 averages have P-Values below 0.05, meaning that they are significant. Our regression equation will be:

The HR of Bank A lower employee turnover rate = $-2.8029 + 0.6798 X_1 + 0.7248 X_2 + 0.4476 X_3$.

We can see here that all 3 different roles are influencing to some extent the lowering of employee turnover, however the role that is influencing the most is the Strategic Partner role since it has the highest coefficient.

► OM3- Bank A's HR decrease the number of lawsuits

Correlation Matrix:

We can see here that the lowest correlation is with X_1 (0.367) and the highest correlation is with X_3 (0.616), although the difference between X_3 and X_2 (0.606) is again quite small. Meaning that there is a strong correlation between HR of Bank A decreasing the number of lawsuits and HR playing Strategic/Business Partner roles.

Regression Analysis

We consider the dependent Variable (DV) is HR of Bank A decreasing the number of lawsuits and the Independent Variables (IVs) the 3 averages (X_1 , X_2 and X_3).

OM3

R ²	0.601		
Adjusted R ²	0.577	n	54
R	0.775	k	3
Std. Error	0.639	Dep. Var.	OM3

ANOVA table

Source	SS	df	MS	F	p-value
Regression	30.7933	3	10.2644	25.15	4.64E-10
Residual	20.4104	50	0.4082		
Total	51.2037	53			

Regression output

variables	coefficients	std. error	t (df=50)	p-value	confidence interval	
					95% lower	95% upper
Intercept	-3.8094	0.9346	-4.076	.0002	-5.6865	-1.9322
X1	0.9780	0.2695	3.628	.0007	0.4366	1.5193
X2	0.7165	0.1895	3.781	.0004	0.3359	1.0971
X3	0.6137	0.1603	3.828	.0004	0.2917	0.9357

From the regression output we can determine that R² is 0.601 meaning that 60.1% of the variation in the dependent variable could be explained by the regression equation. Also we can notice that the global test is highly significant since the P-Value is 4.64E-10. As for the individual tests, we can determine that all 3 averages have P-Values way below 0.05, meaning that they are highly significant.

Our regression equation will be:

The HR of Bank A decreasing the number of Lawsuits = -3.8094+0.9780 X1 +0.7165 X2 + 0.6137 X3.

We can see here that all 3 different roles are influencing to some extent in decreasing the number of lawsuits, however the role that is influencing the most is the Traditional and Administrative roles since it has the highest coefficient.

► OM4- Bank A's HR Create an enjoyable working environment

Correlation Matrix:

We can see here that the lowest correlation is with X1 (0.111) and the highest correlation is with X3 (0.716), meaning that the strongest correlation is between HR of Bank A creating enjoyable working environment and HR playing Business Partner role.

Regression Analysis

We consider the dependent Variable (DV) is HR creating an enjoyable working environment and the Independent Variables (IVs) the 3 averages (X1, X2 and X3).

OM4

R ²	0.608			
Adjusted R ²	0.585	n	54	
R	0.780	k	3	
Std. Error	0.554	Dep. Var.	OM4	

ANOVA table

Source	SS	df	MS	F	p-value
Regression	23.8407	3	7.9469	25.86	3.05E-10
Residual	15.3630	50	0.3073		
Total	39.2037	53			

Regression output

variables	coefficients	std. error	t (df=50)	p-value	confidence interval 95%	
					lower	95% upper
Intercept	-0.8948	0.8108	-1.104	.2751	-2.5234	0.7338
X1	0.1589	0.2338	0.679	.5000	-0.3108	0.6286
X2	0.5119	0.1644	3.114	.0031	0.1817	0.8421
X3	0.7589	0.1391	5.456	1.51E-06	0.4796	1.0383

From the regression output we can determine that R^2 is 0.608 meaning that 60.8% of the variation in the dependent variable could be explained by the regression equation. Also we can notice that the global test is highly significant since the P-Value is 3.05E-10. As for the individual tests, we can determine that the averages X2 and X3 have P-Values way below 0.05, meaning that they are highly significant. However, the P-Value of X1 is .5000 meaning that the test is not significant. Our regression equation will be:

The HR of Bank A create an enjoyable working environment = $-0.8948 + 0.5119 X2 + 0.7589 X3$.

We can see here that only 2 different roles are influencing in creating an enjoyable working environment and are the Business Partner roles and the Strategic Partner role, however the role that is most influencing is the Business Partner role since it has the highest coefficient.

► OM5- Bank A's HR augmenting employees satisfaction

Correlation Matrix:

We can see here that the lowest correlation is with X1 (0.148) and the highest correlation is with X3 (0.545), meaning that the strongest correlation is between HR contributing to greater profits and HR playing Business Partner role.

Regression Analysis

We consider the dependent Variable (DV) is HR contributing to greater profits and the Independent Variables (IVs) the 3 averages (X1, X2 and X3).

OM5

R ²	0.702		
Adjusted R ²	0.684	n	54
R	0.838	k	3
Std. Error	0.471	Dep. Var.	OM5

ANOVA table

Source	SS	df	MS	F	p-value
Regression	26.1292	3	8.7097	39.32	3.37E-13
Residual	11.0745	50	0.2215		
Total	37.2037	53			

Regression output

variables	coefficients	std. error	t (df=50)	p-value	confidence interval	
					95% lower	95% upper
Intercept	-2.6089	0.6884	-3.790	.0004	-3.9916	-1.2262
X1	0.6061	0.1985	3.053	.0036	0.2074	1.0049
X2	0.7703	0.1396	5.519	1.21E-06	0.4899	1.0506
X3	0.5471	0.1181	4.633	2.60E-05	0.3099	0.7843

From the regression output we can determine that R² is 0.702 meaning that 70.2% of the variation in the dependent variable could be explained by the regression equation. Also we can notice that the global test is highly significant since the P-Value is 3.37E-13. As for the individual tests, we can determine that all 3 averages have P-Values way below 0.05, meaning that they are highly significant. Our regression equation will be:

The HR of Bank A contributing to greater profits= -2.6089 + 0.6061 X1 +0.7703 X2 + 0.5471 X3.

We can see here that all 3 different roles are influencing to some extent in contributing to greater profits, however the role that is influencing the most is the Strategic Partner role since it has the highest coefficient.

► OM6- Bank A's HR increase motivation.

Correlation Matrix:

We can see here that the lowest correlation is with X1 (0.138) and the highest correlation is with X2 (0.612), meaning that the strongest correlation is between HR of Bank A augmenting motivation and HR playing Strategic Partner role.

Regression Analysis

We consider the dependent Variable (DV) is HR augmenting motivation and the Independent Variables (IVs) the 3 averages (X1, X2 and X3).

OM6

R ²	0.493		
Adjusted R ²	0.462	n	54
R	0.702	k	3
Std. Error	0.633	Dep. Var.	OM6

ANOVA table

Source	SS	df	MS	F	p-value
Regression	19.4626	3	6.4875	16.19	1.75E-07
Residual	20.0374	50	0.4007		
Total	39.5000	53			

Regression output

variables	coefficients	std. error	t (df=50)	p-value	confidence interval	
					95% lower	95% upper
Intercept	-1.0867	0.9260	-1.174	.2461	-2.9467	0.7732
X1	0.2512	0.2671	0.941	.3515	-0.2852	0.7876
X2	0.6698	0.1877	3.568	.0008	0.2927	1.0469
X3	0.5128	0.1588	3.229	.0022	0.1938	0.8319

From the regression output we can determine that R² is 0.493 meaning that 49.3% of the variation in the dependent variable could be explained by the regression equation. Also we can notice that the global test is highly significant since the P-Value is 1.75E-07.

As for the individual tests, we can determine that the averages X2 and X3 have P-Values way below 0.05, meaning that they are highly significant. However, the P-Value of X1 is 0.2512 meaning that the test is not significant.

Our regression equation will be:

The HR of Bank A augmenting motivation = $-1.0867 + 0.6698 X_2 + 0.5128 X_3$.

We can see here that only 2 different roles are influencing to some extent in augmenting motivation (Strategic Partner roles and Business partner roles), however the role that is influencing the most is the Strategic Partner role since it has the highest coefficient.

► OM7- Bank A's HR is contributing to higher productivity.

Correlation Matrix:

We can see here that the lowest correlation is with X1 (0.082) and the highest correlation is with X3 (0.757), meaning that the strongest correlation is between and HR of Bank A contributing to higher productivity and HR playing Business Partner role.

Regression Analysis

We consider the dependent Variable (DV) is HR contributing to higher productivity and the Independent Variables (IVs) the 3 averages (X1, X2 and X3).

OM7

R ²	0.641	n	54
Adjusted R ²	0.619	k	3
R	0.801	Dep. Var.	OM7
Std. Error	0.652		

ANOVA
table

Source	SS	df	MS	F	p-value
Regression	37.9736	3	12.6579	29.73	3.54E-11
Residual	21.2857	50	0.4257		
Total	59.2593	53			

Regression output

variables	coefficients	std. error	t (df=50)	p-value	confidence interval	
					95% lower	95% upper
Intercept	-1.7170	0.9544	-1.799	.0780	-3.6340	0.2000
X1	0.0955	0.2752	0.347	.7300	-0.4573	0.6484
X2	0.5909	0.1935	3.054	.0036	0.2022	0.9796
X3	1.0029	0.1637	6.126	1.39E-07	0.6741	1.3317

From the regression output we can determine that R² is 0.641 meaning that 64.1% of the variation in the dependent variable could be explained by the regression equation. Also we can notice that the global test is highly significant since the P-Value is 3.54E-11. As for the individual tests, we can determine that the averages X2 and X3 have P-Values way below 0.05, meaning that they are highly significant. However, the P-Value of X1 is 0.73 meaning that the test is not significant. . Our regression equation will be:

The HR of Bank A contributing to higher profits = -1.7170 + 0.5909 X2 + 1.0029 X3.

We can see here that only 2 different roles are influencing to some extent in contributing to higher productivity, however the role that is influencing the most is the Business Partner role since it has the highest coefficient.

► OM8- Bank A's HR is contributing to service efficiency.

Correlation Matrix:

We can see here that the lowest correlation is with X1 (0.269) and the highest correlation is with X3 (0.663), meaning that the strongest correlation is between HR of Bank A contributing to service efficiency and HR playing Business Partner role.

Regression Analysis

We consider the dependent Variable (DV) is HR contributing to service efficiency and the Independent Variables (IVs) the 3 averages (X1, X2 and X3).

OM8

R ²	0.539		
Adjusted R ²	0.512	n	54
R	0.734	k	3
Std. Error	0.585	Dep. Var.	OM8

ANOVA

table

Source	SS	df	MS	F	p-value
Regression	20.0665	3	6.6888	19.52	1.64E-08
Residual	17.1372	50	0.3427		
Total	37.2037	53			

Regression output

variables	coefficients	std. error	t (df=50)	p-value	confidence interval	
					95% lower	95% upper
Intercept	-1.7698	0.8564	-2.067	.0440	-3.4899	-0.0497
X1	0.5750	0.2470	2.328	.0240	0.0790	1.0711
X2	0.3974	0.1736	2.289	.0263	0.0487	0.7462
X3	0.6850	0.1469	4.663	1.64E-08	0.3899	0.9800

From the regression output we can determine that R^2 is 0.539 meaning that 53.9% of the variation in the dependent variable could be explained by the regression equation. Also we can notice that the global test is highly significant since the P-Value is 1.64E-08. As for the individual tests, we can determine that all 3 averages have P-Values way below 0.05, meaning that they are highly significant. Our regression equation will be:

The HR of Bank A Contributing to service efficiency = $-1.7698 + 0.5750 X_1 + 0.3974 X_2 + 0.6850 X_3$.

We can see here that all 3 different roles are influencing to some extent in contributing to service efficiency, however the role that is influencing the most is the Business partner role since it has the highest coefficient.

► OM9- Bank A's HR enhance customer satisfaction.

Correlation Matrix:

We can see here that the lowest correlation is with X_1 (0.262) and the highest correlation is with X_3 (0.670), meaning that the strongest correlation is between HR of Bank A enhancing customer satisfaction and HR playing Business Partner role.

Regression Analysis

We consider the dependent Variable (DV) is HR enhancing customer satisfaction and the Independent Variables (IVs) the 3 averages (X_1 , X_2 and X_3).

OM9

R ²	0.632				
Adjusted R ²	0.610	n	54		
R	0.795	k	3		
Std. Error	0.551	Dep. Var.	OM9		

ANOVA table

Source	SS	df	MS	F	p-value
Regression	26.0471	3	8.6824	28.64	6.38E-11
Residual	15.1566	50	0.3031		
Total	41.2037	53			

Regression output

variables	coefficients	std. error	t (df=50)	p-value	confidence interval	
					95% lower	95% upper
Intercept	-2.5019	0.8054	-3.107	.0031	-4.1195	-0.8843
X1	0.5809	0.2323	2.501	.0157	0.1144	1.0474
X2	0.6996	0.1633	4.284	.0001	0.3716	1.0276
X3	0.6109	0.1381	4.422	.0001	0.3334	0.8884

From the regression output we can determine that R² is 0.632 meaning that 63.2% of the variation in the dependent variable could be explained by the regression equation. Also we can notice that the global test is highly significant since the P-Value is 6.38E-11. As for the individual tests, we can determine that all 3 averages have P-Values way below 0.05, meaning that they are highly significant.

Our regression equation will be:

The HR of Bank A enhancing customer satisfaction = -2.5019 + 0.5809 X1 + 0.6996 X2 + 0.6109 X3.

We can see here that all 3 different roles are influencing to some extent in enhancing customer satisfaction, however the role that is influencing the most is the Strategic Partner role since it has the highest coefficient.

► OM10- Bank A’s HR contribute to greater market share.

Correlation Matrix:

We can see here that the lowest correlation is with X1 (0.084) and the highest correlation is with X3 (0.443), meaning that the strongest correlation is between HR of Bank A contributing to greater market share and HR playing Strategic Partner role.

Regression Analysis

We consider the dependent Variable (DV) is HR contributing to greater market share and the Independent Variables (IVs) the 3 averages (X1, X2 and X3).

OM10

R ²	0.240		
Adjusted R ²	0.195	n	54
R	0.490	k	3
Std. Error	0.987	Dep. Var.	OM10

ANOVA table

Source	SS	df	MS	F	p-value
Regression	15.4106	3	5.1369	5.27	.0031
Residual	48.7375	50	0.9748		
Total	64.1481	53			

Regression output

variables	coefficients	std. error	t (df=50)	p-value	confidence interval	
					95% lower	95% upper
Intercept	-1.2951	1.4442	-0.897	.3741	-4.1958	1.6057
X1	0.1870	0.4165	0.449	.6555	-0.6496	1.0235
X2	0.6615	0.2928	2.259	.0283	0.0733	1.2496
X3	0.4014	0.2477	1.620	.1114	-0.0962	0.8990

From the regression output we can determine that R^2 is 0.240 meaning that only 24% of the variation in the dependent variable could be explained by the regression equation. Although the global test is significant since the P-Value is .0031. As for the individual tests, we can determine that only X2 has a P-Values way below 0.05, meaning that only the test of X1 is significant.

Our regression equation will be:

The HR of Bank A contributing to greater market share = $-1.2951 + 0.6915 X2$.

We can see here that one role is influencing in contributing to greater market shares, and it is the Strategic Partner role since it has the highest coefficient.

► OM11- Bank A's HR contribute to higher profits

Correlation Matrix:

We can see here that the lowest correlation is with X1 (0.084) and the highest correlation is with X3 (0.443), meaning that the strongest correlation is between HR of Bank A contributing to higher profits and HR playing Strategic Partner role.

Regression Analysis

We consider the dependent Variable (DV) is HR contributing to greater market share and the Independent Variables (IVs) the 3 averages (X1, X2 and X3).

OM11

R ²	0.367		
Adjusted R ²	0.329	n	54
R	0.606	k	3
Std. Error	0.998	Dep. Var.	OM11

ANOVA table

Source	SS	df	MS	F	p-value
Regression	28.9261	3	9.6420	9.67	3.84E-05
Residual	49.8332	50	0.9967		
Total	78.7593	53			

Regression output

variables	coefficients	std. error	t (df=50)	p-value	confidence interval	
					95% lower	95% upper
Intercept	-2.3588	1.4603	-1.615	.1126	-5.2919	0.5744
X1	0.4098	0.4212	0.973	.3352	-0.4361	1.2557
X2	0.6333	0.2961	2.139	.0373	0.0386	1.2280
X3	0.7600	0.2505	3.034	.0038	0.2569	1.2631

From the regression output we can determine that R^2 is 0.367 meaning that only 36.7% of the variation in the dependent variable could be explained by the regression equation. Although the global test is significant since the P-Value is 3.84E-05. As for the individual tests, we can determine that only X2 and X3 have P-Values way below 0.05, meaning that they are significant.

Our regression equation will be:

The HR of Bank A contribute to higher profits = -2.3588 + 0.6333 X2 + 0.7600 X3.

We can see here that only 2 different roles are influencing to some extent in contributing to higher profits, however the role that is influencing the most is the Strategic Partner role since it has the highest coefficient.

Bank B results for questions from 1-14:

Blk	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	AVG.	Q9	Q10	Q11	Q12	Q13	Q14
C1	3	3	4	4	3	3	3	3	3.250	1	4	3	3	1	2
C2	4	3	4	4	3	4	1	4	3.375	2	4	2	1	1	2
C3	4	3	4	4	3	4	3	3	3.500	1	3	3	3	3	3
C4	1	2	2	2	1	2	2	1	1.625	2	3	1	1	1	2
C5	3	3	4	3	3	3	3	3	3.125	3	4	3	1	4	3
C6	4	3	4	4	3	4	3	4	3.625	3	4	3	1	4	3
C7	3	3	4	4	4	3	3	3	3.375		3	2	2	1	2
C8	4	3	4	4	1	4	1	1	2.750	1	1	0	0	1	2
C9	3	3	4	3	3	3	3	3	3.125	1	4	3	3	3	3
C10	3	3	4	4	4	4	3	4	3.625	3	3	3	3	3	3
C11	4	3	4	4	3	4	3	3	3.500	3	4	3	1	4	3
C12	1	2	2	4	1	1	2	1	1.750	2	1	1	2	1	2
C13	3	3	3	3	3	3	3	3	3.000	1	4	2	1	4	3
C14	4	4	4	4	4	4	4	3	3.875	1	4	4	1	4	3
C15	3	3	3	3	1	2	2	3	2.500	1	1	1	2	1	0
C16	4	4	4	4	3	4	4	3	3.750	1	3	2	0	1	1
C17	3	3	4	3	1	2	1	1	2.250	2	1	1	2	1	1
C18	4	3	4	4	3	2	4	3	3.375	3	4	2	0	4	3
C19	3	3	2	4	1	1	2	1	2.125	2	1	1	2	1	1
C20	3	3	3	4	3	3	4	3	3.250	3	3	2	0	1	2
C21	3	2	3	3	1	3	2	3	2.500		3	1	0	1	1
C22	4	3	3	4	3	3	3	3	3.250	2	4	1	1	0	3
C23	3	3	4	4	2	2	1	1	2.500		1	1	2	0	0
C24	3	2	2	4	1	3	1	1	2.125	2	1	2	0	0	0
C25	3	3	4	4	3	3	4	3	3.375	3	3	3	1	4	3
C26	3	3	4	4	3	3	4	3	3.375	1	2	2	0	4	0
C27	4	3	4	3	3	3	3	3	3.250		3	3	1	3	3
C28	3	3	4	4	1	3	1	3	2.750	2	3	1	1	2	3
C29	3	3	4	4	3	3	4	3	3.375	1	2	2	1	2	0
C30	3	3	4	4	3	3	4	3	3.375	1	2	2	1	2	3
C31	3	3	3	4	3	3	3	3	3.125	3	3	3	1	3	3
C32	4	3	3	3	1	3	1	3	2.625		2	2	1	2	0
C33	4	3	3	4	2	3	1	1	2.625	2	1	3	1	2	3

C34	3	3	3	4	1	3	3	1	2.625	1	2	1	1	2	3
C35	4	3	3	4	1	3	3	3	3.000	3	3	3	1	3	3
C36	3	3	4	4	2	3	4	3	3.250	1	3	3	1	0	3
C37	4	3	4	4	3	3	4	3	3.500	1	3	3	1	3	3
C38	3	2	2	4	1	3	3	1	2.375	1	3	3	1	2	3
C39	4	3	4	4	3	3	3	3	3.375	3	3	3	1	0	3
C40	4	3	4	4	2	3	4	3	3.375	1	3	3	3	3	3
C41	3	3	3	4	3	3	3	1	2.875	1	2	3	3	0	3
C42	4	4	4	4	2	3	3	1	3.125	1	3	3	3	0	3
C43	4	4	4	4	4	3	3	3	3.625		3	3	3	4	3
C44	3	3	3	4	4	3	4	3	3.375	1	2	3	3	0	3
C45	3	3	3	4	4	3	4	3	3.375	1	3	3	1	0	3
C46	3	3	3	4	4	3	4	1	3.125	1	2	3	1	0	3
C47	4	4	4	4	2	3	3	1	3.125	1	2	3	1	2	1
C48	3	3	3	4	1	3	4	1	2.750	1	2	3	1	2	1

BLF	X1	X2	X3	OM1	OM2	OM3	OM4	OM5	OM6	OM7	OM8	OM9	OM10	OM11
C 1	3.25	2.077	2	2	1	2	3	3	2	2	3	3	2	2
C 2	3.375	1.923	1.5	0	1	1	1	3	1	1	1	1	1	1
C 3	3.5	2.769	2	3	2	3	3	3	3	2	3	3	2	2
C 4	1.625	2.308	2.167	1	1	1	1	1	1	1	3	1	1	1
C 5	3.125	2.462	2	3	2	2	3	2	2	3	3	3	3	3
C 6	3.625	2.308	1.333	2	1	2	1	2	2	3	3	2	3	3
C 7	3.375	1.583	0.667	1	1	1	1	1	1	1	1	1	1	1
C 8	2.75	0.923	1.667	1	1	1	1	1	0	1	1	1	1	1
C 9	3.125	2.385	3	4	3	3	4	4	3	4	4	3	3	3
C 10	3.625	3.154	3.167	4	3	3	4	4	3	4	4	3	4	4
C 11	3.5	2.923	3.5	4	3	3	4	4	3	4	4	4	3	4
C 12	1.75	1.846	1.5	1	1	1	1	1	0	1	1	1	1	1
C 13	3	1.615	1	1	1	1	1	1	1	1	1	1	1	1
C 14	3.875	2	2	3	3	2	3	3	3	1	3	2	3	3
C 15	2.5	1.615	1.667	1	1	1	1	1	1	1	1	1	1	1
C 16	3.75	1.385	2.5	3	2	2	3	3	3	3	2	2	3	3

C 17	2.25	1.308	1.167	1	1	1	1	1	0	1	1	1	1	1
C 18	3.375	2.692	2.333	3	2	3	4	4	3	4	4	3	3	3
C 19	2.125	1.385	1.667	1	1	1	1	1	1	1	1	1	1	1
C 20	3.25	2.308	2.167	3	2	2	3	3	3	3	3	3	3	3
C 21	2.5	1.667	1.5	1	1	1	1	1	1	1	3	2	1	1
C 22	3.25	1.385	1.5	1	1	1	1	1	2	2	3	2	1	1
C 23	2.5	2	2.167	1	1	2	1	1	2	2	3	2	2	2
C 24	2.125	0.923	1.667	1	0	1	1	1	1	1	1	1	1	1
C 25	3.375	2.769	1.833	3	2	3	3	3	3	4	4	3	3	3
C 26	3.375	2	2.167	3	2	3	3	3	3	3	3	3	2	2
C 27	3.25	2.167	2.167	2	1	3	1	2	3	3	3	3	2	2
C 28	2.75	2.385	2.333	2	1	2	1	2	2	2	3	2	2	2
C 29	3.375	1.385	1.5	1	1	3	1	1	1	1	1	1	1	1
C 30	3.375	1.615	1.5	2	1	2	1	1	2	1	1	2	2	2
C 31	3.125	2.846	2.333	3	2	3	3	3	3	4	4	3	3	3
C 32	2.625	1.5	1.667	2	1	1	3	2	1	1	2	1	1	1
C 33	2.625	2.308	2.167	2	1	2	3	2	1	1	2	2	2	2
C 34	2.625	2.308	2.167	2	1	2	2	1	2	1	2	2	1	2
C 35	3	2.154	1.667	2	1	2	2	1	1	1	2	1	1	1
C 36	3.25	2.308	2.667	3	2	3	4	3	3	4	3	3	3	3
C 37	3.5	2	2	2	1	2	2	3	1	2	3	2	2	2
C 38	2.375	2.462	2.667	3	1	3	3	3	2	3	2	2	2	2
C 39	3.375	2.154	2.5	3	2	3	3	3	2	3	3	3	3	3
C 40	3.375	2.538	1.833	3	1	3	2	2	1	3	3	3	3	3
C 41	2.875	1.923	3	2	1	3	3	2	1	3	3	3	3	3
C 42	3.125	2.231	2.167	2	1	3	2	3	1	3	3	3	2	2
C 43	3.625	2.25	1.5	2	1	2	2	3	1	2	2	1	2	2
C 44	3.375	1.923	1.667	2	1	2	1	1	1	2	1	1	1	1
C 45	3.375	1.692	3	3	1	3	3	3	1	3	3	3	3	3
C 46	3.125	1.615	3	3	1	3	2	3	1	2	2	2	3	3
C 47	3.125	2.077	2.667	3	1	3	2	3	1	3	3	3	3	3
C 48	2.75	1.846	2.5	2	1	2	2	3	1	2	2	1	1	2

	X1	X2	X3	OM1	OM2	OM3	OM4	OM5	OM6	OM7	OM8	OM9	OM10	OM11
X1	1													
X2	0.311	1												
X3	0.157	0.476	1											
OM1	0.517	0.656	0.732	1										
OM2	0.493	0.582	0.497	0.741	1									
OM3	0.514	0.619	0.696	0.786	0.464	1								
OM4	0.409	0.601	0.695	0.85	0.744	0.643	1							
OM5	0.556	0.607	0.688	0.78	0.663	0.677	0.81	1						
OM6	0.521	0.603	0.444	0.677	0.749	0.547	0.629	0.59	1					
OM7	0.469	0.66	0.665	0.791	0.6	0.777	0.704	0.75	0.666	1				
OM8	0.366	0.739	0.617	0.696	0.618	0.631	0.661	0.668	0.679	0.784	1			
OM9	0.466	0.651	0.664	0.772	0.59	0.772	0.703	0.673	0.683	0.823	0.831	1		
OM10	0.566	0.607	0.672	0.842	0.652	0.741	0.722	0.743	0.623	0.821	0.731	0.807	1	
OM11	0.55	0.647	0.745	0.872	0.679	0.753	0.751	0.768	0.641	0.823	0.741	0.819	0.964	1
OM12	0.318	0.544	0.621	0.734	0.476	0.684	0.635	0.56	0.573	0.652	0.655	0.612	0.618	0.661
OM13	0.272	0.624	0.637	0.697	0.48	0.562	0.677	0.674	0.614	0.646	0.734	0.673	0.669	0.713
OM14	0.503	0.665	0.603	0.783	0.732	0.666	0.736	0.676	0.741	0.728	0.837	0.823	0.831	0.846

► OM1- Bank B's HR reduce operating Cost

Correlation Matrix:

We can see here that the lowest correlation is with X1 (0.517) and the highest correlation is with X3 (0.732), although there is a high correlation also with X2 (0.656). Meaning that there is a strong correlation between HR reducing Operating cost and HR playing Strategic/Business Partner role.

Regression Analysis

We consider the dependent Variable (DV) is HR of Bank B reducing operating cost and the Independent Variables (IVs) the 3 averages (X1, X2 and X3).

OM1

R²0.764

Adjusted R²0.748

R0.874

Std. Error0.486

n48

k3

Dep. Var.OM1

ANOVA table

Source	SS	df	MS	F	p-value
Regression	33.6001	3	11.2000	47.48	7.58E-14
Residual	10.3791	44	0.2359		
Total	43.9792	47			

Regression output

variables	coefficients	std. error	t (df=44)	p-value	confidence interval	
					95% lower	95% upper
Intercept	-2.7494	0.4702	-5.847	5.67E-07	-3.6971	-1.8017
X1	0.6422	0.1449	4.433	.0001	0.3502	0.9342
X2	0.5633	0.1663	3.387	.0015	0.2281	0.8985
X3	0.8774	0.1355	6.477	6.70E-08	0.6044	1.1504

From the regression output we can determine that R² (The coefficient of determination) is 0.764, This means that 76.4% of the variation in the dependent variable could be explained by the regression equation. Also we can notice that the global test is highly significant since the P-Value is 7.58E-14. As for the individual tests, we can determine that all 3 averages have P-Values way below 0.05, meaning that they are highly significant too.

Our regression equation will be:

The HR of Bank B reduce operating cost = -2.7494 +0.6422 X1 +0.5633 X2 + 0.8774 X3.

We can see here that all 3 different roles are influencing to some extent the reduction the operating cost, however the role that is influencing the most ,is the Business Partner role since it has the highest coefficient..

► OM2- Bank B's HR lower employee turnover rate

Correlation Matrix:

We can see here that the lowest correlation is with X1 (0.493) and the highest correlation is with X2 (0.582), although the difference between X1 and X3 (0.497) is quite small which means that the strongest correlation is between HR lowering employee turnover rate and HR playing Strategic Partner role.

Regression Analysis

We consider the dependent Variable (DV) is HR of Bank B lowering employee turnover rate and the Independent Variables (IVs) the 3 averages (X1, X2 and X3).

OM2

R ²	0.507		
Adjusted R ²	0.474	n	48
R	0.712	k	3
Std. Error	0.485	Dep. Var.	OM2

ANOVA table

Source	SS	df	MS	F	p-value
Regression	10.6413	3	3.5471	15.10	6.77E-07
Residual	10.3379	44	0.2350		
Total	20.9792	47			

Regression output

variables	coefficients	std. error	t (df=44)	p-value	confidence interval	
					95% lower	95% upper
Intercept	-1.5652	0.4693	-3.335	.0017	-2.5110	-0.6194
X1	0.4446	0.1446	3.075	.0036	0.1532	0.7360
X2	0.6441	0.1660	2.736	.0089	0.1196	0.7886
X3	0.3152	0.1352	2.332	.0244	0.0427	0.5877

From the regression output we can determine that R^2 is 0.507 which means that 50.7% of the variation in the dependent variable could be explained by the regression equation. Also we can notice that the global test is highly significant since the P-Value is 6.77E-07. As for the individual tests, we can determine that all 3 averages have P-Values below 0.05, meaning that they are significant.

Our regression equation will be:

The HR of Bank B lower employee turnover rate = $-1.5652 + 0.4446 X_1 + 0.4541 X_2 + 0.3152 X_3$.

We can see here that all 3 different roles are influencing to some extent in lowering employee turnover rate, however the role that is influencing the most is the Strategic Partner role, since it has the highest coefficient.

► OM3- Bank B's HR decrease the number of lawsuits

Correlation Matrix:

We can see here that the lowest correlation is with X_1 (0.514) and the highest correlation is with X_3 (0.696), although the difference between X_3 and X_2 (0.619) is again quite small. Meaning that there is a stronger correlation between HR decreasing the number of lawsuits and HR playing Strategic/Business Partner roles.

Regression Analysis

We consider the dependent Variable (DV) is HR of Bank B decreasing the number of lawsuits and the Independent Variables (IVs) the 3 averages (X_1 , X_2 and X_3).

OM3

R ²	0.702			
Adjusted R ²	0.682	n	48	
R	0.838	k	3	
Std. Error	0.460	Dep. Var.	OM3	

ANOVA table

Source	SS	df	MS	F	p-value
Regression	21.9501	3	7.3167	34.62	1.20E-11
Residual	9.2999	44	0.2114		
Total	31.2500	47			

Regression output

variables	coefficients	std. error	t (df=44)	p-value	confidence interval	
					95% lower	95% upper
Intercept	-1.8849	0.4451	-4.235	.0001	-2.7820	-0.9878
X1	0.7056	0.1371	4.059	.0002	0.2802	0.8330
X2	0.4289	0.1574	2.724	.0092	0.1116	0.7462
X3	0.5566	0.1282	5.503	1.80E-06	0.4472	0.9641

From the regression output we can determine that R² is 0.702 meaning that 70.2% of the variation in the dependent variable could be explained by the regression equation. Also we can notice that the global test is highly significant since the P-Value is 1.20E-11. As for the individual tests, we can determine that all 3 averages have P-Values way below 0.05, meaning that they are highly significant.

Our regression equation will be:

The HR of Bank B lower employee turnover rate = -1.8849 + 0.7056 X1 + 0.4289 X2 + 0.5566 X3.

We can see here that all 3 different roles are influencing to some extent in lowering employee turnover rate, however the role that is influencing the most is the Traditional and Administrative roles since it has the highest coefficient.

► OM4- Bank B's HR Create an enjoyable working environment

Correlation Matrix:

We can see here that the lowest correlation is with X1 (0.409) and the highest correlation is with X3 (0.695), meaning that the strongest correlation is between HR creating enjoyable working environment and HR playing Business Partner role.

Regression Analysis

We consider the dependent Variable (DV) is HR creating an enjoyable working environment and the Independent Variables (IVs) the 3 averages (X1, X2 and X3).

OM4

R ²	0.630				
Adjusted R ²	0.605	n	48		
R	0.794	k	3		
Std. Error	0.669	Dep. Var.	OM4		

ANOVA table

Source	SS	df	MS	F	p-value
Regression	33.5561	3	11.1854	24.99	1.36E-09
Residual	19.6939	44	0.4476		
Total	53.2500	47			

Regression output

variables	coefficients	std. error	t (df=44)	p-value	confidence interval 95%	
					lower	95% upper
Intercept	-2.5030	0.6477	-3.864	.0004	-3.8084	-1.1975
X1	0.4966	0.1996	2.489	.0167	0.0944	0.8988
X2	0.5843	0.2291	2.550	.0143	0.1226	1.0460
X3	0.9420	0.1866	5.048	8.22E-06	0.5660	1.3181

From the regression output we can determine that R^2 is 0.630 meaning that 63.0% of the variation in the dependent variable could be explained by the regression equation. Also we can notice that the global test is highly significant since the P-Value is 1.36E-09. As for the individual tests, we can determine that all 3 averages have P-Values below 0.05, meaning that they are significant. Our regression equation will be:

The HR of Bank B create an enjoyable working environment $=-2.5030+0.4966 X_1+0.5843 X_2 + 0.9420 X_3$.

We can see here that all 3 different roles are influencing to some extent in creating an enjoyable working environment, however the role that is influencing the most is Business partner role, since it has the highest coefficient.

► OM5- Bank B's HR contributing to greater profits

Correlation Matrix:

We can see here that the lowest correlation is with X_1 (0.556) and the highest correlation is with X_3 (0.688), meaning that the strongest correlation is between HR contributing to greater profits and HR playing Business Partner role.

Regression Analysis

We consider the dependent Variable (DV) is HR contributing to greater profits and the Independent Variables (IVs) the 3 averages (X_1 , X_2 and X_3).

OM5

R ²	0.720				
Adjusted R ²	0.701	n	48		
R	0.848	k	3		
Std. Error	0.564	Dep. Var.	OM5		

ANOVA table

Source	SS	df	MS	F	p-value
Regression	35.9286	3	11.9762	37.67	3.22E-12
Residual	13.9880	44	0.3179		
Total	49.9167	47			

Regression output

variables	coefficients	std. error	t (df=44)	p-value	confidence interval	
					95% lower	95% upper
Intercept	-3.0463	0.5459	-5.580	1.39E-06	-4.1465	-1.9461
X1	0.8048	0.1682	4.785	1.96E-05	0.4658	1.1437
X2	0.4880	0.1931	2.527	.0152	0.0988	0.8771
X3	0.8863	0.1573	5.636	1.15E-06	0.5694	1.2033

From the regression output we can determine that R² is 0.720 meaning that 72.0% of the variation in the dependent variable could be explained by the regression equation. Also we can notice that the global test is highly significant since the P-Value is 3.22E-12. As for the individual tests, we can determine that all 3 averages have P-Values way below 0.05, meaning that they are highly significant. Our regression equation will be:

The HR of Bank B enhancing employee satisfaction = -3.0463 + 0.8048 X1 + 0.4880 X2 + 0.8863 X3.

We can see here that all 3 different roles are influencing to some extent in enhancing employee satisfaction, however the role that is influencing the most is the Business partner role since it has the highest coefficient.

► OM6- Bank B's HR augment motivation.

Correlation Matrix:

We can see here that the lowest correlation is with X3 (0.444) and the highest correlation is with X2 (0.603), meaning that the strongest correlation is between HR augment motivation and HR playing Strategic Partner role.

Regression Analysis

We consider the dependent Variable (DV) is HR augmenting motivation and the Independent Variables (IVs) the 3 averages (X1, X2 and X3).

OM6

R ²	0.517		
Adjusted R ²	0.484	n	48
R	0.719	k	3
Std. Error	0.681	Dep. Var.	OM6

ANOVA
table

Source	SS	df	MS	F	p-value
Regression	21.8926	3	7.2975	15.72	4.32E-07
Residual	20.4199	44	0.4641		
Total	42.3125	47			

Regression output

variables	coefficients	std. error	t (df=44)	p-value	confidence interval 95%	
					lower	95% upper
Intercept	-2.5312	0.6596	-3.838	.0004	-3.8604	-1.2019
X1	0.6780	0.2032	3.336	.0017	0.2685	1.0875
X2	0.7420	0.2333	3.181	.0027	0.2719	1.2122
X3	0.3180	0.1900	1.674	.1013	-0.0649	0.7009

From the regression output we can determine that R^2 is 0.517 meaning that 51.7% of the variation in the dependent variable could be explained by the regression equation. Also we can notice that the global test is highly significant since the P-Value is 4.32E-07. As for the individual tests, we can determine that the averages X1 and X2 have P-Values below 0.05, meaning that they are highly significant. However, the P-Value of X3 is .1013 meaning that the test is not significant. . Our regression equation will be:

The HR of Bank B augmenting motivation $= -2.5312 + 0.6780 X1 + 0.7420 X2 + 0.3180 X3$.

We can see here that only 2 different roles are influencing to some extent in augmenting motivation, however the role that is influencing the most is the Business Partner role since it has the highest coefficient.

► OM7- Bank B's HR is contributing to higher productivity.

Correlation Matrix:

We can see here that the lowest correlation is with X1 (0.469) and the highest correlation is with X3 (0.665), meaning that the strongest correlation is between HR contributing to higher productivity and HR playing Business Partner role.

Regression Analysis

We consider the dependent Variable (DV) is HR contributing to higher productivity and the Independent Variables (IVs) the 3 averages (X1, X2 and X3).

OM7

R ²	0.669				
Adjusted R ²	0.647	n	48		
R	0.818	k	3		
Std. Error	0.656	Dep. Var.	OM7		

ANOVA table

Source	SS	df	MS	F	p-value
Regression	38.3703	3	12.7901	29.71	1.18E-10
Residual	18.9422	44	0.4305		
Total	57.3125	47			

Regression output

variables	coefficients	std. error	t (df=44)	p-value	confidence interval 95%	
					lower	95% upper
Intercept	-2.9905	0.6353	-4.707	2.52E-05	-4.2708	-1.7102
X1	0.6173	0.1957	3.154	.0029	0.2229	1.0118
X2	0.7806	0.2247	3.474	.0012	0.3278	1.2335
X3	0.8371	0.1830	4.575	3.87E-05	0.4683	1.2060

From the regression output we can determine that R² is 0.669 meaning that 66.9% of the variation in the dependent variable could be explained by the regression equation. Also we can notice that the global test is highly significant since the P-Value is 1.18E-10. As for the individual tests, we can determine that all 3 averages X1, X2 and X3 have P-Values way below 0.05, meaning that they are highly significant.

The HR of Bank B is contributing to higher productivity = -2.9905 + 0.6173 X1 + 0.7806 X2 + 0.8371X3.

We can see here that all 3 different roles are influencing to some extent in contributing to higher productivity, however the role that is influencing the most is the Business Partner role since it has the highest coefficient.

► OM8- Bank B's HR is contributing to service efficiency.

Correlation Matrix:

We can see here that the lowest correlation is with X1 (0.366) and the highest correlation is with X2 (0.739), meaning that the strongest correlation is between HR contributing to service efficiency and HR playing Business Partner role.

Regression Analysis

We consider the dependent Variable (DV) is HR contributing to service efficiency and the Independent Variables (IVs) the 3 averages (X1, X2 and X3).

OM8

R ²	0.658		
Adjusted R ²	0.634	n	48
R	0.811	k	3
Std. Error	0.610	Dep. Var.	OM8

ANOVA table

Source	SS	df	MS	F	p-value
Regression	31.4368	3	10.4789	28.16	2.55E-10
Residual	16.3757	44	0.3722		
Total	47.8125	47			

Regression output

variables	coefficients	std. error	t (df=44)	p-value	confidence interval	
					95% lower	95% upper
Intercept	-1.7892	0.5907	-3.029	.0041	-2.9796	-0.5988
X1	0.2890	0.1820	1.588	.1194	-0.0777	0.6558
X2	1.0640	0.2089	5.093	7.09E-06	0.6430	1.4851
X3	0.5796	0.1702	3.406	.0014	0.2367	0.9225

From the regression output we can determine that R^2 is 0.658 meaning that 65.8% of the variation in the dependent variable could be explained by the regression equation. Also we can notice that the global test is highly significant since the P-Value is 2.55E-10. As for the individual tests, we can determine that the averages of X2 and X3 have P-Values way below 0.05, meaning that they are highly significant. However the P-Value of X1 (0.1194) is greater than 0.05 which means that the test is not significant. Our regression equation will be:

The HR of Bank B contributing to service efficiency = $-1.7892 + 1.0640 X_2 + 0.5796 X_3$. We can see here that only 2 different roles are influencing to some extent in contributing to service efficiency, however the role that is influencing the most is the Strategic Partner role since it has the highest coefficient.

► OM9- Bank B's HR enhance customer satisfaction.

Correlation Matrix:

We can see here that the lowest correlation is with X1 (0.466) and the highest correlation is with X3 (0.664), although the correlation of X2 (0.651) is high too meaning that there is a strong correlation between HR enhancing customer satisfaction HR playing Strategic/Business Partner roles.

Regression Analysis

We consider the dependent Variable (DV) is HR enhancing customer satisfaction and the Independent Variables (IVs) the 3 averages (X1, X2 and X3).

OM9

R ²	0.661				
Adjusted R ²	0.638	n	48		
R	0.813	k	3		
Std. Error	0.538	Dep. Var.	OM9		

ANOVA table

Source	SS	df	MS	F	p-value
Regression	24.9130	3	8.3043	28.65	1.99E-10
Residual	12.7536	44	0.2899		
Total	37.6667	47			

Regression output

variables	coefficients	std. error	t (df=44)	p-value	confidence interval 95%	
					lower	95% upper
Intercept	-2.0892	0.5213	-4.008	.0002	-3.1398	-1.0387
X1	0.5001	0.1606	3.114	.0032	0.1764	0.8238
X2	0.6147	0.1844	3.334	.0017	0.2432	0.9863
X3	0.6848	0.1502	4.561	4.05E-05	0.3822	0.9875

From the regression output we can determine that R² is 0.661 meaning that 66.1% of the variation in the dependent variable could be explained by the regression equation. Also we can notice that the global test is highly significant since the P-Value is 1.99E-10. As for the individual tests, we can determine that all 3 averages have P-Values way below 0.05, meaning that they are highly significant. Our regression equation will be:

The HR of Bank B enhance customer satisfaction = -2.0892 +0.5001 X1 +0.6147 X2 + 0.6848 X3.

We can see here that all 3 different roles are influencing to some extent in enhancing customer satisfaction, however the role that is influencing the most is the Business Partner role since it has the highest coefficient.

► OM10- Bank A's HR contribute to greater market share

Correlation Matrix:

We can see here that the lowest correlation is with X1 (0.566) and the highest correlation is with X3 (0.672), meaning that the strongest correlation is between HR contributing to greater market share and HR playing Strategic Partner role.

Regression Analysis

We consider the dependent Variable (DV) is HR contributing to greater market share and the Independent Variables (IVs) the 3 averages (X1, X2 and X3).

OM10

R ²	0.712			
Adjusted R ²	0.693	n	48	
R	0.844	k	3	
Std. Error	0.505	Dep. Var.	OM10	

ANOVA

table

Source	SS	df	MS	F	p-value
Regression	27.7614	3	9.2538	36.30	5.76E-12
Residual	11.2178	44	0.2549		
Total	38.9792	47			

Regression output

variables	coefficients	std. error	t (df=44)	p-value	confidence interval	
					95% lower	95% upper
Intercept	-2.6410	0.4889	-5.402	2.53E-06	-3.6262	-1.6557
X1	0.7305	0.1506	4.850	1.58E-05	0.4269	1.0340
X2	0.4425	0.1729	2.559	.0140	0.0940	0.7910
X3	0.7524	0.1408	5.343	3.09E-06	0.4686	1.0362

From the regression output we can determine that R^2 is 0.712 meaning that only 71.2% of the variation in the dependent variable could be explained by the regression equation. The global test is highly significant since the P-Value is 5.76E-12. As for the individual tests, we can determine that all 3 test have P-Values way below 0.05, meaning that all of them are highly significant.

Our regression equation will be:

The HR of Bank B contribute to greater market share = $-2.6410 + 0.7305 X1 + 0.4425 X2 + 0.7524 X3$.

We can see here that all 3 different roles are influencing to some extent in contributing to greater market share, however the role that is influencing the most is the Business Partner role since it has the highest coefficient.

► OM11- Bank B's HR contribute to higher profits

Correlation Matrix:

We can see here that the lowest correlation is with X1 (0.550) and the highest correlation is with X3 (0.745), meaning that the strongest correlation is between HR contributing to greater market share and HR playing Business Partner role.

Regression Analysis

We consider the dependent Variable (DV) is HR contributing to greater market share and the Independent Variables (IVs) the 3 averages (X1, X2 and X3).

OM11

R ²	0.796				
Adjusted R ²	0.782	n	48		
R	0.892	k	3		
Std. Error	0.429	Dep. Var.	OM11		

ANOVA table

Source	SS	df	MS	F	p-value
Regression	31.5843	3	10.5281	57.31	3.05E-15
Residual	8.0824	44	0.1837		
Total	39.6667	47			

Regression output

variables	coefficients	std. error	t (df=44)	p-value	confidence interval 95%	
					lower	95% upper
Intercept	-2.7290	0.4150	-6.576	4.79E-08	-3.5653	-1.8927
X1	0.6797	0.1278	5.316	3.37E-06	0.4220	0.9373
X2	0.4779	0.1468	3.256	.0022	0.1821	0.7737
X3	0.8660	0.1195	7.244	5.02E-09	0.6251	1.1069

From the regression output we can determine that R² is 0.796 meaning that only 79.6% of the variation in the dependent variable could be explained by the regression equation. The global test is highly significant since the P-Value is 3.05E-15. As for the individual tests, we can determine that all 3 averages X1, X2 and X3 have P-Values way below 0.05, meaning that they are highly significant. Our regression equation will be:

The HR of Bank B contribute to Higher profits = -2.7290 + 0.6797 X1 + 0.4779 X2 + 0.8660 X3.

We can see here that all 3 different roles are influencing to some extent in contributing to higher profits, however the role that is influencing the most is the Business Partner role since it has the highest coefficient.

Conclusion

We can conclude that roles that are affecting the outcome measures are Nontraditional measures. In other words it was obvious for us that the Strategic Partner roles and Business partner roles are the ones that affecting the outcome measures and NOT the traditional and Administrative roles.

So as a conclusion, we can say that, nowadays it is becoming a must for Human resource professionals to play in addition to Traditional and Administrative roles Strategic and Business Partners roles.

Outcome measures	Bank A	Bank B
1-HR reduce operating costs	Strategic Partner Roles Business Partner Roles Traditional & Administrative Roles	Business Partner Roles Traditional & Administrative Roles Strategic Partner Roles
2-HR lower Employees Turnover Rate	Strategic Partner Roles Traditional & Administrative Roles Business Partner Roles	Strategic Partner Roles Traditional & Administrative Roles Business Partner Roles
3-HR decrease the number of Lawsuits.	Traditional & Administrative Roles Strategic Partner Roles Business Partner Roles	Traditional. & Administrative Roles Business Partner Roles Strategic Partner Roles
4-HR create an enjoyable working environment.	Business Partner Roles Strategic Partner Roles	Business Partner Roles Strategic Partner Roles Traditional & Administrative Roles
5-HR augment employee satisfaction	Strategic Partner Roles Traditional & Administrative Roles Business Partner Roles	Business Partner Roles Strategic Partner Roles Traditional & Administrative Roles
6-HR increase Motivation	Strategic Partner Roles Business Partner Roles	Strategic Partner Roles Business Partner Roles Traditional & Administrative Roles
7-HR contribute to higher productivity.	Business Partner Roles Strategic Partner Roles	Business Partner Roles Strategic Partner Roles Traditional & Administrative Roles
8-HR contribute to service efficiency	Business Partner Roles Traditional & Administrative Roles Strategic Partner Roles	Strategic Partner Roles Business Partner Roles
9-HR enhance Customer Satisfaction.	Strategic Partner Roles Business Partner Roles Traditional & Administrative Roles	Business Partner Roles Strategic Partner Roles Traditional & Administrative Roles
10-HR contribute to greater Market share	Strategic Partner Roles Business Partner Roles	Business Partner Roles Traditional & Administrative Roles Strategic Partner Roles
11-HR contribute to Higher Profits	Business Partner Roles Strategic Partner Roles	Business Partner Roles Strategic Partner Roles Traditional & Administrative Roles

Conclusion

In this study we used theoretical as well as empirical approaches.

We conducted a literature review on the subject gathering information from various sources and collected information from 102 bank employees (from two different Lebanese Banks).

As a result, we found that Human Resource Departments in the Lebanese Banking industry are playing very satisfactory Traditional and Administrative roles and they are on their way of becoming Strategic Partners; however, they still need additional work to become actual Business Partners. Furthermore, we found that the two roles that are affecting the most the overall performance of the banks are: the Strategic Partner roles and the Business Partner roles.

Thus, we can say that HRDs in the Lebanese banking industry have to play better Strategic Partner and Business Partner roles if they want to be respected more in their companies, if they want to add value to their companies and if they want to compete better with other HRDs of other reputable companies.

This survey is about the Human Resource effectiveness and its impact on the banking industry in Lebanon. The questionnaire below will serve to collect data and feedback about the different roles of Human Resource Management in the banks, the way you perceive them.

The questions will take fifteen minutes from your time, and all responses will be kept confidential, their use is strictly for educational purposes. We sincerely appreciate your collaboration without which it is very difficult to continue this research.

Name of the Bank:	
Position:	
Years of Experience:	

Scale used in this survey:

► Strongly Disagree	1
► Disagree	2
► Neutral	3
► Agree	4
► Strongly Agree	5
► Not Applicable or Don't Know	N/A

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	N/A	Total
1. Your Human Resource (HR) keep all the personnel records in a proper way.							
2. Your HR is the discipline controller, they make sure that the rules and the regulations of the company are well respected by the employees.							
3. Your HR control the time machines, the attendances/ absences, as well as the holidays of each employee.							
4. Your HR administer the payrolls. They make sure that the employees are paid correctly and on time.							
5. Your HR recruit employees.							
6. Your HR provide general orientations and trainings.							
7. Your HR develop the labor contracts.							
8. Your HR make sure the proper implementation of the Lebanese labor law.							

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	N/A	Total
9. Your HR contribute to the development of the organization's business plans and strategies.							

10. Your HR receive information from management, employees & other sources, but also create and/or provide information for management & employees from different sources.							
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11. Your HR are trusted by the employees. They communicate policies, decisions and plans with honesty , sensitivity and good timing.							
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12. Your HR are business competitor monitors. They monitor the competitor's struggles with their employees and customer issues.							
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13. Your HR are employee assessors: They match applicant's knowledge , behaviors, attitudes & job suitability to position templates; to better support the organization's strategic initiatives.							
--	--	--	--	--	--	--	--

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	N/A	Total
14. Your HR are performance appraisal system developers.(eg.Scorecard)							
15.Your HR act as "company's guarding angels" by setting rules and regulations, to prevent the company from bad reputation.							
16. Your HR work closely with line and executive managers, by helping them in :							
A/ Employee recruitment							
16. Your HR work closely with line and executive managers, by helping them in :							
B/ Employee Satisfaction surveys							
17. Your HR invest in software, systems and technical tools.							
18. Your HR are strategic solutions finders.							
19. Your HR act like engineers and developers, predicting and responding to attitude changes.							
20. Your HR focus on personnel retention and development by acting as counselors, coaches, mentors and succession planners.							

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	N/A	Total
21. Your HR are human capital developers, focusing on how to prepare FUTURE employees.							
22. Your HR are business experts: they have a thorough understanding of the companies BIG picture.							
23. Your HR are market experts: they have a thorough understanding of the companies external business (what customers and shareholders demand).							
24. Your HR are change agents: they transform the organization to meet new competitive conditions, in order to stay aligned with the fast changing competitive world.							
25. Your HR are Leaders in corporation governance: they have their unique and powerful view and add substantially to business success.							
26. Your HR add value, because its professionals, policies & practices help employees at all levels reach their goals and obtain positive outcomes from customers, investors & shareholders...							

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	N/A	Total
27. Your HR reduce operating costs.							
28. Your HR lower employees turnover rate.							
29. Your HR decrease the number of lawsuits.							
30. Your HR create an enjoyable working environment.							
31. Your HR enhance employee satisfaction.							
32. Your HR augment motivation.							
33. Your HR contribute to higher productivity.							

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	N/A	Total
34. Your HR contribute to service efficiency.							
35. Your HR enhance customer satisfaction.							
36. Your HR contribute to greater market share.							
37. Your HR contribute to higher profits.							
38. You understand the objectives of your organization as set out in your strategic plan(s).							
39. You understand how your role contributes to the development of the organization, and to the achievement of the objectives of your organization.							
40. You have opportunities for professional and personal development.							

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