

The Role of Managers' Perception in Moderating the Impact of
Management Development Initiatives on Performance Outcomes among Asian Firms

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ABSTRACT

Management Development (MD) now flourishes in many Asian countries as people are believed to be the ultimate sources of sustained competitive advantage according to the resource-based theory. Nevertheless, there is a dearth of insight into the process by which this value is created. It is in this spirit that the present study aims at providing a clearer, if more narrow, picture of the mechanisms through which management development exerts its influence on performance outcomes. This study adopted the contingency approach on investigating the role of managers' perception in moderating the process by which management development works. Specifically, the discrepancy in perception between human resources managers (HR) and line managers (LM) on the human resource strategies-business strategies alignment was used to divide the sample into four groups. A path model constituted the key MD constructs (MD ethos, MD systems, managers' favorability towards MD practices, performance outcomes) was then tested and compared across the four groups. The sample consisted of one hundred and fifty-five organizations distributed across Hong Kong, Mainland China, Myanmar and Singapore. Data were collected by interviews with human resources managers and line managers from sample organizations. Multisample analysis procedures incorporated in the EQS Structural Equations Program were used to evaluate the hypothesized model across the groups. Results revealed the salient role of managers' perception of MD systems across varying situations, which can be attributed to the collectivistic and tight cultural characteristics of participated organizations. The present findings provide theoretical insights on future theory construction, as well as practical implications for human resources professionals on resources allocation when rolling out management development activities.

摘要

資源基礎理論 (Resource-based theory) 提倡「人」是維持公司競爭優勢的根源，致使「發展管理人員」(Management Development) 之風在亞洲越吹越烈。可是，我們對如何能有效地發展管理人員去提升公司業績的過程仍然所知有限。有鑑於此，是次研究決意探討發展管理人員如何影響公司業績的過程。仔細來說，此研究會查測經理們對發展管理人員的認知會如何影響發展管理人員活動的成效。研究人員會根據人事管理經理與部門經理在認知上的偏差程度而把樣本分為四組。一個結合了發展管理人員活動主要因素的理論模型會在這四組透過結構公式模型法去進行驗證。此研究共有一百五十五間分佈於香港、中國內地、緬甸、及新加坡的公司參與。研究結果顯示經理們對發展管理人員的系統的看法在不同情況下都會對活動成效有顯著的影響，這可歸因於民族集體性與緊密性的文化特質。總括而言，是次研究為未來發展管理人員的理論提供了一些研究方向，亦為人事管理從業員提供了一些推行發展管理人員活動的指引。