

HR ROLES AND EMPOWERING THE LINE IN HUMAN RESOURCE ACTIVITIES: A REVIEW AND A PROPOSED MODEL

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ABSTRACT

Within HRM, empowerment is sponsored as a means to seek greater purpose and value for HRM in the organization. HR units have been, at the same time, observed to display different role orientations. They are encouraged to adopt different roles or different mix of roles for greater influence, effect and respect (Ulrich, 1997). How do the two streams of strategic HR development relate to one another? This paper uses Ulrich's (1997) HR role typology i.e. administrative expert, employee champion, change agent, and strategic partner to conceptualize the relationship between HR roles and the extent of empowerment. Based on a review of extant literature on empowerment and the HR roles, a model is presented and propositions outlined for future empirical testing.

Keywords: HR roles; Empowering the line in HR activities.

