

CITY UNIVERSITY OF HONG KONG
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Investigating How Effective HRM Practices Impact Salesforce
Commitment and Competence
研究有效的人力資源政策如何影響營銷團隊的
承諾和銷售能力

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ABSTRACT

This study investigates how human resources management (HRM) practices create impact on sales employees' commitment and competence. Ability, motivation and opportunity (AMO) theory (Applebaum, Bailey, Berg & Kalleberg, 2000) is used to explain why overall HRM practices are predicted to affect the abilities of employees directly related to their performance. This study also examines the relationship between an immediate sales manager and his or her subordinate on one hand, and how sales employees' perceptions of HRM practices moderate the implementation effectiveness of HRM practices aimed at developing their commitment and competence on the other. The direct impacts of both variables on sales employees' commitment and competence are tested under a framework of reciprocity, based on social exchange theory (Blau, 1964; Emerson, 1976) and leader-member exchange (LMX) theory (Graen, 1976; Graen & Cashman, 1975) respectively. This study collected more than 230 data through a survey administered to the front-line sales teams of a global industrial company with overseas subsidiaries in seven major Asian countries: Korea, India, Singapore, Malaysia, Thailand, Indonesia and the Philippines. All of these countries have strong local cultures and the subsidiaries are strategically important to their business. Accordingly, they appropriate to test the proposed model. Because no research has previously examined these areas, this study will bridge an academic gap by showing how, in Asia, a holistic perspective of HRM practices can have a significant impact on a sales organization's performance through its sales employees' commitment and competence.

Key words: Human Resources Management (HRM) Practices; Salesforce Performance; Sales Employees' Characteristics, Sales Employees' Commitment; Sales Employees' Competence;

Immediate Sales Managers' Behaviors; Sales Manager – Subordinate Relationship (LMX) and
Employees' Perception; Implementation Effectiveness of HRM Practices.