Handbook of Research on E-Transformation and Human Resources Management Technologies:

Organizational Outcomes and Challenges

Tanya Bondarouk
University of Twente, The Netherlands

Huub Ruël
University of Twente, The Netherlands & American University of Beirut, Lebanon

Karine Guiderdoni-Jourdain
The Institute of Labour Economics and Industrial Sociology (LEST), Université de la Méditerranee, France

Ewan Oiry
The Institute of Labour Economics and Industrial Sociology (LEST), Université de la Méditerranee, France

Detailed Table of Contents

Section I
e-HRM Transformation and Strategic HRM

Chapter I

> *Steve Foster, University of Hertfordshire, UK & NorthgateArinso, UK*

Chapter I immediately confronts us with the complex issue of e-HRM transformation. Foster, an academician as well as an experienced consultant, observes that many organizations fail to take advantage of the transformational potential of e-HRM. He explains this idea with the concepts of sense-making and technological frames. These concepts are taken from the work of Orlikowski and Gash (1994), two scholars who have contributed heavily to the field of information technology research, and whose main work is inspired by the work of Anthony Giddens (Structuration Theory), a British sociologist. As Foster describes, the technological frames concept provides a useful analytical perspective for explaining and anticipating actions and meaning. Incongruence between frames held by different stakeholders is assumed to be a barrier to transformational change. Interestingly, Foster applies a grounded theory approach in order to reveal the different views HR managers and line managers hold towards e-HRM technology. More specifically, there is a significant frame incongruence regarding the relevance of e-HRM for achieving transformational outcomes.

Chapter II

> *Cataldo Dino Ruta, Bocconi University, Italy*

Chapter II focuses on the role of e-HRM portals for intellectual capital development. Ruta starts with the observation that intellectual capital is of strategic importance to companies and that companies increasingly create HRM strategies to stimulate intellectual capital development. e-HRM portals function

as intermediating tools between employees and the HR function, and offer opportunities to customize HRM practices to the individual employee's needs and preferences. The latter aspect in particular allows HR managers to align and leverage individual performances to the company strategy. This underlines the strategic and transformational role of the HR portal.

Chapter III

> *Barbara Imperatori, Catholic University, Milan, Italy*
> *Marco De Marco, Catholic University, Milan, Italy*

Chapter III presents a study on the impact of the introduction of e-work projects on labor transformation processes. The authors observe that values such as loyalty to a company and a job for life are giving way to concepts like employability, professionalization, and entrepreneurship. E-work solutions can facilitate or inhibit this process and the psychological contract between an employee and the organization. The case studies presented provide a number of critical issues and guidelines for the design and implementation of e-work solutions.

Section II
User Involvement and User Participation

⨍ Chapter IV

> *Gerwin Koopman, Syntess Software, The Netherlands*
> *Ronald Batenburg, Utrecht University, The Netherlands*

Chapter IV starts from the assumption that user involvement and participation are important factors for information systems success. They present five case studies of governmental organizations that deployed employee self-service applications and found that the deployment success of such systems was positively related to the extent of early user involvement and participation.

Chapter V

> *Karine Guiderdoni-Jourdain, The Institute of Labour Economics and Industrial Sociology*
> *(LEST), Université de la Méditerranee, France*
> *Ewan Oiry, The Institute of Labour Economics and Industrial Sociology (LEST),*
> *Université de la Méditerranee, France*

Chapter V analyzes HR intranet use by line managers in a large aeronautical firm. The results show that the managers hardly used the system since it conflicted with the dominant structures of their main activities, in which time constraints, a preference for face-to-face communication, and charisma as the basis for authority were considered important. A second version of the HR intranet was more successful

when it met the expectations of the line managers. Especially the fact that the new version was coherent with the global corporate strategy increased the support of line managers for the HR intranet.

The authors of Chapter VI assume that user involvement and participation in e-HRM systems developed in-house are higher than in off-the-shelf e-HRM projects. Therefore, they must also be more successful. Through a comparative case-study approach, an in-house e-HRM project and an off-the-shelf e-HRM project were compared. The results show that factors such as continuous user involvement, effective communication, and strong change management are considered more in the in-house e-HRM project, while business process reengineering, planning and vision, and project management are stressed more in the off-the-shelf e-HRM project. The in-house e-HRM project achieved increased efficiency, customer-oriented service excellence, and improved self-services.

Kuiper and Van Dijk describe how municipal electronic forms can be improved by adaptation. As municipalities offer more and more e-forms for citizens to place a request, adaptation of e-forms seems to be a step forward, they feel, to reduce the burden for citizens. Through an online questionnaire they surveyed the needs of citizens, municipal employees and local government organizations regarding the implementation of adaptation in municipal e-forms. All three respondent groups preferred the use of adaptation in e-forms and felt that municipal products and services could be improved by the use of adaptation.

Section III
e-HRM in Multinational Companies

The authors of Chapter VIII present a study of project teams working in a multinational organization implementing and maintaining the HR 'pillar' of a SAP global enterprise information system. The purpose of their study was to identify the human resource information system (HRIS) skills and knowledge in the key roles for the global project and to provide suggestions for the development of project team

members. The authors provide a framework which can be used as a clarification tool by those responsible for managing people working in hybrid roles on global HRIS projects.

Chapter IX

Adam Smale, University of Vaasa, Finland
Jukka-Pekka Heikkilä, University of Vaasa, Finland

Smale and Heikkilä focus on the design and implementation of a globally integrated e-HRM system within a multinational corporation. This requires the parties involved to reach some form of agreement on which HR processes to standardize and which to adapt locally. By means of a longitudinal, in-depth case study approach, data was collected on micro-political behavior in an e-HRM system project in a Finnish subsidiary of a large, European-owned MNC over a period of nearly two years. The results showed that the key areas of conflict were system design, the standardized use of English, and grey areas of the HR policy. The three key parties involved used a range of negotiation resources such as business case logic, technical know-how, internal benchmarking, local constraints, and ignorance.

Chapter X

Huub Ruël, University of Twente, The Netherlands & American University of Beirut, Lebanon

Chapter X aims at demonstrating how adaptive structuration theory can be of use in studying human resource information systems. By applying key concepts of the theory to a global e-HRM case study, the author shows that those concepts help to increase our understanding of the social nature of e-HRM systems.

Section IV
E-Recruitment and National Culture

Chapter XI

Jonas F. Puck, Vienna University of Economics and Business Administration, Austria
Dirk Holtbrügge, University of Erlangen-Nuremberg, Germany
Alexander T. Mohr, Bradford University School of Management, UK

Chapter XI describes a study on the influence of the cultural context on the comprehensiveness with which companies in different countries make use of applicant information and selection strategies in corporate website recruiting. The results suggest that the use of the internet for management purposes is influenced by cultural factors.

Parry and Tyson conducted a study on the potential of e-recruitment to transform the recruitment process and the role of the resourcing team. They observed that HR practitioners are often expected to be efficient administrators of the employment relationship and to act as a strategic partner. Based on the assumption that e-HRM may be a way of achieving these dual aims as technology can both improve the efficiency of HR processes and help the HR function to become more strategic, three case studies were conducted. They showed that the use of e-recruitment can potentially have an impact on both the strategic role and the efficiency of the resourcing team.

Chapter XIII addresses the role of the national culture on e-recruitment practices in India and Mexico. According to the author, the role of culture on information technology is just emerging, and internet recruiting will definitely play a prominent role as the world becomes more digitized. Further, the author suggests that practitioners and researchers would benefit from making a 'what if' chart or spreadsheet based on cultural dimension scores and adaptability to internet usage.

Section V
Modeling and Designing e-HRM Architectures

Chapter XIV presents a bottom-up modeling framework. The framework can be used for the analysis and design of HR behaviors, starting from the assumption that the process of emergence lies at the root of the usage of technologies. The authors illustrate the way the framework should be applied and how it works out through a case study.

Furtmueller, Wilderom, and Van Dijk propose applying the lead user method for e-service settings, a method stemming from the new product innovation literature. In their study registered applicants at an e-recruiting portal were compared with so-called lead users regarding new service idea proposals. The results showed that most users suggested social-network features they were already familiar with from other platforms, while lead users came up with more novel service solutions for different user segments.

Chapter XVI starts with an architecture for a next-generation holistic e-recruiting system. Based on this architecture, the authors propose to extend it by adding employer branding as a new component. They show how employer branding should be integrated in the existing architecture to develop and implement an effective employer branding strategy. As a result, Laumer and Eckhardt conclude that the newly proposed architecture is a first step towards a holistic e-HRM management system.

Guiderdoni-Jourdain focuses on the regulation between online HR designers and HR experts. She extends the concept of e-HRM by a systematic approach and uses it to study the interaction between the different actors involved in an e-HRM project.

<div align="center">

Section VI   /
e-HRM Use and Performance Improvement

</div>

Chapter XVIII presents a study of the acceptance of HRIS in small and medium-sized organizations (SMEs). The authors looked at this topic by investigating perceptions about the use of these systems. Four case studies were conducted, and results showed that e-HRM tools in SMEs are perceived as useful, but not easy to use. The companies involved in the study considered the use of HRIS as helping them to make HRM more effective.

Chapter XIX focuses on the questions of how to improve the efficiency of HRM and enhance its status
in organizations. The authors show that information technology can be of help in transforming the role
of HRM departments in organizations. One of the challenges for managers nowadays is to determine
the success factors for implementing HRIS.

Welicki, Piqueres Juan, Llorente Martin, and De Vega Hernandez their experience in building a Web-
enabled workflow system for managing employee life-cycle processes. They describe how the system
was able to successfully manage a large number of employee requests, brought reliability, traceability and
auditability to employee life-cycle management processes. The web-enabled workflow system became
a core system for supporting HRM operations.

Section VII
Extended e-HRM Topics

Chapter XXI describes a study on the impact of information technology on individual learning processes.
The authors of this chapter started with the question of whether those technologies can possibly help
increase an individual's competencies in order to improve learning. By using agent-based simulation,
their results showed that communication through e-mail exchange appears to make individuals learn
more slowly than on a Web forum.

Michaux presents a study aimed at identifying the main trends and international convergences when analyzing the impact of IT on unions and trade unionism, and lists the challenges, opportunities, and threats that IT poses to trade unions in industrialized countries. The author concludes that there is a tension between the opportunities and threats, which can translate into four main types of challenges posed by IT for trade unions.

Chapter XXIII deals with the question of coordination in virtual teams, more specifically how the coordination in such teams takes place. The author starts from the assumption that it is either trust or control that is needed for the coordination in virtual teams. By means of a case study conducted in a high tech firm, Parot presents findings showing that coordination in virtual teams is more formalized and more control-oriented, and that the role of the project manager is essential in such teams.

Chapter XXIV is about information overload in the new world of work. A case study conducted at Microsoft suggested that information overload is not perceived as a problem, but as a challenge and a possible future problem. Interestingly, some of the interviewees in the case study suggested that the next generation of workers, the NetGen, will be better able to handle information overload, as they may have incorporated the search strategies for finding information in a large amount of data. The results of this study also seem to contradict the popular belief that the phenomena of information overload is an increasing problem.

Chapter XXV analyses the popular literature on HRM shared service centers. By using a grounded theory approach, the authors analyzed 34 articles in the international HRM literature for practitioners. The analysis shows that according to the popular HRM literature, brand development or service improvement motivations for deploying HR shared service centers lead to more positive impacts and a higher success

rate. Solely economic motivations are not enough to achieve added value. Further, the anticipated risks are not a good predictor for eventual impacts, and finally, HR shared service centers have more positive impacts as they develop over time.