Understanding HR frames' differences: perceptions of HR professionals about the HRM system

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ABSTRACT

This research confirms a well-known finding that different social groups may have incongruent frames (Orlikowski and Gash, 1994; Wright and Nishi, 2006). HR professionals and middle level managers may have different HRM frames about the HRM system including different knowledge, assumptions and expectations. Research has shown that congruent thinking of line and HR managers may lead to a better HRM system and organizational performance and changes in a HRM process are expected to progress easier (Bondarouk *et al.*, 2009; Reger and Huff, 1993; Kaše *et al.,* 2009). An explorative case study was performed in a national home care organization, TSN Thuiszorg. A total of eight HR professionals and middle level managers of different rayons were interviewed. Intensive document analysis provided more data. Our research attempted to explore the cognitive frames' roots of HR professionals and middle level managers. We confirm HRM frames' differences originate in differences in functions, expectations and backgrounds (Orlikowski and Gash, 1994; Kaplan, 2008). However, our research shows differences also originate in unclearness about the HRM's philosophy and goals experienced by organizational members, different functions leading to a different client focus, inertia and intuition-based execution of HR practices and a seemingly big distance of HR administration between the central and local HRM function. In being sparring partners of the middle level managers HR professionals should take in an advising and supporting role but should also attempt to create a shared understanding by early communication and discussion of clear and complete information of the HRM system and its changes.

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Keywords
Frames, Human resource management, Cognitive maps, Middle managers, Congruence of perceptions

ABBREVIATION

WMO	Wet Maatschappelijke Ondersteuning (Law of Societal Support)
	Dutch people who need daily support, like household care, are compensated by this law by the Dutch government. This WMO regulation is arranged by the communities. Health care institutions need permission to deliver care compensated by the government.
AWBZ	Algemene Wet Bijzondere Ziektekosten (General Law of Special Healthcare Costs)
	In the Netherlands costs for people who need care for a permanent time, like elderly or disabled people, are compensated by the government arranged through the AWBZ regulation. Health care institutions need permission to deliver care compensated by the government
Personnel official	Is an original term used in the company ('personeelsfunctionaris'), meaning an HR professional. At TSN they are responsible for the design and execution of the personnel policies and support and give advice to middle level management in the area of HRM and social legislation. They act as sparring partners of the rayon managers.
Coordinator of care	Is an original term used in the company ('zorgcoördinator), meaning someone who performs all operations for the purpose of planning and coordination of the healthcare to clients of the particular establishment and leads the care providers operational and from a distance.
Rayon	Is a Dutch term for areas or districts of a company.
Rayon manager	Is an original term used in the company, meaning a middle level manager. They have to work over the country and have to deliver and execute the agreed service to clients within a particular region, translate the business' vision towards the establishments and carry out the policies of TSN. They have to lead coordinators of care.
P&O	Is a Dutch term for the HRM function in an organization

1. INTRODUCTION

The HRM system sends messages through the organization with for example HRM policies and practices. These communications are perceived and interpreted by organizational members. Thus, a particular expression could potentially signify multiple contents (Bechky, 2003, p. 313). The information communicated by the HR professional can have different meanings to the receivers, for example to middle level managers or employees. This may become problematic for performing and sustaining a successful HRM system, as different organizational members may perceive, understand and eventually act to such communications in diverse ways. Especially within HRM system' changes organizational members are expected to have different interpretations about why the particular change is needed and how it should be achieved. From a cognitive and psychological viewpoint changes and problems are, thus, understood differently. Ultimately this can lead to a gap between the desired and actual outcomes of the HRM system. According to the social psychologists understanding of individuals' perceptions, knowledge and assumptions is important to explore how they make sense of and behave in response to changes (Bartunek and Moch, 1994). An increase in focus in managerial and social psychology literature on the role of workers' cognition and behaviour shows the importance of influence of cognitive frames of HR and middle managers on the HRM system during changes in HRM processes (Bowen and Ostroff, 2004, Sanders *et al.,* 2008; Wright and Nishi, 2006; Gilbert *et al.*, 2011). Eventually, it is the actors' perceptions of organizational processes, filtered through existing mental frames, which form the basis for the formulation and interpretation of organizational issues (Hodgkinson, 1997, p. 626). Perceptions of HR professionals and middle level managers forego their actions and attitudes in response to changes in HRM processes. Both groups have different HRM frames which include different knowledge, assumptions and expectations about the HRM system (Bondarouk *et al.*, 2009; Wright and Nishi, 2006). HR specialists may have a long-term perspective on HRM, and middle managers may anticipate extra work related to the introduction of new HRM policies (Bondarouk *et al.*, 2009, p. 476). Thus, successful implementation of changes in HRM processes depends greatly on organization members' perceptions of the HRM system. Research bodies are available towards the influence of congruent frames at different levels in organizations (Park, 2008; Bechky, 2003; Okhuysen and Eisenhardt, 2002; Mohammed and Ringseis, 2001; Rentsch and Klimoski, 2001; Lin and Silva, 2005; Davidson, 2006). Especially social cognitive theorists, showed that a shared meaning leads to better organizational performance (Reger and Huff, 1993), better organizational effectiveness (Kaše *et al.*, 2009), and more successful implementation of HRM changes and innovations (Bondarouk *et al.*, 2009). Contrary, incongruent frames lead to different understandings and conflicts of interpretations expressed in process loss and misaligned expectations, contradictory actions, resistance and skepticism (Orlikowski and Gash, 1994).

Thus, if HRM frames are congruent, difficulties in implementing HRM practices may be overcome and change processes are expected to progress easier. HR professionals are expected to become conscious of why similar communications are differently interpreted due to different cognitive maps organizational members have. This may help to improve the understanding of how they response, act and take decisions during changes in HRM processes and management can use instruments to steer it. Similar and consistent observations and interpretations of how to use HR practices may be created when there is a common understanding between both groups intended to achieve better goal attainment. Based on this we assume that a more successful HRM system is expected to be present when the views of different involved groups are congruent.

With regard to the literature the following research question is formulated: *"What constitutes the different frames that HR professionals and middle level managers have about the HRM system?"* In this study discovering the roots of the different perceptions of HR professionals and middle managers of the HRM system to eventually accomplish more congruent thinking is a central issue. The focus in this paper is on the cognitive frames that HR professionals use to understand HRM. The focus in the research of Oude Maatman (2013) is on the cognitive frames that middle level managers use to make sense of the HRM system. Eventually the findings are brought together to draw conclusions of the differences in perceptions of HR professionals and middle managers and of the roots of these differences. The case study shows why HR professionals and middle level managers have different HRM frames and how this is expected to affect the HRM system.

2. UNDERSTANDING DIFFERENT PERCEPTIONS AND INTERPRETATIONS

In social cognitive research the notion of frames has been widely investigated in the field of IT, referred as technological frames analysis, to illustrate the interpretations that organizational members have about particular technologies. Overviews are available, for example (Orlikowski and Gash, 1994; Lin and Silva, 2005; Davidson, 2006). According to Orlikowski and Gash (1994) the technological frames concept is important in acknowledging why organizational members response in a particular way to a new IT system. It is not difficult to imagine this concept of frames can be well applied to other areas. Why do HR specialists and middle level managers response in different particular ways to messages that are sent by the HRM system concerning for example about changes in the HRM process? Wright and Nishi (2006) recognize differences in how HRM changes are perceived by organizational members expressed in three different HR continuums: intended, actual and perceived. HR practices are seen as HRM strategy and sets of guidelines created by HR directors, practices enacted by middle level managers and interpreted practices of the existent HRM system embodied by employees (Wright and Nishi, 2006). In order to understand how the two different groups perceive, interpret and act to eventually accomplish more congruent thinking, HRM frames are investigated. This socio-cognitive thinking is applied as a lens to trace the origins of the different interpretations of HR professionals and middle managers towards the HRM system. To elaborate on these theoretical concepts an empirical study will be performed in an in-depth case study.

2.1 Frames of the HRM system

In this paper we borrow a definition of HR content and HR processes of Bowen and Ostroff (2004) who researched perceived HRM strength. They defined HR content as the specific set of HR practices necessary for achieving an organization goal and HR processes as sets of activities, aimed at developing, communicating, and implementing HR practices (Bowen and Ostroff, 2004, p. 204). These together can generate a strong setting expressed in a collective meaning. For the HR content we take the five key HR practices outlined by Boselie (2010) in his strategy scan; recruitment and selection, training and development, appraisal and performance management, compensation and employee participation. These practices continuously send signals that are interpreted in distinctive ways caused by the HRM frames organizational members have.

Following the social cognitive psychology it is about the individual perceptions of how people organize and interpret their environment. Using HRM frames people make sense of changes and develop new interpretations which forms the behaviour in response toward it (Gioia and Chittipeddi, 1991; Balogun and Johnson, 2004). In cognitive psychology frames are described as "a repertoire of tacit knowledge that is used to impose structure upon, and impart meaning to, otherwise ambiguous social and situational information to facilitate understanding" (Gioia, 1986, p. 56). Cognition is individually experienced but researchers propositioned group-level shared cognitions (Fiol, 1994; Orlikowski and Gash, 1994, Bartunek and Moch, 1994). According to Orlikowski and Gash (1994, p. 203) technological frames are shared by members of a group having a particular interaction with some technology; individuals share frames if some cognitive elements (assumptions, knowledge and expectations) are similar through socialization, interaction, or negotiation. This implies that frames are individual interpretations but can be the same within similar social groups. Shared mental models are knowledge structures which allow teams to quickly adapt in dynamic environments especially under conditions in which communication is difficult (Mathieu *et al.*, 2000, p. 274). According to Davidson (2006) people act on their interpretations of the world and as a consequent frames act as 'webs of meanings' as interpretive processes. Other expressions for such cognitive frames are cause maps (Weber and Manning, 2001), shared interpretive schemes (Bartunek, 1984), shared schemata (Bartunek and Moch, 1988) and scripts (Gioia and Manz, 1985). A frame can be traced back in HRM in that implementation of HR practices to generate successful changes in the HRM system is not enough, but an understanding of the different perceptions of the actors is required. How are changes in HRM processes and how is communication interpreted by the organizational members? In this paper we follow a definition of HRM frames of a study towards the relationship between congruence of HRM frames of line and human resource managers and the use and implementation of HRM innovation:

"a subset of cognitive frames that people use to understand HRM in organizations" (Bondarouk *et al.*, 2009, p. 475).

A frame is always interpretive, flexible and context specific (Lin and Silva, 2005; Orlikowski and Gash, 1994). Different stakeholders may have misaligned frames and, thus, perceive similar messages, differently. But social groups that rely on the same frame can still end up with different behaviors and decisions. A frame is implicit and consistently changing because they are influenced by a numerous of different organizational circumstances (Davidson, 2006). This makes it difficult in practice to observe and discover the content of the different frames. According to Davidson frame content is always context specific but frame structure could be conceptualized (Davidson, 2006, p. 25). Three frame components were identified by Orlikowski and Gash (1994) in their technological frames analysis within a large professional services firm implementing a new IT system. The researchers explored that with these components is was possible to illustrate and capture the interpretations that organizational members have about particular new technologies. The frame domains included: nature of technology (beliefs about what the technology is), technology strategy and technology in use (Orlikowski and Gash, 1994, p. 183). These domains eventually influence how workers act and behave towards changes.

2.1.1 Roots of differences in frames
Lin and Silva (2005) conducted an explorative case study in an international bank in Switzerland implementing a new e-mail system and discovered different understanding of changes of different stakeholders because of their different problems, experiences, and jobs. Each group has its own unique background and concerns and based on that is forms its own interpretation and expectations which will lead to incongruence (Lin and Silva, 2005, p. 55). Orlikowski and Gash (1994) discovered through an explorative case study in a large professional services firm that frames originate from education, work experience, and interactions within relevant social groups. But according to Davidson (2006) this may overstate the context specificity because individuals do this within cultural systems: symbolic frameworks (Davidson, 2006, p. 33). Factors that play a role in the existence of differences in frames are shown to be related to nationalities, languages, roles and times (Yoshioka *et al.*, 2002), to organizational or industry levels and within-organizational levels (Hodgkinson and Johnson, 1994). Organizational beliefs of institutional environments are also shown to have significant influence at how organizational members interpret their environment and behave. There is a continual play between the individual, the context in which he or she operates, the frames of references related to these contexts, and the political and social processes at work (Hodgkinson and Johnson, 1994, p. 531). Gallivan (2001) discovered through semi structured interviews with managers and employees of four IT firms that frames are built upon prior experiences and knowledge, different backgrounds and the present context of workers' job roles. According to Kaplan (2008, p. 738) workers frames' involve the encoding of a variety of previous experiences varying from individual career histories, responsibilities and context including firm and industry. Furthermore she acknowledges that cognition is not only contextually driven but influenced by 'dominant' frames. In chaotic environments organizational members possessing high political influences play games with others to take their frame as the leading one. Thus, different HRM frames may not only originate from individual level and diverse functional backgrounds but also from other facets of individuals' backgrounds, mainly from experience and interaction.

2.1.2 Congruence of HRM frames of HR professionals and middle level managers
HR professionals create and administer HR processes and middle level managers carry out the new procedures. Middle managers have become crucial actors being responsible for managing employees at operational level (Bos-Nehles, 2010), more work has been devolved to them over the past few years (Renwick, 2003), and, thus, play an important strategic role in designing, conveying information and implementing HR practices (Delmotte *et al.*, 2012). According to Renwick (2003) devolvement has positive and negative consequences for the HRM system. Line manager involvement in the implementation and enactment of the HRM system may enhance employees' affective commitment (Gilbert *et al.*, 2011) and increase workers' perceptions of people management effectiveness (Kulik and Perry, 2008). But the line may perceive HR effectiveness lower because it is not their functional field (Wright *et al.*, 2001). According to Keegan *et al.* (2012) devolvement of HR responsibilities is even taking place beyond the line towards project managers. Drawing on an explorative case study of Whittaker and Marchington (2003) within a large food manufacturing company, HR and the line are expected to work together in partnership where the HR function plays a crucial role in providing support and advice. To better overcome problems with devolvement of HR responsibilities, understanding of the perceptions of the different HR actors involved may be important. Especially within HRM processes, changes may lead to different interpretations between different HR actors. Wright and Nishi (2006) recognize three different

HR continuums in how HR practices are interpreted by workers: intended, actual and perceived. For example HR directors are planning to adopt a new e-HRM system linked with the business strategy but implemented by middle managers not all HR practices are expected to be implemented and perhaps in different ways. Eventually these actual implemented HR practices are perceived individually by organizational members. A variety of interpretations of why the change was needed is expected to arise which may lead to different understandings of the HRM system within an organization.

In this paper we focus at the HRM frames of HR professionals and middle level managers. According to Bondarouk *et al.* (2009) HRM frames include different knowledge, assumptions, and expectations about the HRM system. HR professionals perhaps rate their contributions to the organization as very high where middle managers concentrate on their own function and leave out of account HR values somewhere else in the company. Congruence refers to the correspondence or harmony in physical structure or thought (The Free Dictionary by Farlex, 2013). According to Davidson (2006) it involves the alignment of frames across different social groups. This is present when different groups share similar expectations, knowledge or assumptions concerning the HRM system and changes in the HR processes. We define congruence of a technological frames analysis study:

"congruent frames are not identical, but are related in ways that imply similar expectations of a technology" (Orlikowski and Gash, 1994, p. 180).

Alignment of HRM frames does not imply they are one and the same but expresses similarity in domains and in content. Congruent frames would, for example, imply similar expectations about the role of HRM in organizations, ideas behind new HRM transformations, HR practices in the organizational reality, the nature of IT-tools for HRM processes, or the type of HRM support (Bondarouk and Ruël, 2009, p. 7). Chen *et al.* (2011) refer to the concept incongruence as perceptual discrepancies between perceptions of HR and line managers. But when cognitive maps are misaligned it is not always problematic. According to Fiol (1994) differences in understanding between organizational members may lead to a more diverse base of information and will boost the decision making process in teams, in problem formulation actions. But when communicating messages through HRM practices and policies, the link between desired and actual outcomes is more important than generating a broader base of knowledge.

An overview of the influence of (in)congruent frames between organizational members is presented and outlined (Appendix 1). Research has demonstrated that incongruities can be present between HR and middle managers' perceptions concerning effectiveness of HRM (Wright *et al.*, 2001; Chen *et al.*, 2011). Chen *et al.* (2011) found when closer collaborative working styles and consensual views are present between HR and line managers, line managers perceived HR effectiveness and future organization performance higher. Guest and Conway (2011) discovered a high level of disagreement between HR and senior managers about the effectiveness of HR practices but that mutual agreement seems to cause a more powerful communication. This implies that differences in understandings of similar communicated messages are expected to decrease. A literature study towards incongruence and organizational behaviour showed that fundamental discrepancies in contents of the mental models of key stakeholder groups would imply a potentially serious state of affairs in which the key parties are operating from fundamentally different frames of reference (Hodgkinson, 1997, p. 651). A technological frames study in the IT sector found that differences in groups' frames can inhibit effective deployment of a technology which leads to misaligned expectations, contradictory actions, resistance and skepticism (Davidson, 2006, p. 24). Kaše *et al.* (2009) conducted surveys though a multisite research design in four heterogeneous Slovenian companies and discovered that better organizational effectiveness is achieved with more social interplay and shared cognitions between organizational members. Other studies showed that congruent frames lead to increased team processes and performance (DeChurch and Mesmer-Magnus, 2010; Mathieu *et al.*, 2000; Gibson *et al.*, 2009), increased team effectiveness (Okhuysen and Eisenhardt, 2002; Rentsch and Klimoski, 2001), greater knowledge-sharing (Bechky, 2003), collective efficacy (Gibson, 2001) greater group member satisfaction (Park, 2008) and better organizational performance (Bondarouk, 2006; Reger and Huff, 1993). According to Mohammed and Ringseis (2001) the process of group decision making goes smoother when shared cognition in groups is achieved because of more positive interpretations and thus more satisfaction. Another study showed that congruent thinking and a more unified relationship between line managers and HR specialists will lead to a better HRM system in an organization and discovered that where HRM frames significantly differ between HR specialists and line managers, intended outcomes of implementation of HRM innovation weren't reached (Bondarouk *et al.*, 2009).

Incongruent frames, on the other hand, defers the decision-making process (Kaplan, 2008), lead to different understandings and conflicts of interpretation (Bechky, 2003; Kaplan, 2008; Lin and Silva, 2005; Davidson, 2002; Davidson, 2006; Yoshioka *et al.*, 2002; Hodgkinson, 1997), lower commitment to a project (Davidson, 2002), renders communication problematic between different social groups (Gallivan, 2001) and decreases team performance (Gibson *et al.*, 2009). Mathieu *et al.* (2000) investigated the relationship between shared mental models and team processes and performance by setting up an experiment with 56 undergraduate students of the Pennsylvania State University and found that non-shared mental models caused a greater process loss and ineffective team processes by more difficulties into decision making and communication. But with same understanding teams can quickly adapt in dynamic environments to be successful (Mathieu *et al.*, 2000, p. 274).

Thus, we assume that if HRM frames are congruent, difficulties in implementing HRM practices and change processes are expected to overcome and to progress easier. Knowing what makes the difference in the cognitive processes of HR professionals and middle managers can help to improve the understanding of how they response, act and take decisions during changes in HRM processes and management can use instruments to steer it. Based on this we assume that a more successful HRM system may be present when the views of different actors involved, like HR professionals, middle level managers and employees, are congruent.

3. METHOD

The study into HRM frames was performed in a national home care organization, TSN Thuiszorg, referred in this paper as TSN. The company is operating in the public sector but is a for-profit organization. Managerialism in the health care sector and effective control of health professionals have been increasing during the past decade. Nowadays market mechanisms play a significant role and professional medical firms have been benefiting from economies of scale. According to Hasenfeld (1983), specifically in this sector, more often than in manufacturing firms, actual outcomes deviate from actual

outcomes because of the low clarity, predictability and efficacy of task perceptions. It seems to lead to a 'loosely coupled system' with difficulties in performing effective control of the professionals (Hasenfeld, 1983). Thus, achieving the right HRM system seems to be important to reach sustainable long-term performance. Research has shown that HRM has become to play a relevant and significant role in the health care sector for improving firm performance (Bach, 2001). To explore how the HRM system is organized and perceived we distinguish two different kinds of HRM systems (Huselid, 1995; Arthur, 1994) and three HRM frame domains following the research of Orlikowski and Gash (1994). The domain concept is useful to trace what constitutes the differences in particular responses of different stakeholders. The three components were followed during the empirical study to discover how messages of the HRM system were perceived and interpreted by HR professionals and middle managers in the organization and why in that specific way. Thereafter, we draw the role of HRM in the context of the health care industry and then describe the steps taken during the empirical study at TSN.

3.1 Measures of HRM frames

How the HRM system is organized can be distinguished in two different ways. Traditional work systems may be characterized by control and high commitment work systems by commitment strategies (Huselid, 1995; Arthur, 1994). The former are characterized by division of work into small, fixed jobs, for which individuals could be held accountable but in contrast commitment strategies, or so-called high-performance work systems, create leeway for employees, provide challenges for them, extensive teamwork, and involvement in decision making (Boselie, 2010, p. 131; Appendix 2). As a result, both systems include different HR practices affecting financial performance differently. In a quantitative study of Delery and Doty (1996), within the banking industry, a positive relationship between HR practices and financial performance was found. Furthermore, they emphasized the importance of HR best practices because it causes even better financial performance. In other words how the HRM system and the HR practices are organized seems to influence the achievement of organization goals. Commitment-focused HR practices are motivated by a quality strategy and a concern with employee wellbeing and control-focused HR practices by a cost-reduction strategy and an intention of employee exploitation (Fontinha *et al.*, 2012, p. 842). A quantitative study across different industries and company sizes of Huselid (1995) discovered that implementation of a commitment-based strategy leads to lower employee turnover, higher productivity and better organization performance. Research has shown a new direction into different kinds of HRM systems. Su and Wright (2013) discovered existence of so-called hybrid mechanisms in China by conducting cross-industry surveys into 197 companies. They found that in Chinese companies commitment and control HR practices are simultaneously present. For example a typical high commitment HR practice as extensive training, while at the same time a control practice as pay for performance is adopted.

To explore how the HRM system is organized and perceived, we followed the research of Orlikowski and Gash (1994) who identified three frame domains that could be used to describe how social groups interpret and respond to a new technology. These domains cover an IT system's content but we applied and translated these to the HRM system. The three measures are:

(1) vision about the HRM system – refers to the beliefs about the future of HRM in 5 – 10 years;

(2) the HRM's philosophy – refers to organization member's views of why their organization implemented the specific

HRM system. It includes their perceptions and understandings about the goals of the HRM system whether commitment or control oriented; and

(3) execution and processes – refers to the organization member's understanding of how HR is used daily and the consequences associated with it. It includes HR instruments and practices, to accomplish tasks and how the HRM system is organized.

The first component relates to the desired future state of the organization. Philosophy is characterized by what is behind the HRM system expressed in goals, among other things, and why HR professionals want to achieve a particular thing. The emphasis in this component was on how the HRM system is treated, controlled- or commitment-focused. The third component concerns the daily execution of the HRM system and emphasizes how HR professionals and middle managers do think HR instruments should be used. Which practices and policies are implemented and how are they used to control or commit to the HRM system? For example if teambuilding was important within the organization, recruitment need to focus on hiring team oriented people or training needs be directed towards building teams. The focus is partly on the internal alignment of HR practices, accordingly to Delery and Doty (1996) defined as creating an HRM system with complementary, fitting practices to attain the company's goals.

3.2 Choice for a sector: health care sector

Professional organizations' principal function is to protect, maintain, or enhance the personal well-being of individuals by defining, shaping, or altering their personal attributes (Hasenfeld, 1983, p. 1). According to Hasenfeld (1983) these organizations are characterized by ambiguous, vague, conflicting goals and tasks, turbulent environments, inconsistent technology, weak and multiple structures of hierarchy and a lack of intern coordination which lead to significant execution problems. Professional organizations mainly take in a special position in comparison with other organizations because actual outcomes do not always agree with the desired outcomes of a particular policy implementation. This shows the importance of investigating why different organizational members perceive messages differently sent by the HRM system in this sector. Hasenfeld (1983) acknowledges that especially the environment creates difficulties for health care organizations because of heterogeneous groups and ambiguous and conflicting policy rules and goals: for example the government wants to cut in the WMO but all needy people call for assistance. Also clients need to be taken care off but within a particular budget. During the past decade the health care sector has been characterized by some increase of mutual cooperation between professional organizations by mergers and expansions. A growing management culture is increasingly shown to be present, ensuring effective control of health care professionals (Evans, 2010). According Van Weel *et al*. (2012) the most important challenge for the health care sector in the Netherlands is the aging problem and the quickly growing of chronic (co)morbidity. Because of this costs are quickly rising so cuts are needed and the sector needs to be organized in a new more efficient way. Also the fact that one fifth of the population consists of immigrant presents an issue why overall personal responsibility of people for their own health and better use of preventive services are essential (Van Weel *et al.*, 2012, p. 14).

3.3 Data collection

A case study was performed to bring the data together (Yin, 2003). Because frames are implicit, only within an explorative study underlying values and beliefs, different understandings and interpretations of HR professionals and middle managers

can be retrieved. To understand the HRM frames of the different social groups in TSN it was important to make sense of the context. Data were collected from document analysis of organizational documentation and semi-structured interviews. Twenty-five documents were reviewed. The organization documents provided a general background. Documentation that was used and reviewed for this research included internal messages as newsletters, annual reports, forms specifying function descriptions and consultation structures, recruitment and selection policies but also confidential documents including the HR director's presentation to HR professionals and line managers concerning the HR transition. Mostly, the intended HR was explored by organization documentation analysis and the perceived by interviewing respondents of the two different social groups. This combination of research instruments gave us the opportunity to explore how and why the intended system was perceived and executed differently by the social groups. Since the goal of this research was to obtain perceptions of HR professionals and middle level managers about the HRM system, respondents were provided by a contact person in cooperation with the HR director and selected according criteria of remoteness and willingness. Firstly, four HR professionals were selected of varying rayons and work fields. Two WMO and two AWBZ HR professionals were selected to be able to investigate differences between the work fields. Then, the rayon managers were selected who worked together with the specific HR professionals. Eight unstructured interviews were held with members of different social groups in the organization:

(1) Four HR professionals at TSN of different districts who are perceived by the organization as personnel officials who take in a supportive and advising role to the line by selected activities and translate the needs into services.

(2) Four middle level managers, perceived as rayon managers by the organization, spread over different districts involved and formally responsible for executing HRM activities at district level.

To overcome different perceptions of rayon managers and HR professionals of different rayons every rayon manager was matched with the corresponding HR professional, so in total four different rayons were included. Most HR professionals were responsible for more districts but, however, were connected with one of the selected rayon managers. The goal of these interviews, thus, was to investigate how respondents from both social groups perceived the HRM system, what their reasons (if any) for differences were, and how the workers made sense of the HRM system. The first part of the interview paid attention to the general responsibilities and activities and the features of backgrounds of the professional workers. The second part focused on understandings and interpretations workers had of the HR practices and policies. To secure consistent and diverse responses, conversations with HR professionals and middle managers were split up in three blocks: questions about the future state of the HRM system, the philosophy and daily execution of the HRM system. Following Myers and Newman (2007) we did not use a complete interview guide in order to be open, flexible and improvise (Appendix 5). We borrowed the interviewing technique 'mirroring' of Myers and Newman (2007) by simultaneously listening and constructing follow-up statements or questions while aiming for an 80/20 of respondent and researcher talk. Interviews followed generally accepted characteristics of qualitative interviewing in that is used an informal style of conversation and discussion rather than a question-and-answer format (Rhodes, 2000, p. 516) to capture perceptions and understandings of different stakeholders of features of the HRM system. By maintaining an open conversation we aimed the respondent to feel relaxed and share information as complete as possible. Because most interviews were conducted together with Oude Maatman (2013) our interview skills improved by giving each other feedback. The interviews remained open conversations. Probing techniques were used to obtain very detailed and extended interviews (Rapley, 2001; Emans, 2004). For example during most answers we asked to elaborate, come up with examples, clarify or summarized prior talk in order to receive comprehensive information. Eight interviews were conducted, lasting 40 to 70 minutes, amounting to 8.5 hours. Interviews were conducted separately in an office so external influences did not play a role. All interviews were recorded and transcribed in detail in order to capture interpretations of the different HR actors. At the end of the interview, also when the recorder was off, another research opportunity was provided. Some respondents were more relaxed and shared additional information. This informal talk was in some cases useful to understand the perceptions and interpretations better. Member check was performed through discussion of transcripts with the respondents. To ensure a right and accurate content we sent the transcripts by e-mail and some HR professionals and rayon managers modified the content in a digital way.

3.4 Data analysis

The first step was reading the transcripts and expanding background knowledge in addition to documentation analysis of the company to understand the complex context of TSN more. The second step was to make sense of the data using open coding processes aiming not to deviate from the original data in analyzing and constructing categories. Meaning categorization was pursued dividing the three blocks of vision, philosophy and execution into categories by reducing long statements into simple (sub) categories (Kvale, 1996, p. 192). All eight interviews were coded for each category of perceptions and behaviors towards the HRM system. In the enclosure examples of how phrases were coded concerning the vision of the HRM system is shown (Appendix 6). Separately analysis was performed by Oude Maatman (2013) and me to discover themes and issues to eventually capture differences, similarities and the origins of HRM frames. The third step consisted of discussion rounds with different researchers. When agreement was reached we again analyzed the interviews. The fourth step consisted of refining the analysis including adjusting and adding more detailed information. To reconstruct the perspectives of the different social groups in a constant way next sequence was followed: comparison within a single interview, between interviews within the same group, interviews from different groups, comparison in pairs at the level of the couple and comparing couples all following four criteria which are description, aim, important questions and results (Boeije, 2002, p. 395). Like this, common statements were found and could be distinguished into different categories that pointed HR perceptions in a clear and consistent way. Feedback rounds and discussions with our supervisor and second reader were held about the chosen themes to control the interview analysis and increase internal validity and trustworthiness.

3.4.1 Trustworthiness of the data

The organization description was checked with the HR director of TSN to reach consensus. Interviewing questions were designed with Oude Maatman (2013) in open discussions. Clarification of our questions was performed in advance to avoid failing in rephrasing the question, ensure the right meaning and purpose of each question and also to minimize differences in questioning between me and Oude Maatman (2013). Then, the third supervisor assisted us by critically asking questions. We practiced the interview with each other and with our supervisor. Most interviews were performed

together to achieve shared understanding and to ensure receiving complete information. Probing techniques were used actively to obtain detailed and extensive information and to make sure to understand the content correctly. We applied techniques as repeating or clarifying the opening question, repeating or summarizing the answer and reserved time for a post-interview small talk (Emans, 2004). At the end of every interview we asked for feedback in order to continuously improve our interviews. During the data collection we performed member checks in order to verificate the transcripts to have an aligned understanding with the interviewees. During the data analysis the HRM frame domains were categorized into sub-codes and discussed with three researchers to present reliable and valid results.

4. FINDINGS

We start with a brief description of TSN and the context investigated by detailed organization documentation analysis. Then we describe the HRM system perceived by HR professionals and middle managers according the interviews.

4.1 Organizational history and context

TSN is a professional medical services firm aiming to improve personal well being of older and needy people to live independently as long as possible. The company operates in the public sector as a profit organization. TSN employs more than 20.000 workers spread over 56 establishments to offer around 100.000 clients help and assistance (TSN organization, n.d.). The company was established in 2002 by nurses who were convinced that home care could be organized better and more efficient by putting the client and caregiver central and building the care around it. Since 2007 it has been taken over by a large Dutch professional services firm; an old family company that dates back approximately sixty years ago. This organization mainly consists of three units, Facility Management, Personnel Services and Care and Well Being. TSN belongs to the last cluster. The company delivers care financed by the Dutch government out of the WMO (Wet Maatschappelijke Ondersteuning) and AWBZ (Algemene Wet Bijzondere Ziektekosten). In the Netherlands costs for people who need care for a permanent time, like elderly or disabled people, are compensated by the government arranged through the AWBZ regulation. Costs for people who need daily support, like household care, are compensated by the Dutch government through the WMO regulation. Only this is arranged by the community. Health care institutions need permission to deliver care compensated by the government.

A single-case study was performed because the organization finds itself in a complex environment with rayon managers spread over the country with different levels of management in a huge organization (Appendix 3). TSN is a complex organization and HRM has to adjust to different environments, contexts and rayons. In reality HR practices are different and very disposed. As a consequence this presents a unique case study within a situation that commonly does not occur in other health care organizations (Yin, 2003). This all already makes the process of aligning frames of HR professionals and middle level managers difficult and complicated. One organization for the purpose in this explorative case study is sufficient because it develops that understanding HR frames of different organizational members and HR frames' roots is needed to make an HRM function better. An organizational document specifying organization, structure and forms of consultation of 2011 shows the mission of the company:

"TSN is an independent home care provider including a national cover of establishments. With local, neighborhood-focused establishments, the company is daily exerting to be the best care provider possessing the most competitive price-quality ratio by continuously examining their processes and where necessary improving besides maintaining the organization 'lean and mean'. Furthermore, it provides a superior form of service to their clients, focused on functioning optimal in their environment as far as possible. The actual driving force of all of this is personal commitment" (Organization structure, 2011).

The main goal of the organization is to deliver home care and nursing and care with clients and employees closely positioned together against lowest costs. The core activities of TSN are household and AWBZ care in intramural and extramural settings (Annual Report, 2012). Specifically these include domestic help, nursing and care, accompaniment at clients' home, taking care of people who help others, personal alarms, buying, renting and borrowing of devices and assistance with requesting care and the height of client's own charge (Need for care, n.d). A client's council is also present to look after the general interests of their clients. All TSN offices in the Netherlands provide these medical services by itself covering a local working area. With the organization split up in different districts and focus on different working areas the company tries to secure a strong local focus:

"We believe care should be organized around your corner. That is the reason why TSN has a finely-meshed network of local establishments. This situation is created to combine the right characteristics of being a large organization staying small (TSN organization, n.d.).

The latter part emphasizes the 'lean and mean' principle earlier presented in the vision. Thus, the company is mainly focusing on organizing and delivering health care at local level ensuring quality and time for the people who really need it as core beliefs. The organization chart shows that care is delivered by establishments financed out of AWBZ (Algemene Wet Bijzondere Ziektekosten), WMO (Wet Maatschappelijke Ondersteuning) or private resources. The company employees about 115 coordinators of care, 14 rayon managers and 130 office workers at the head quarter possessing a supportive function. Top management level consists of four directors: Nursing and Care, WMO care, Human Resources, and Finances. The organization chart also demonstrates two different kinds of rayons, WMO and AWBZ. The WMO consists of nine districts each having a separate rayon manager covering about three up till seven districts. The AWBZ rayons are geographically dispersed over five bigger districts each covering six up till ten establishments. Here, also every district possesses its own AWBZ rayon manager. However, some rayon managers are responsible for WMO as well as AWBZ business.

4.1.1 Expansive growth and future developments

In a few years TSN has grown expansively mainly because of mergers and acquisitions. In 2009 the company booked a net turnover of approximately €150 million employing 6.000 employees where in 2012 the net turnover doubled, employing more than 20.000 employees (Annual Report, 2012). The net result is actually negative, approximately more than €6.5 million (Annual Report, 2012). This rapid expansive growth may have complicated HRM execution and arguably led to more financial complexity for the organization. TSN is one of the largest home care organizations in the Netherlands. Especially because of the merger with Thuiszorg Groningen, another home care organization, in 2011, the company has become bigger. At that moment not only their market share grew, the company also became broader especially into home care financed by AWBZ, based on a vision document that was constructed during the transition period in 2011 of both organizations into one new organization (Vision of care, 2011).

However, that an approach focused too much towards the business side of home care may run into trouble was shown at the end of last year. From that moment TSN Groningen BV was subjected to outside observation by the inspection of health care because after the merger the organization did not improve the quality of care too quickly. Since May 2013 the company has not been under inspection anymore because the organization implemented uniform work methods and quality improvements to quickly handle with the shortcomings (Vision of care, 2013). Thus, a lot of change processes have happened during the years which may have complicated HRM execution and may have caused financial pressure. The company is mainly facing the following challenges: political developments of growing cuts into the AWBZ and WMO because of the increasing costs of it, aging of the population, changing customer demands driven by for instance increasing preferences of elderly people to stay longer at home, increasing role of market mechanisms in the health care sector by political movements, changing labour market for instance request of increasing expertise of professionals and the increasing role of innovation in the sector (Vision Plan, 2011). These challenges provide direction for the future of the organization, maintaining the client as starting point. The Dutch government is planning to cut around forty percent into household care in 2015 (Financial Daily Newspaper, 2013). Thus, TSN finds itself in a very challenging position in view of the future cuts and insecure developments which requests for a new view into the home care organization. This may also lead to financial pressures for the HRM system and complications for execution. Because the organization greatly depends of the aforementioned developments, in particular of political developments, the main goal of the TSN is not to expand anymore but to improve and sustain organizational performance and to find new ways how to deal with these insecure developments. Stronger regional positioning and extension of knowledge and expertise constitute the central future strategic instruments (Vision Plan, 2011). Maternity care didn't belong to the business core of TSN so in the beginning of 2013 they sold the business part to another organization. Nowadays, the most important strategic areas of focus are developing, lobbying, and introducing innovative concepts to the market, improving processes and quality, increasing current business margins by reducing the cost price, finding new ways to deal with the decrease in house hold care caused by political developments, smartly anticipating at market chances and putting information of human capital in order (HR strategy, 2013). The organization is intending to organize care in a different way in a 'neighborhood model' where one employee possesses different tasks as household and nursing care (Kodde, 2013). The above information brings an extra connotation to our research as it shows that TSN is in a constant and complex state of change being fully dependent of government developments which can have big consequences for the continuation and existence of the organization. They have to anticipate towards it and, meanwhile as a market leader, continue delivering the best quality of care in the most efficient way while centralizing the client.

4.1.2 The HRM system at TSN
HRM is centralized at TSN, with several rayons together having its own HR professional who has to report to the HR director. Thus, HR professionals and middle level managers are placed at different districts. During the expansive growth of the organization most HR professionals mainly worked from the headquarters but this is going to change because they are going to work more locally. For the HRM system the aforementioned developments request improvement of existent HR practices and policies and introduction of new ones to secure sustainable

long-term performance. According to the new HR director, in office since October 2012, HR finds itself in a transition period: the HRM system must be professionalized and must get its house in order once again. This transition period will take approximately two years. A shared service center is planned to guarantee processes will be arranged against optimal costs and with the occurrence of less mistakes, guaranteed quality and right employment practices (HR strategy, 2013). The HR organization is to be mainly split up into four blocks: HR advice, HR service center, Education and Development and TSN ARBO Care, leaded by the HR director as strategy developer and HR policies and specialists (Appendix 4). For example already in 2011 a 'TSN Zorgcollege' was created in cooperation with ROC Amsterdam and Twente, presenting educational opportunities for new and existing employees to expand professionals' knowledge at all levels in the organization (TSN College, n.d) and for the future this seems to be controlled by Education and Development. HR policies and specialists need to ensure the quality of HR management and anticipate to future developments. This new HR organization is supposed to bring the base in order to fit in with the strategic needs of TSN and deliver a demonstrable contribution to the result of the organization (HR strategy, 2013). The HR vision of TSN is described as:

"The function HR contributes to the result of TSN by performing top-quality and efficient way of HR processes and controlling HR costs. In this way TSN can at anytime dispose of the right number of qualified and motivated workers. Line management is responsible for HR and is supported and is given advice optimal by the function" (HR strategy, 2013).

Thus, HR has to position itself stronger in the organization. These developments and changes show the important role of the HRM system in TSN in order to achieve the organization goals. Providing advices and supporting line managers will become the core of HR advisors who will need to act as business partners of the line. Because of this HRM will become more decentralized in the organization with HR advisors working more locally in establishments while maintaining the shared service center in the headquarter in Almelo where the HRM system will be processes within the frames of policies.

4.1.3 HR professionals and middle level managers at TSN
The function description of rayon managers of 2010 show that the rayon manager must take on their responsibilities towards top management; WMO rayon managers must take their responsibility towards the WMO director and AWBZ rayon managers towards the Nursing and Care director. In this paper rayon managers are defined as middle level managers, who work over the country and have to deliver and execute the agreed service to clients within a particular region, translate the business' vision towards the establishments and carry out the policies of TSN. A detailed function description of 2010 shows they have to lead a group of ten up till twenty-five coordinators of care, covering three till ten establishments and indirectly must give leadership to approximately 2500 employees in the fieldwork. Four tasks are seen as main important: leadership, operational management, contact management and administrative tasks. Rayon managers have to secure compliance of relevant laws and rules, achieve quality of the service in a district, and look after client and employees satisfaction. More general the function description demonstrates that they have to deliver a contribution to realization of company policies and have to advice top management of long-term provision of strategy and position. Rayon managers have to take care of maintaining and supporting personnel

management and the availability of sufficient personnel capacity based at the annual plan. With HR professionals as sparring partners they discuss together issues like dismissal and absenteeism with main aim to guarantee proper support and service. Rayon managers have to implement HR policies and practices at rayon level. The most recent strategy document shows that the line needs to take own responsibility for HR tasks: deployment, performing and developing of organization members (HR Strategy, 2013).

HR professionals at TSN are responsible for the design and execution of the personnel policies and should contribute to the realization of organization goals. They support and give advice to line management in the area of HRM and social legislation. They also take care of the application of HR instruments, like sick leave and reintegration. They have a role as sparring partner for the middle level manager. But also has a signaling role, so they can react pro-active on common business. The rayons at TSN are split up, and divided under the HR professionals, so mostly the HR professional is responsible for a couple of rayons. Important for the HR professional is that they are service- and output-oriented, have a hands-on mentality, and has knowledge on labor rights and change processes. They travel a lot as they become more locally present. On the establishments they can see what is going on and what is needed, so they can be more facilitative. The HR professional has to report and advice to the HR director, and works together with administrative HR personnel (Home care, 2013).

4.2 Frames' analysis

In the past, the HR function in TSN had been focused on centralization rather than organizing responsibilities more locally. When the new HR director took the office in October 2012 he presented a new vision including an HR transition towards a more strategic role of HRM and decentralization of the function. The organization is in the middle of this change process, reflected by the fact that some HR professionals refer to themselves in the present way as personnel officials and some already in the 'new' way as HR advisors. The frame domains that emerged from the literature reflect understandings of the new vision, why it was introduced, how the HRM system is organized now and how it is executed (Appendix 7).

4.2.1 Vision

How the HR professionals perceived the new HR vision was consistent, but all had a broad and somewhat vague picture about it and emphasized different things as important. Only some did not describe the new vision in detail concerning the confidentiality of it. Overall they agreed on the fact that it was introduced to professionalize the HRM system and to deliver care in the most optimal way and, through this, to ensure continuity of the organization in times of insecurity according future economic developments and political decisions in the country that might affect the health care regulations:

> *Professionalization is needed to ensure continuity of the organization because we need to be more decisive; especially within the WMO margins are very small.. HR plays a very important role in this to keep TSN viable (P4).*

Professionalization was mostly perceived to create a strategic HRM system working in a more proactive rather than in a reactive way in order to reduce mistakes. Finding new ways to reduce costs and building procedures and policies were seen as important. Most of the HR professionals focused on the 'new' role as being sparring partners taking in a supportive and facilitative role to the field to improve efficiency and to achieve a stronger position in TSN:

> *We have to strengthen the basis/the foundation.. Becoming more sparring partners of the rayon management can only be achieved when processes function correctly. Now we are acting on ad hoc basis.. The ratio between resolving mistakes and constructing more plans for the future will change.. In performing this, the value of HRM will come more forward (P2).*

Creating strategic staffing planning and increasing the flexibility of WMO employees were perceived as key points for now. Most HR professionals covering AWBZ focused more on the need of professionalization of the HRM system while HR professionals covering WMO focused more on cost reduction. This may can be explained by government plans' to cut forty percent of the budget in household care from 2015. The AWBZ cuttings are to be announced in 2015 by the Dutch government. The HR professionals agreed upon the fact that merging the AWBZ and the WMO need to happen in the future mainly because of the future political developments and that they need to anticipate to it. To achieve this some HR professionals focus at expanding expertise about both while other focus more at creating a more efficient HR organization. The perceived vision is mostly in line with organization documents and policies. HR professionals emphasize the importance of being sparring partners of the management:

> *Being a sparring partner of the management is also important just now to critically ask questions.. In fact we're the right hand man of the management. Quite apart extensive knowledge is present in the HRM department (P2).*

All HR professionals mentioned broad key points of the HR vision and the main challenges the organization faces in the coming few years. Rayon managers also perceived the new HR vision as an expansion of being sparring partners of the line. They emphasized that the line should be at the heart of the system and HRM should take in a facilitative and supportive role. Professionalization of the HRM system should occur while putting the operation central:

> *The central office, likewise the HR department, should ensure that we can perform our work most optimal. Unfortunately this is missing sometimes (R1).*

Rayon managers agreed that HR professionals are already working more in a proactive way but still should improve. A distance in HRM administration between central and local offices is perceived:

> *Personally I think it should become clearer who is performing what in P&O. If the new IT system malfunctions P&O is one large mass.. Who I need to go to is unclear and when I'm calling I have the feeling I'm just another number. This is not out of the facilitating role (R3).*

They sensed why the HR transition was needed to create a better connection between HR and the line and a closer working relationship between the field and the head office with central facilitating the line. Rayon managers acknowledged the insecure future position of the organization but focused more at clients' and workers' satisfaction than HR professionals, especially managers with an AWBZ background:

> *Of course political developments are behind it. But more or less the clients are taking in a central position. Why would you come up with so many different health professionals to one client? So the client is important and also to keep it affordable.. Because of the different responsibilities employees will receive I'm also convinced employees will like it (R3).*

According to the rayon managers not only flexibility of the WMO workers need to be expanded but employees also need to be equipped in order to deliver new ways of care. HRM should anticipate more towards the future and according to one rayon manager should perform more active benchmarking. How the middle managers overall perceived the vision was broader and vaguer than the HR professionals. Some rayon managers sensed the new HR vision as somewhat unclear, too broad and extensive:

> Sometimes I have the idea P&O wants to go too quickly. A spot at the horizon is present but think of correct employment practices. P&O has an idea about it but it is too far away from practice (R2).

Rayon managers viewed that HRM should find a balance between correct policies and what is possible in reality and should not focus too much at creating processes and procedures but look more for practical possibilities:

> Goal is to have and keep the operation running. There are rules for this but processes cannot be an end in itself. Sometimes this becomes leading but then we fail to achieve our objectives (R1).

HR professionals and rayon managers acknowledged the importance of professionalizing the HRM system, focusing at cost cuttings and minimizing the distance between the field and the head office. But rayon managers putted themselves more central and focused more at employees' and clients' interests.

4.2.2 The HRM's philosophy

HR professionals' understandings about this were all consistent: most HR practices follow rules of CAO and law with cost reduction at the heart of the system. Ideas and directions could be described but almost no clear goals of the HRM system by HR professionals:

> Cuts, awareness of costs and playing the business role are concrete things at the moment. But it is not concretized in smaller goals.. One concrete goal is how to minimize permanent contracts as much as possible which need to be achieved before December 2014.. There is no crystallized HR policy. This can be more professional and better which other organizations already have (P4).

Middle level managers could also not formulate clear goals of the HRM system, either:

> We have to precede more in realistic sub steps..Now the HR vision is such an extensive and broad story which needs to be concretized, especially further in the organization (R2).

Broadly taken, goals of the HRM system by rayon managers were implicitly viewed as being more locally present and cooperating with the field, anticipating to the future, bringing the basis in order, creating a more flexible pool of workers and developing innovative projects in delivering new ways of care. The HR department also agreed upon the fact to be more locally present:

> When you're present in the field you can perform a more supporting function by asking question directly (P1).

Some rayon managers could not describe goals at all:

> I don't know what their goals are. Personally I think it is important for P&O being a walking encyclopedia (R4).

Rayon managers viewed introducing self-managing teams as an important goal and focused at enrolling pilots. HR professionals already focused more at formal things as evaluating and implementing teams. According to new requirements by law both agree at creating a consistent and more structured job evaluation. HR professionals also sense to focus more at

constructing uniform policies and procedures. Both viewed the importance of finding new ways to reduce costs by for example minimizing permanent contracts, traveling expenses, awareness of planning and reduce sick leave. According to HR professionals expertise in strategic HRM and change management should by expanded by education. To receive more management information and, also with more advanced content, was viewed as an important goal to better adjust and control the HRM system. The rayon managers had more or less their own approach in formulating the HRM's philosophy. For example they did not focus at creating uniform policies and practices but at acting more in response to needs of the field:

> We have to watch out not to go too far in professionalization. Because TSN is a huge organization it is necessary.. We carry responsibility to our employees as correct employer but also for the continuity of care. There are a lot of money-driven motives to change things but it is important to find a balance. Eventually it is about the client and the employee (R2).

All rayon managers mentioned the importance of involvement of workers but some more than others. Especially AWBZ rayon managers focused more at concerns of clients and employees than HR professionals. Others viewed creating more through-flow possibilities for workers as, as for the organization, as important.

4.2.3 Execution and processes

HR professionals observed that there is no crystallized HR policy, also not for daily practices, and that the new vision was in its start-up phase:

> Because of the expansive growth P&O has grown with it in a particular way whereby less attention has been paid to aspects as evaluation mechanisms (P3).

Also, for example, function descriptions exist in the organization, but there are no clear and unequivocal selection criteria for care takers lower in the organization. One HR professional emphasized that they selected people for the WMO on the basis of one owns feeling, another on age and experience and rayon managers being independent, possessing computer skills and a good appearance. From September a new digital evaluation systematic will be introduced because of new requirements by law. Rewards do not happen, only informally, because of cost reduction but also because of an inflexible CAO. Only rayon managers receive rewards linked with results. Most HR responsibilities are placed in the field complied with central policies. For example coordinators of care recruit and select people and rayon managers only step in when difficulties come up. In the view of HR professionals and rayon managers this will change in the future:

> By placing responsibilities as low as possible in teams they can resolve things by their own. We used to work on a large distance (P2).

That also on daily practice the HR is in the middle of a transition was shown by observing indistinctness:

> With the new IT system they are hardly accessible..Positive is that they are really attempting to move towards us (R4).

Rayon managers seemed to experience a big distance within the HR administration between the central office and the field. HR professionals as well as middle level managers perceive involvement of employees to be important but in practice they can't influence a lot, especially WMO employees. In general rayon managers agree on the fact that the central office should better listen to the field:

A lot is asked to us but in my opinion more can be done with it. Communication is essential. More should be explained about the interests and why an idea wasn't chosen. That should be expanded.. I think more should be looked for the field. Where do you run into? Especially P&O should be more decisive into this (R2).

4.3 Reflection on the frames' analysis
An analysis of the HRM system at TSN has shown that a control oriented HR strategy is followed by centralization, mostly narrowly defined jobs, minimized participation and minimized trainings. Implementing self-managing teams in the future, in neighborhoods, intends to switch the organization more towards a commitment-oriented HR system with lowering responsibilities and more broadly defined jobs. Instead of the employee as an individual, a team will run the business. An analysis of the HRM frames of two different groups of HR actors at TSN has highlighted congruence and incongruence of understandings.

4.3.1 Vision
Views of HR professionals and middle level managers why the new HR vision was introduced were mainly congruent. Both viewed it as important because of the insecure developments the organization is facing and to ensure continuity of TSN. They also shared a similar opinion about the role of being sparring partners but according to the rayon managers putting the line more central. Rayon managers interpreted it also as a request by the field for HRM to fulfill a more valuable supporting and facilitating role and emphasized the client, and workers' satisfaction. According to the rayon managers HRM should not focus too much at creating processes and procedures but look more for practical possibilities and anticipate more to the future. In their view the vision is somewhat too broad and extensive. Both have similar expectations about the HR transition, only with some differences because of their distinctive reference points. We conclude that HRM frames, concerning vision, are congruent.

4.3.2 HRM's philosophy
Both different social groups viewed that most HR practices follow rules of CAO and law with cost reduction at the heart of the system. Ideas and directions could be described by HR professionals and rayon managers but no concrete examples of goals of the HRM system. The main ideas were in a way similar between the two social groups but where defined broadly and vaguely. Rayon managers linked this to the unclear vision which needs to be concretized including the steps towards it for example within an annual planning with input of the field. HRM's philosophy of HR professionals seemed to focus more at the role they take in between the field and the management and at building policies. Rayon managers focused more at serving workers and clients with for example implementing self-managing teams. These frames are incongruent because goals of the HRM system could be described limited by both social groups and their expectations were different.

4.3.3 Execution and processes
How the HRM system was daily organized was generally sensed similar between HR professionals and rayon managers although there is no clear HRM system. The system is seemingly executed without the use of rationale processes because no clear and explicit HR practices could be mentioned. But both groups interpret daily execution placed in the field with end responsibility of HR tasks in the line. Rayon managers also acknowledge that on daily basis more should be done with fields' views and advices. HRM frames are "negatively congruent" meaning they had similar interpretations about daily

HRM execution but few understanding of the HRM philosophy and goals.

5. DISCUSSION
HR has been neglected in the past in the health care sector because it was believed health professionals are not driven by extrinsic but intrinsic factors (Bach, 2001). But it has been widely accepted that acquiring the right HRM system, with policies and practices, is most important to reach continued long-term social performance in health service organizations (Bach, 2001). Comparing manufacturing with professional services firms, only in the latter situation the work force directly interacts with customers and, thus, transfer the policies in particular services and outcomes. These frontline workers are in constantly and direct contact with customers and as a result are the most critical input in health care organizations. Because of this HR practices significantly impact employees' willingness and ability to serve customers and, therefore, also firm performance (Mcclean and Collins, 2011, p. 346). De Prins and Henderickx (2007, p. 567) discovered through cross-sectional surveys in multiple Belgian older people's and nurses homes, conducted with administrators and nurses, that only implementing HR practices is not enough to achieve sustainable firm performance but good management and healthy mutual work relationships are necessary. As a consequence for TSN to increase organizational performance it is important to bridge the gap between desired and actual outcomes of the HRM system in that messages are perceived in a consistent way between organizational members. Literature has shown that middle level managers have become crucial actors in designing, conveying information and implementing because they are in direct contact with employees at operational level (Bos-Nehles, 2010; Delmotte *et al.*, 2012). At TSN coordinators of care execute HR practices at operational level but rayon managers have a close link to them. By implementing HRM at district level they have to focus a lot at clients and workers. To improve organizational performance and to maintain achieving the quality principles of care this shows the importance of understanding HRM frames of HR professionals and middle managers working at TSN.

This research confirms a well-known finding that different social groups may have incongruent frames (Orlikowski and Gash, 1994; Kaplan, 2008). HR professionals and middle level managers may have different HRM frames about the HRM system including different knowledge, assumptions and expectations. We assumed that when these HRM frames are similar, an HRM system is expected to function better. Thus, it is about people's beliefs how they will react and behave in response to changes in HRM processes. A change in the HRM process is expected to progress easier when the HRM system is clearly and explicitly perceived by the different HR actors because it intends to overcome different understandings.

5.1.1 Congruence of frames at TSN
Our research has shown no significant frame differences between HR professionals and middle level managers at TSN. Only the component HRM's philosophy was incongruent. Both social groups could formulate the new HR vision and why the transition was needed – while emphasizing some distinctive things – but almost no concrete goals could be formulated. This has led to different understandings. Contents of the other frame components were congruent which may be explained by the fact rayon managers and HR professionals are already working more closely together. Both emphasize the importance of HR professionals becoming sparring partners of the line. Daily HRM execution was inertia and intuition based with no clear HRM philosophy and goals. Main concern of the middle level managers is that the HR department will focus too much at

money-driven motives and building policies and procedures which may reduce effectiveness of the line, while they need to anticipate more to the future. According to the middle level managers difficulties of connection between the field and the HRM department still need to be overcome and they need to be facilitated, because of the central role they take in towards clients and organization members.

5.1.2 Reasons for different frames of HR professionals and middle level managers

As the HRM department shares the responsibility for realizing organization goals with regard to HRM and the organization goals are mainly focused at efficiency and saving costs, these are also central points of the HRM in TSN at the moment. Because of the insecure political developments of cuttings by the government there is a huge pressure at the organization to organize care in the most optimal way in the future and, thus, for HRM to facilitate this. Implementation of self-managing teams in TSN seems to transfer the organization from a control towards a more commitment oriented strategy (Huselid, 1995). The rayon manager acts as an all-rounder at district level who also needs to focus at awareness of costs but being more present in the field seems to put the client and employees more central than HR professionals. Especially within the WMO cost cuttings play a central role so HR professionals and HR managers in that field may focus already more at costs than workers in the AWBZ. AWBZ workers are more focused at delivering and improving a good quality of care, also because of TSN Groningen BV being under inspection recently, for a few months. Next to that most AWBZ workers initially focus more at the client and employee because of their background of education and work experiences in care. Some of them emphasized they possess a "heart of care". Most rayon managers and HR professionals within the field of WMO possessed a more commercial and business background and, thus, focused more at efficiency and commercialization of the health care sector. While some reasons for incongruent HRM frames between HR professionals and middle level managers were confirmed according huge existing literature our research provided an interesting addition. We confirmed different expectations, functions and backgrounds as education and work experiences play a role in HRM frames' differences (Kaplan, 2008, p. 738; Orlikowski and Gash, 1994; Lin and Silva, 2005). We confirm different functions lead to different main foci of the performance which may lead to incongruent frames (Orlikowski and Gash, 1994). HR professionals are more focused at policy building and administrative tasks and rayon managers more at daily execution. Rayon managers' primary focus is at providing services to clients and employees while HR professionals' primary focus is more to the rest of the organization and achieving organization goals. Our research in this case has added that a different client's focus is expected to lead to different understandings. Next to that our research has shown that unclearness about the HRM's philosophy and goals may lead to differences in HRM frames. Rayon managers mostly recognized the new HR vision as a "spot at the horizon" with no clear between steps how to reach it. HR professionals also could not clearly formulate how the HRM system was organized in the particular way and specific goals. The new HR vision was introduced but rayon managers perceived it as vague and broad and somehow not communicated well. Clarity of the organization of the HRM system and communication between HR professionals and middle level managers are also shown to be roots of the HRM frames' differences. Arguably because a clear HRM philosophy is perceived as absent HR practices are executed intuitively. Perceiving the new vision as somewhat broad and unclear by the rayon managers may have shown a resistance to change. Of course, for years HR actors are used to keep doing what they always have been doing. This case study has shown that inertia and intuition-based HRM execution may lead to incongruent understandings of a change in the HRM process. Lastly, rayon managers sensed a difference in the HR administration between the central office and local establishments. Sometimes they did not know where to go to with a specific problem. Our research has shown that this perceived distance could also be one of the roots of different HRM frames.

We confirmed HRM frames' differences originate in differences in functions, expectations and backgrounds. However, our research also seems to renew previous research. Our case study has shown that differences also originate in unclearness about the HRM's philosophy and goals, unclear communication of the HRM system, different functions leading to a different extent of client focus, inertia and intuition-based execution of HR practices and a seemingly big distance of HR administration between the central and local offices.

5.1.3 Recommendations for TSN

At TSN a new way of working of the HR system intends to be generated. Overall the HRM philosophy and goals are not clear for HR professionals and rayon managers which have led to different expectations about the HRM system and somewhat of the new HR transition. According to Bowen and Ostroff (2004) the process of designing and administering the HRM system in a way that its content is perceived uniformly among employees is important for HRM affecting firm performance. This stresses the importance for TSN to achieve a more shared understanding. But why HR actors act differently in response to an HR transition is not only about if it was clearly and unambiguously communicated but mainly about the actors' understanding of the HRM system, about their HRM frames.

For TSN, thus, it is important to construct a comprehensive HRM system linked with goals and daily execution. The HRM system should also be communicated more and more in a consistent and complete way, for example by presenting an annual plan consisting concrete goals to the social groups. HR professionals should extend the role of being sparring partners of the middle level managers (Whittaker & Marchington, 2003). In doing this they take in an advising and supporting role but they should also attempt to create a shared understanding. This may lead to a clearer and more successful HRM system. This is especially important for middle level managers because they are at the heart of the system and translate the intended into actual and eventually into perceived HR practices. The health care sector is in a constant state of change in which congruent thinking of HR actors, especially during a change in the HRM process, may lead to a more successful HRM system.

5.2 Future lessons

Firstly, for future research it is important to acknowledge that HR professionals and middle level managers differently perceive the HRM system expressed in different interpretations. Thus, they will always perceive and behave differently to HRM changes. To understand and may have discussions between HR professionals and middle level managers of not aligned frames in an early stage is important. Clear communication between both social groups seems also to be valuable. Especially having and communicating a clear HRM philosophy towards middle level managers is expected to be important because they are the connection between the field and the central office. They seem to translate this understanding further into the organization. A second lesson involves that creating and communicating clear short-term goals within an HR transformation is important not only to perceive uniformity among employees but also to

enhance a clear understanding of the HRM system between the HR actors. Misalignments and contradictory actions are expected to be overcome. When HRM frames are aligned different HR actors intend to behave in line, goal attainment is expected to improve, and changes in HRM processes seemed to progress smoother. Thus, the HRM system is expected to function more successful. A third lesson is that within this process HR professionals acting as sparring partners to the line management is very important, in terms of their important role in early and clearly communicating the HRM system's changes, going in to discussion and asking critically questions towards them. Further research could be performed to investigate how the consciousness of importance of HRM frames of organization members can be extended. Because of the dynamic nature of HRM frames, new research could also investigate how HRM frames' differences change during an HR transformation process.

5.2.1 Limitations

Although the number of interviews we conducted is not high the last interviews didn't bring new information. Perceptions of HR professionals and rayon managers are, thus, shown to be complete and sufficient to draw conclusions. This research was only performed in one specific sector but still, at the level of frames, it is possible to generalize to other sectors because our theoretical framework is not sector-binded. We acknowledge our subjective role in gathering and analyzing the data, for instance in collaboratively producing an interview with the respondent, and acknowledge the principle of 'interviews as interactions' (Roulston *et al.*, 2003). But techniques to increase trustworthiness of this study allow for generalizability and reliability of the information and interpretations.

6. CONCLUSIONS

Our study contributed to existing research and added further to the role of HR professionals and middle management within the HRM system. Practically we provided guidelines for managers why HRM messages are perceived differently between HR professionals and middle level managers, in response to for example a change in the HRM process, and how it is expected to overcome these different points of view. We confirmed that HRM frames' differences originate in differences in functions, backgrounds, and expectations. The main contribution of this paper is that HRM frames' differences also originate in unclearness about the HRM philosophy and goals, different functions leading to a different client focus, inertia and intuition-based execution of HR practices and a seemingly big distance of HR administration between the central and local HRM function. HR professionals and middle level managers may understand the HRM system differently because the HRM's philosophy – how the system is organized and why in that specific way – is not clear and messages are not clearly sent. This research has shown that early communication and discussion of complete information of the HRM system and its changes is important to enhance such an understanding. In being sparring partners of the middle level managers HR professionals take in an advising and supporting role but should also attempt to create a shared understanding to expect a more successful HRM system.

7. ACKNOWLEDGEMENTS

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APPENDIX

1. Influence of (in)congruence of frames

Influence of congruent frames	Publications
Increased team processes and performance	DeChurch and Mesmer-Magnus (2010); Mathieu *et al.* (2000); Gibson *et al.* (2009)
Increased team effectiveness	Okhuysen and Eisenhardt (2002); Rentsch and Klimoski (2001)
Richer understanding and greater knowledge-sharing between different occupational groups	Bechky (2003)
Collective efficacy	Gibson (2001)
Better organizational performance	Bondarouk (2006); Reger and Huff (1993)
Better organizational effectiveness	Kaše *et al.* (2009)
Mutual agreement about effectiveness of HR practices between HR and line managers leads to more powerful communication	Guest and Conway (2011)
Greater group member satisfaction	Park (2008)
Better implementation of HRM innovation and changes	Bondarouk *et al.* (2009)
More positive perceptions in groups regarding decision outcomes (fewer problems with implementing decisions and higher levels of satisfaction with decision outcomes)	Mohammed and Ringseis (2001)
Better HR departments' responsiveness to internal customer demands	Mitsuhashi *et al.* (2000)

Influence of incongruent frames	Publications
Defers decision-making	Kaplan (2008)
Misaligned expectations, contradictory actions, resistance, and skepticism occurs	Orlikowski and Gash (1994)
Different understandings and conflicts of interpretation	Bechky (2003); Kaplan (2008); Lin and Silva (2005); Davidson (2002); Davidson (2006); Yoshioka *et al.* (2002); Hodgkinson (1997)
Greater process loss and ineffective team processes by more difficulties into decision making and communication	Mathieu *et al.* (2000)
Lowers commitment to a project	Davidson (2002)
Renders communication problematic between different groups	Gallivan (2001)
Decreases in team performance	Gibson *et al.* (2009)

2. Traditional versus high-commitment work systems

'Traditional Work Systems' (control strategy)	'High-commitment Work Systems' (commitment strategy)
Narrowly defined jobs	Broadly defined jobs
Specialization of employees	Rotation of employees through jobs
Pay by specific job content	Pay by skills mastered
Evaluation by direct supervision	Evaluation by peers
Work is closely supervised	Evaluation by peers
Overtime or transfer assigned by rule book	Team assigns members to cover vacancies in flexible fashion
No career development	Concern for learning and growth
Employee as individual	Employee as member of a team
Employee is ignorant about business	Teams run a business; business data shared widely
Status symbols used to reinforce hierarchy	Status differences minimized
Employees have little input	Broad employee participation

Control HR systems	Commitment HR systems
Centralization	Decentralization
No participation	Participation
No general training	General training
No skills training	Skills training
No social activities	Social activities
No due process	Due process
Low wages	High wages
No employee benefits	Employee benefits
Direct supervision	No direct supervision
Individual bonus or incentive payments	Group bonus or incentive payments

(Boselie, 2010, p. 132)

3. Organization chart TSN

Directie

Juridische Afdeling

Marketing & Communicatie Tijdelijke aansturing

Algemeen directeur

Directiesecretariaat

Directeur Verpleging & Verzorging — **Directeur Wmo Zorg** — **HR Directeur** — **Financieel directeur**

Quality Assurance Tijdelijke aansturing
Quality Control Tijdelijke aansturing

Tenderdesk Tijdelijke aansturing

Projectmanager innovatie AWBZ Groningen

P&O Manager
Personeelsconsulenten
Personeelsadministratie
Opleidingen / TSN Zorgcollege
Facilitair

Financiële administratie
Business Control
Salaris- en Urenadministratie
Informatiemanagement
Cliëntenadministratie
Ledenservice Tijdelijke aansturing
TSN Callcenter Tijdelijke aansturing

Rayon Groningen Oost Rayonmanager AWBZ
AWBZ coordinatoren
Appingedam | Oude Pekela
Delfzijl | Stads/Musselkanaal
Uithuizen | Sappemeer
Veendam | Slochteren

Rayon Groningen West Rayonmanager AWBZ
AWBZ coordinatoren
Winsum | Gron. Noord
Zuidhorn | Gron. Centrum
Grootegast | Gron. Oost
Leek | Gron. Zuid

Manager Specialistische Zorg
TT team | Dak en thuislozenteam
IT | Preventieteam
NOR | Transferpunten
SVT | Hospice

Rayon AWBZ West Rayonmanager AWBZ
AWBZ coordinatoren
Almere | Haarlem
Amersfoort | Lelystad
Amstelveen | Soest
Amsterdam | Utrecht
Beverwijk | Den Haag

Rayon AWBZ Zuid-Oost (Arnhem, Twente)/ Rayonmanager AWBZ
AWBZ coordinatoren
Almelo | Hengelo
Arnhem | Oldenzaal
Doetinchem
Enschede

Rayon AWBZ Noord-Oost (Drente, Gelderland) Rayonmanager AWBZ
AWBZ coordinatoren
Apeldoorn | Harderwijk
Emmen | Hoogeveen
Assen | Zwolle

Rayon A Rayonmanager
Alkmaar
Purmerend
Zaandam
Leiden

Rayon B Rayonmanager
Lelystad
Schagen
Beverwijk

Rayon C Rayonmanager
Almelo
Hengelo
Enschede
Oldenzaal

Voor Anker Locatiemanager
Ebbingepoort Locatiemanager
Mercator Locatiemanager
TSN Kraamzorg manager kraamzorg
Almere

Rayon D Rayonmanager
Amersfoort
Utrecht
Soest
Harderwijk

Rayon E Rayonmanager
Den Haag (L)
Den Haag (R)
Rotterdam
Schiedam

Rayon F Rayonmanager
Arnhem
Bergen op Zoom
Doetinchem
Eindhoven
Nijmegen

Rayon G rayonmanager
Begeleiding Thuis
G-Noord
G-Centrum
Veendam
Leek
Hoogezand
Appingedam
Stadskanaal

Rayon H Rayonmanager
Emmen
Hoogeveen
Assen

Rayon I Rayonmanager
Almere (groot Arden)
Zwolle
Apeldoorn

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4. New HR organization chart TSN, 2013

5. Interview guide for HR professionals and line managers at TSN

ALGEMENE VRAGEN
1. Kunt u iets over uzelf vertellen?
- Hoe lang bent u al werkzaam binnen TSN?
- Wat is uw functie binnen TSN en kunt u daar een omschrijving van geven (dagelijkse werkzaamheden)?
- Wat voor opleiding heeft u gevolgd? Extra opleiding?
- Wat is uw eerdere werkervaring?

VISIE OP P&O

Dit gedeelte gaat in op het toekomstperspectief van P&O binnen TSN. Het gaat er om wat u denkt waar HR naar toe wil.

1. Wat denkt u dat de visie/toekomstbeeld van HRM is, voor de langere termijn?
   (De komende vijf jaren zullen er veranderingen plaats vinden met betrekking tot het HR beleid binnen TSN, wat zal HR met die veranderingen willen bereiken?)

P&O IN DAGELIJKSE UITVOERING

In dit deel gaan we in op hoe het HR-beleid zich uit in dagelijkse uitvoering. Het gaat er om hoe u de P&O in de praktijk ervaart [verschil rayon managers/zorgverleners].

1. Hoe worden nieuwe werknemers geselecteerd en al dan niet aangenomen?
2. Worden werknemers getraind, of op welke wijze vindt ontwikkeling van de werknemer plaats?
3. Hoe worden werknemers beoordeeld? Gemonitord?
4. In hoeverre worden prestaties van werknemers beloond?
5. Op welke wijze worden werknemers betrokken in de besluitvorming?
6. Wat vindt u van deze uitvoering?

(Welke veranderingen zijn er recentelijk doorgevoerd? En hoe zijn die uitgevoerd? Hoe was de communicatie hierover tussen rayon managers en HR adviseurs?)

DOELSTELLINGEN VAN HET HR-BELEID

Dit deel gaat in op het P&O beleid zoals dat er nu (op dit moment) is.

1. Wat zijn de principes/ideeën die P&O nastreeft, volgens u?
- *Wat zijn de onderliggende principes waarop werknemers worden aangenomen en geselecteerd?*
- *Wat zijn doelen om mensen te trainen en hoe worden ze getraind? Welke skills en vaardigheden zijn belangrijk en waarom?*
- *Wat zijn de principes achter het beoordelen van werknemers? Hoe worden zij gemonitord?*
- *Hoe worden prestaties beloond?*
- *Hoe worden ze betrokken in het maken van besluiten? Waarom? Wat is het idee daarachter?*
2. We hebben het nu over een aantal dingen gehad, zoals training en werving/selectie. Zijn er nog meer doelstellingen met betrekking tot HRM? Wat denkt u dat de kernpunten van het P&O beleid op dit moment zijn?

6. Examples of phrases and the subcategories of the vision component

Phrases out of interviews	Assigned codes
We have to strengthen the basis/the foundation.. Becoming more sparring partners of the rayon management can only be achieved when processes function correctly. Now we are acting on ad hoc basis.. The ratio between resolving mistakes and constructing more plans for the future will change.. In performing this, the value of HRM will come more forward (P2).	Professionalization of the HRM system
For the future we have to minimize costs as much as possible. We have to reduce forty percent. It is not possible to achieve this only by not procuring permanent contracts.. Workers with min/max contracts need to take a step back to their min hours (P1).	To find new ways to reduce costs by minimizing permanent contracts To expand flexibility of the WMO workers
Goal is to regularly visit the offices to obtain a 'feeling' what is happening there and in which way I can directly anticipate (P3). *Now we are working from the head office.. but already more to the offices than before.. Then you can perform a more supporting function (P1).*	Being more locally present

7. Congruencies in HRM frames of HR professionals and middle level managers at TSN	HRM frames of HR professionals and middle level managers at TSN	
	HR professionals (*N* = 4)	Middle level managers (*N* = 4)
Vision about the HRM system – refers to the beliefs about the future of HRM in 5 – 10 years	Internally consistent but some focusing more on professionalization of the HRM system (AWBZ) and others on cost reduction (WMO). Not fully in line with organization documents and policies: guaranteed quality and correct employment practices is mentioned limited. Some did not describe the new vision in detail concerning the confidentiality of it.	Internally consistent and a like organization documents and policies, but some issues deviated between WMO and AWBZ.
	Vision about the HRM system was viewed as: To expand the role being sparring partners of the line by performing a facilitative and supportive role To improve efficiency by focusing on the cost side Professionalization of the HRM system Decentralizing the HRM system To expand expertise of WMO and AWBZ, mainly because of future political developments To create HRM as a shared service centre From a reactive towards a proactive working style to reduce mistakes and deliver care most optimal	*Vision about the HRM system was viewed as:* To expand the role being sparring partners of the line The line is at the heart of the system and HRM should take in a facilitative and supportive role Professionalization of the HRM system while putting the operation central To move towards the merger of WMO and AWBZ, mainly because of the client, and workers' satisfaction HRM should anticipate more towards the future e.g. labour market HRM should not focus too much at creating processes and procedures but look more for practical possibilities HRM should perform more active benchmarking HRM should develop innovative projects in delivering new ways of care to remain market leader
	They sensed why the HR transition was needed as: To achieve a stronger position in the organization required by the insecure developments TSN faces To improve the value of HRM and continuation of TSN A better connection between HR and the line and a closer working relationship between the field and the head office To improve efficiency	*They sensed why the HR transition was needed as:* To obtain a balance between developments in the field and more anticipating to it for the future A better connection between HR and the line and a closer working relationship between the field and the head office with central facilitating the line Somewhat unclear, vision is too broad and extensive. Need to be concretized including the steps towards it
The HRM's philosophy – refers to organization member's views of why their organization implemented the specific HRM system. It includes people's perceptions and understandings about the goals of the HRM system	All internally consistent, but some issues deviated between WMO and AWBZ. Most HR practices follow CAO and law with cost reduction at the heart of the system. Ideas and directions could be described but no clear goals of the HRM system. *The HRM philosophy was perceived as:* Being more locally present	All internally consistent, but some issues deviated between WMO and AWBZ. Most HR practices follow CAO and law with cost reduction at the heart of the system. Ideas and directions could be described but no clear goals of the HRM system. Some could not describe it at all. *The HRM philosophy was perceived as:* Being more locally present

	To create and build uniform policies/procedures To expand flexibility of the WMO workers Evaluate, adjust and implement self-managing teams To receive more management information and more advanced to better adjust and control the HRM system For WMO employees there are no specific selection criteria and AWBZ more specific because of the more higher skilled work No underlying principles for compensation rayon managers To create a consistent and more structured job evaluation system To find new ways to reduce costs by minimizing permanent contracts, traveling expenses, awareness of planning, reduce sick leave To better fit tasks with qualifications of workers Deployment of right person on the right job with the right qualities To maintain the unity in recruitment activities Giving (un)solicited advice to management and colleagues Opportunities for training, only if it fits with the needs of TSN To create strategic staffing planning Training is not organized in a structured way	To make processes more clear To expand flexibility of the WMO workers To put responsibility low in the organization Reduce administrative tasks for personnel More employee satisfaction For WMO employees there are no specific selection criteria and AWBZ more specific because of the more higher skilled work Motivating rayon managers to attain goals by compensation To create a consistent and more structured job evaluation system To find new ways to reduce costs by minimizing permanent contracts, traveling expenses, reduce sick leave Opportunities for training lower in the organization according law requirements Opportunities for training higher in the organization only if it adds value to TSN HRM should encourage through-flow of personnel between WMO and AWBZ and equip workers to deliver new ways of care – reduces recruitment costs Personnel should pick up their own piece of responsibility Concretize steps of P&O to reach the broad point at the horizon More attention is needed for new AWBZ personnel

| Execution and processes – refers to the organization member's understanding of how HR will daily be used and the consequences associated with it. It includes HR instruments and practices, to accomplish tasks and how the HRM system is organized. | All internally consistent, but some issues deviated between WMO and AWBZ

Daily practices were viewed as:
Recruitment dependent of function in different ways for example through own pool, recruiter, Facebook with end responsibility in the line at coordinators of care
WMO employees are selected by differently mentioned criteria as experience, age, and working at grandmother and for AWBZ being qualified
Recruiter assists within hard filling vacancies also to ensure consistency
For WMO no training, accidental 'Zorghulp' for small group and AWBZ obligated trainings by law as medication and 'bevoegd/bekwaam'
Master classes were given for coordinators of care

No permanent contracts and min/max contracts for flexibility
No evaluation, but in September for WMO starting yearly digital evaluation where workers are invited for a conversation according to the match with what workers and zorgcoödinatoren filled in
No structural job evaluation conversation for AWBZ
A social code of conduct
No rewarding for employees, but for rayon managers a system is present linked with results
Minimized employees participation but through works council some influence
Participation of rayon managers through meetings but influence should be more because of their close link with the field
HR managers as advisors but decisions are made by direction
For the HRM to expand expertise in strategic HRM and change management with education | All internally consistent, but some issues deviated between WMO and AWBZ

Daily practices were viewed as:
Recruitment in different ways by one recruiter, through Zorgplein, own network, website TSN

Employees are selected on independence, digitial skills and good appearance and for AWBZ at certification

Recruiter assists within hard filling vacancies
Pilot further training WMO, individual support
For WMO minimized training, sometimes within yearly meeting attention for small topic, and AWBZ obligated trainings by law as medication and 'bevoegd/bekwaam'
Master classes were given for coordinators of care
Investment is needed in training for AWBZ
More flex workers, less fixed contracts
No evaluation, but in September for WMO starting yearly digital evaluation where workers are invited for a conversation according to the match with what workers and zorgcoödinatoren filled in
Job evaluation conversation on yearly basis for AWBZ
Employees have little input but higher in the organization more but no broad employee participation
Informal compensation like compliments but for rayon managers a system is present linked with results
Participation in WMO is low because of top-down structure
'Table of TSN', working groups and occasionally surveys for involvement AWBZ personnel
Towards rayon managers a lot is asked but more could be done with it
Sometimes unclear for the AWBZ where to go to with a specific P&O problem
Pilot self-managing teams – introduce 'directing district nurse' |