

Understanding HR frames' differences: perceptions of middle level managers about the HRM system

Lisanne Oude Maatman
University of Twente
P.O. Box 217, 7500AE Enschede
The Netherlands
Lisanne@oudemaatman.com

Abstract: When HR Managers develop HR activities, they need to communicate and implement it to the workers in the field via middle level managers. Different workers, including middle level managers perceive the same event, but make sense of it in a different way. The knowledge, assumptions, and expectations are different. Employees have frames, which reflect the way they receive the information and what their behavior will be. Congruent HRM frames will lead to better communication, employee satisfaction, organizational effectiveness, and changes in a HRM process are expected to progress easier. The goal of this study is to explore the roots of differences in frames, in order to increase understanding of behavioral differences towards HRM. An explorative case-study is performed in a health care organization. Four HR Managers and four middle level managers in one organization are interviewed. Three continuums of HRM activities are used: vision, philosophy, and execution of HR practices. Differences are found in philosophy and execution. Some studies are confirmed by this research, like the existence of different frames, personal differences based on backgrounds, and different functions leading to different main foci. While also new knowledge is found: differences in frames exist because a lack of clearness about the HRM philosophy and goals, execution of HR practices by middle level management is intuition- and inertia-based, differences in client-focus, and a seemingly big distance to the HR administration.

Supervisors **Dr. T. Bondarouk**
Dr. A.C. Bos-Nehles

H. van Leeuwen

Keywords

HRM frames, sense making, (in)congruent perceptions, human resource management, middle level management, health-care

ABBREVIATIONS

Definition	Explanation
WMO	‘Wet Maatschappelijke Ondersteuning’ Legislation for people with a handicap/disease. For example they get help with the housekeeping. It is executed by the local government
AWBZ	‘Algemene Wet Bijzondere Ziektekosten’ Long-term care for elderly, chronically ill people, and disabled people, being paid by the AWBZ.
P&O	‘Personeel & Organisatie’ the name of the department HRM within TSN.

1. INTRODUCTION

There has been done much research on the effectiveness of Human Resource Management (HRM) for organizations. Recent years, literature is more and more focusing on the process of an HRM system, as opposite to its content (Bowen & Ostroff, 2004; Neal, West, & Patterson, 2005; Patterson, Warr, & West, 2004), meaning the way the HRM system is designed and administered (Bowen & Ostroff, 2004). Delmotte et al (2012) define the HR process as *the set of activities aimed at developing, communicating, and implementing HR practices* (p. 1481). This new focus has some advantages. Mueller (1996) argues that the focus on implementation of the HR system can be a source of competitive advantage, because it is harder to copy by competitors. Further, Delmotte et al (2012) argue that it would be a better measurement for the horizontal and vertical fit of HR within the organization. The process should (p. 204) *send signals to employees that allow them to understand the desired and appropriate responses and form a collective sense of what is expected* (Bowen & Ostroff, 2004).

Congruence in perception is expected to lead to a more powerful communication, more group member satisfaction, increased team performance, and organizational effectiveness (T. Bondarouk, Looise, & Lempink, 2009; Guest & Conway, 2011; Mathieu, Heffner, Goodwin, Salas, & Cannon-Bowers, 2000; Park, 2008). In particular a shared perception between HR manager and middle level manager becomes important. The middle level manager plays an important role in the implementation and communication of the HR practices, developed by the HR department. Also the line manager signals the needs of employees, important for the developing of new HR practices.

Earlier research found no significant relationship for consensus between line and HR manager (Sanders, Dorenbosch, & de Reuver, 2008), and incongruence in perceptions of HR and line executives (Wright, McMahan, Snell, & Gerhart, 2001). By knowing how people make sense of things, there could be explained why there is (in)congruence in perceptions, and some recommendations will follow to make the perceptions more congruent. This will make the process of implementing new HR practices less complicated. People make sense of events by a cognitive device, which enables them to comprehend, understand, and explain HRM in their organization. This cognitive process will be called HRM frames. These frames allow individuals to interact with their environment (Mathieu, et al., 2000), and therefore the interactions with the HRM system.

Understanding of differences in perceptions about HRM among middle level managers and HR professionals can increase understanding of behavioral differences towards HRM by

managers and HR professionals. The question rises what causes these different perceptions. Therefore the formulated research question is: What constitutes different frames that middle level managers and HR professionals have about the HRM system?

We consider three continuums of HRM activities: vision, philosophy, and execution (T. Bondarouk, et al., 2009; Orlikowski & Gash, 1994). The vision is seen as the long term direction of HRM, the philosophy as underlying assumptions for HR practices and goals of HRM, and the execution as HRM in daily practice.

To get a thorough insight in the causes of these differences, the method used is interviewing of middle level managers and HR managers. The data were collected in a company, which is standing for some radical HRM changes, due to internal and external forces. Hesselink (2013) explored the perception of HR managers, while the focus of this article is middle level managers. The perceptions are compared with each other; in order to draw conclusions about where the differences arise.

2. SENSE-MAKING

The cognitive perspective of sense-making is chosen to get to know how employees receive organizational messages, and how they will behave towards organizational (HRM) changes.

2.1 What is sense-making

It is easy to agree on the fact that, when two people observe the same event, they describe it in a different way, because of the differences in ways in which they make sense of that event. Understanding and actions of humans within organizations derive from the framework of meaning ascribed by the organization's members (Gioia & Chittipeddi, 1991). How people make sense of things has to do with (p. 442) *meaning construction by the involved parties as they attempted to develop a meaningful framework for understanding the nature* (Gioia & Chittipeddi, 1991). But employees who observe the same event or receive the same message will interpret these as signifying different implications (Gallivan, 2001). Balogun and Johnson (2004) came to the definition of *sensemaking as a conversational and narrative process through which people create and maintain an intersubjective world* (p. 524).

It is important to understand how people make sense of events because it gives an understanding of how people think (Goodhew, Cammock, & Hamilton, 2005); it may generate a more predictable way of how people will behave (Gallivan, 2001); it can help to create a shared set of assumptions, expectations and knowledge (Yoshioka, Yates, & Orlikowski, 2002); and it plays a central role in cognitive reorientations (Balogun & Johnson, 2004; Gioia & Chittipeddi, 1991). Therefore, better understanding of sense-making about organizations, may increase understanding of behavioral differences in the organizations.

Some arguments for the different way people make sense can be the actions, behaviors, gestures, and language of peers, and their shared personal experiences (Balogun & Johnson, 2004). But also some more general characteristics, Hodgkinson and Johnson (1994) distinguish them in the external environment of the organization, and within-organization characteristics. On the external level there are organizational, industry, and national culture influences (Hodgkinson & Johnson, 1994). Within the organization the authors describe functional and professional influences, like someone's career backgrounds (Hodgkinson & Johnson, 1994). The authors describe a continual interplay between the individual, the context in which he or she operates, and the frames of reference related to these contexts.

Scientists use different concepts to describe the way people make sense. Rouse and Morris (1985) described mental models. They defined it as a *mechanism whereby human generate descriptions of system purpose and form, explanations of system functioning and observed system states, and predictions of future states* (p. 7). So it describes, explains and predicts events. Walsh (1995) describes a mental template, that individuals impose on an information environment to give it form an meaning. Goodhew with colleagues (2005) describe it as cognitive maps. Lin and Silva (2005) use the term frame, which can be understood as a cognitive device that enables individuals to comprehend, understand and explain the world around them.

Goodhew and colleagues (2005) argue that cognitive maps cannot be entirely representative, because cognitive maps can reveal only a part of any understanding of behavioral differences, some of them are unconscious. That is why Billsberry et al (2005) introduce causal mapping to reveal the conscious and unconscious underlying assumptions. Causal mapping is *a form of cognitive map that incorporates concepts tied together by causality relations* (p. 560), def. of Weick and Bougon (Billsberry, et al., 2005). So people make sense of their experiences by developing map like structures within their own mind (Fiol & Huff, 1992). By making use of causal mapping also sub-threshold factors will be made clear (Langfield-Smith, 1992). *The process relies on the individual being able to think of at least one construct that is relevant to the issue being mapped. The person puts the construct on the map and links it to the issue. As the person thinks about this relationship, causes and constructs can come to mind. These are recorded on the map and these in turn trigger further thoughts* (Billsberry, et al., 2005) (p. 561). People try to find causes for a particular phenomenon, and on the points that appears there will be asked for an example or story to reveal the unconscious assumptions.

Employees make sense by generating descriptions, explanations and expectations. This increases understanding of behavioral differences between employees, and also between middle level managers and HR professionals. These differences could be the result of uncontrollable forces like age, personal experiences,

and career background. The complexity and overall perception is influenced by the way how employees link different constructs, conscious and unconscious (Langfield-Smith, 1992). This sense-making creates assumptions, knowledge, and expectations by the employee (Mathieu, et al., 2000), which indicates the way they interact with the HRM system.

2.2 Mental frames: a broad construct

In the Information Technology (IT) literature much is written about (technological) frames. A common used definition is that of Orlikowski and Gash (1994): *the assumptions, expectations and knowledge (that people) use to understand technology in organizations. This includes not only the nature and role of the technology itself, but the specific conditions, applications, and consequences of that technology in particular contexts* (p. 178). But there are given more definitions. Benford and Snow (2000) describe it as *an active processual phenomenon that implies agency and contention at the level of reality construction* (p. 614).

Gallivan (2001) argues that while the concept of technological frames has been introduced within the context of modern computer technologies, it can be easily applied to other different contexts. Bondarouk, Looise and Lempsink (2009) are using a definition for HRM frames as *a subset of cognitive frames that people use to understand HRM in organization* (p. 475).

We borrow the definition of Lin and Silva (2005) to describe the way managers make sense of HRM in an organization: a cognitive device that enables individuals to comprehend, understand and explain HRM in their organization.

2.3 Shared frames

Orlikowski and Gash (1994) posited, in their research into Information Technology implementation, that social groups have shared frames and differences in these groups' frames can inhibit effective deployment technology. By social groups are meant, all the people that interact and have the same experience with a technology (Orlikowski & Gash, 1994). That is why

Influence of congruent frames	Reference
Increased team processes and performance	(DeChurch & Mesmer-Magnus, 2010; Gibson, Cooper, & Conger, 2009; Mathieu, et al., 2000)
Increased team effectiveness	(Okhuysen & Eisenhardt, 2002; Rentsch & Klimoski, 2001)
Richer understanding and greater knowledge-sharing between different occupational groups	(Bechky, 2003)
Collective efficacy	(Gibson, 2001)
Better organizational performance	(T. V. Bondarouk, 2006; Reger & Huff, 1993)
Better organizational effectiveness	(Kaše, Paauwe, & Zupan, 2009)
Mutual agreement about effectiveness of HR practices between HR and line managers leads to more powerful communication	(Guest & Conway, 2011)
Greater group member satisfaction	(Park, 2008)
Better implementation of HRM innovation and changes	(T. 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 & Ringseis, 2001)
Better HR departments' responsiveness to internal customer demands	(Mitsubishi, Park, Wright, & Chua, 2000)

Table 1: Influence of shared frames

there will be assumed that all the HR managers are a social group, and the line managers are another social group. They interact with HRM, and therefore are expected to have quite the same experiences. Shared frames will lead to increased performance, satisfaction and a better HRM system etc. In table 1 the influences of shared frames are listed. An incongruence of frames can lead to different understanding and expectations (E. Davidson, 2006; Hodgkinson & Johnson, 1994; Orlikowski & Gash, 1994) problems in decision making (Kaplan, 2008), and less team performance (Gibson, et al., 2009). See listed influences on incongruent frames in appendix.

Congruent frames are not identical, they are related in ways that imply similar expectations (Orlikowski & Gash, 1994). In the most ideal situation, also HR and line managers have the same expectations on HRM.

2.3.1 Middle level managers and HR managers

It is especially important that middle level managers and HR managers in one organization have the same perception about HRM in the organization. The role of HRM is more and more seen as the role of strategic partner. According to Mitsuhashi et al (2000) this role contends that HR departments should help line managers resolve business issues and align HR's interests with the achievement of organizational goals. Also in a qualitative study on the perception of the HR function, carried out with 97 HR managers, 38 top managers, and 178 line managers Buyens and De Vos (2001) distinguished the category 'coaching of line management'. This implied for example: *It is the line manager who daily implements HRM: the contribution of HRM lies in providing support if necessary and HRM needs to ensure that its proclaimed values and strategies are adopted and applied by our line management* (p. 88). Besides the role of middle-level manager of communicating and implementing HR practices, the middle-level manager also signal HR priorities (on the work floor) important for the HR managers (Delmotte, et al., 2012).

2.4 HRM frames

Three continuums give insights in the underlying reasons for different perception: vision, philosophy, and execution of HR activities.

2.4.1 Vision of HRM

Orlikowski and Gash (Orlikowski & Gash, 1994) found in their qualitative research in a service company on IT frames three domains. The first was the nature of technology. This implies that users had an understanding about the technology and knew its capabilities that recognized the broad potential of the technology. In research in the HRM field, Bondarouk and coauthors (2009) also distinguished domains, in their explorative case study under 21 line managers and HR specialists. They found the domain 'strategic motivation' which constitutes the motivation why a particular HRM innovation was needed. Both domains ask the interviewee to motivate the nature and expectations for the future. In this article is by the vision of HRM meant, what the nature and the future perspective of HRM is.

2.4.2 Philosophy of HRM

The second domain in IT frames is 'technology strategy', which is about what is expected by the technology, it is about the objectives of the new technology (Orlikowski & Gash, 1994). In the HRM study, the domain was called 'the essence of HRM' and stood for the general assumptions and understanding of the HRM roles, practices, and HRM department (T. Bondarouk, et al., 2009). This constitutes the second component, philosophy. By philosophy of HRM is meant what the goals of HRM are, and the underlying assumptions of HRM practices. By knowing

the underlying assumptions in an organization, there could be indicated whether the procedures are more commitment oriented or control oriented. The control-oriented approach, also known as the traditional approach is characterized by monitoring and controlling the employees (Walton, 2003). It consists of specialization, narrowly defined jobs, pay by specific job content, evaluation by direct supervision, work closely supervised, little or no career development, hierarchy, and little input of employees. The commitment oriented approach came up in the 1970s. In this approach the jobs are designed to be broader than before, combine planning and implementation, and include efforts to upgrade operations (Walton, 2003). This provides challenges for employees, extensive teamwork, involvement in decision making, pay by skills, and concern for learning and growth. Arthur (1994) expanded this model a bit, with for example individual or group bonus (resp. control, commitment), see appendix for all the points. Organizations are not fully commitment- or fully control-oriented. It is a matter of balancing between those orientations (Gustafson, 2013). He argues that in some cases control strategies worked better, if employees are committed. And vice versa, commitment strategies worked better by a certain degree of control. Su and Wright (2012) found the best practice in a combination of the approaches: employee selection, extensive training, results-based performance appraisal, performance-based pay, competitive mobility and promotion, and employee discipline management. The best combination Mohyin et al (2012) found was job design (task autonomy, task identity, skill variety), performance and career management, training and development, reward management, and employee involvement. So the challenge is balancing between control and commitment of employees.

2.4.3 Execution of HRM

Following Orlikowski and Gash (1994) 'technology in use' and Bondarouk et al (2009) 'HRM innovation-in-practice', we bring the last component called 'Execution of HRM'. This is about HRM in daily practice. At least this consists of the five HR practices: recruitment and selection, training and development, performance and evaluation, compensation, and employee participation.

3. METHOD

The method used for this research is an explorative case study, (p. 18) *an empirical inquiry that investigates a contemporary phenomenon in depth and within its real-life context, especially when the boundaries between phenomenon and context are not clearly evident* (Yin, 2009). The research is executed at TSN. This is a professional organization, where the majority of members are professionals, the professional content of work is central to the mission of the organization, and the goals of the organization are largely consistent with those of the professional it employs (Wallace, 1995). Hasenfeld (1983) defines it as 'loosely coupled systems' characterized by ambiguous, vague, conflicting goals and tasks; turbulent environments, inconsistent technology, weak and multiple structures of hierarchy and a lack of intern coordination. Especially because of these characteristics, it is important to have more congruence between the hierarchical layers, and ambiguous goals. This research is done in one company, in order to reduce the chance that incongruence is caused by sector or company differences.

3.1 Data collection

TSN is having the headquarter in Almelo, and other establishments all over the Netherlands were the business takes place. This makes it more difficult for the organization to make the perceptions congruent. The HR professionals are mostly in

Almelo, the rayonmanagers are on location elsewhere. The rayonmanagers are coupled to a HR professional, to reduce the distance.

Organizational documents, the site, flyers, newsletters, and news papers are used to get information about intended HRM activities. Interviews are held to get to know how HR Managers and middle level managers perceive HRM activities. The description and interview scripts are verified through a member check within the organization.

The interviews are held with four HR professionals and four middle level managers. These were coupled to each other, each HR professional has some rayons, each rayon has one HR professional. The interviews had four parts, first a general introduction. The second part consisted of the vision, the future perspective on HRM. After that is was about the execution/daily practice of HRM. And the final part was about the philosophy, why practice happened for what reason; in this part also the goals of HRM were discussed. It was a semi-structured interview, composed by two researchers. Questioning was in an open way, to generate more information by being, open, flexible, and improvise (Myers & Newman, 2007) and to create a conversation style (Emans, 2004). In order to get a complete answers, probing techniques were used (Emans, 2004). The interviews were recorded to generate a more detailed transcript. The recordings are removed. The duration of the interviews was between 40 and 75 minutes. During all the interviews we were in a separate room, except the last ten minutes of one interview. This could have influenced the answers given. Seven of the interviews were taken by two interviewers, only the last one by one interviewer. This is done to have the same procedure, the same questions, and the same probing; in order to reduce the differences between the interviews.

3.2 Data analysis

The analysis of the data consisted of several steps. First the interview was written, by notes and the recordings. Those scripts were send back to the interviewee to make sure that the text reflected the information told during the interview. The following step consisted of making (sub)categories, by summarizing whole sentences in a few words (Kvale, 1996). Then those subcategories were divided between vision, philosophy, and execution. Some examples of sentences to codes are in the appendix. For the analysis, an external researcher was invited to work collaboratively on the empirical data. Both researchers first separately analyzed the interviews, and then discussed the differences to reach agreement.

3.2.1 Trustworthiness of the study

Some techniques and processes are used, to increase the reliability of the data collected for this study. To begin is the data of written about TSN Thuiszorg, checked by the organization. Also the interviews are validated trough a member check, to make sure that the transcript was a good representation of the interview. The interview is constructed by two researchers and thoroughly discussed with a third researcher. This interview is also practiced between these researchers to remove the last errors and to get familiar with interviewing techniques. All the interviews are performed by two researchers, except for the last one. This is done to make the procedure similar and to get complete information. Probing techniques were used to obtain detailed and extensive information. Techniques like clarifying, repeating, summarizing, waiting time, and post-interview small talk were used (Emans, 2004). At the end of each interview is asked for feedback, in order to constantly improve the interview. We also gave each other feedback. During the open coding process, first

the two researchers independent of each other formulated the categories. Those results were discussed between the two researchers and in the end with a third researcher, to attain valid and reliable results. At last, one case sounds not enough for this study, however there is made use of theoretical assumptions, which is not sector bounded. Therefore one case study is enough.

4. FINDINGS

TSN Thuiszorg is a complex organization; it stands for some changes forced by internal and external events. This involves complications of HRM. The organization operates in the profit sector for health care, which makes it a unique case to study.

4.1 Sector: health care

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 around 55 establishments to offer about 100.000 clients help and assistance (ADGDienstengroep). The company consists of one other subsidiary, TSN Groningen Holding BV (TSNThuiszorg, 2013a). TSN 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 built the care around that. Since 2007 it has been taken over by the ADG dienstengroep; a 60 year old family company active in professional services in the Netherlands. This organization mainly consists of three groups, Facility Management, Personnel Services and Care & Well Being. TSN Thuiszorg belongs to the last cluster. 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. As a consequence this presents an unique case study within a situation that commonly does not occur in other health care organizations. This all already makes the process of aligning frames of HR professionals and middle level managers more difficult and complicated. One organization for the purpose in this explorative case study will be sufficient because it will develop a theory that is, 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 (household and caring) 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” (TSNThuiszorg, 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 Thuiszorg BV and subsidiary TSN Groningen BV are household care and AWBZ care in intramural and extramural setting (TSNThuiszorg, 2013a). Specifically these include domestic help, nursing and care, accompaniment at clients' home, taking care of people who help others ('mantelzorg'), personal alarms, buying, renting and borrowing of devices and assistance with requesting care and the height of client's own

charge (TSN). 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).

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 employs about 115 office workers ('zorgcoördinatoren'), 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 kind of rayons, WMO and AWBZ (see appendix). 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 rayon 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

After the takeover by the cleaning organization in 2007, in a few years TSN has grown expansively mainly because of mergers and acquisitions. In 2009 the company booked a net turnover of €146.423.000 with 6.054 employees where in 2012 the net turnover doubled towards €280.050.000 employing 21.214 workers (TSNThuiszorg, 2013a). The net result is actually negative, €6.964.000. This is partly because of the acquisitions and the large amount depreciation for the goodwill (linear in five years) (TSNThuiszorg, 2013a). TSN is the largest home care organization in the Netherlands. Especially because of the merger with TSN Groningen, 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. However, that an approach focused too much towards the business side of home care can run into trouble was shown in November 2012. 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. Thus, because of the expansive growth, a lot of change processes have happened during the years. According to the vision plan specifying the transition period TSN and TSN Groningen 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 labor market for instance request of increasing expertise of professionals and the increasing role of innovation in the sector. 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 (Menzis, 2013). 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. Because the organization greatly depends of the aforementioned developments and 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:

"Out of the mission and vision the strategy of TSN is focused at innovation, enhancement and growth of the earlier mentioned core activities, including household care, extramural TSN and intramural nursing and care, accompaniment and maternity care in existing markets" (Groningen, 2012).

Maternity care didn't belong to the business core of TSN so in February 2013 they sold the business part to another organization. Nowadays, the most important strategic areas of focus of TSN 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 (TSNThuiszorg, 2013b). A concluding remark can be made that the organization 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.

Detailed analysis of financial documents has shown some financial pressure for the organization. With regard to HRM, we found a risk in accrued hours. A rough calculation shows an amount of €17.024.000,- build compensation hours/'verlof' hours (1.216.000 hours). This means that 10,5% of the workers could 'take free' for a year, while being paid (or can insist on paying it out).

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 changing. 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 recruited in October 2012, HR finds itself in a transition period: the HRM system must be professionalized and must gets its house in order once again. This transition period will take approximately two years. A shared service center will be created in order to guarantee processes will be arranged against optimal costs and with the occurrence of less mistakes, guaranteed quality and right employment practices (TSNThuiszorg, 2013b). The HR organization will be split up

mainly into four blocks: HR advice, HR service center, Education and Development and TSN Arbo Care, led by the HR director as strategy developer and HR policies and specialists (TSNThuiszorg, 2013c). For example already in 2011 a 'Carecollege' was created by TSN 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 under the motto 'Leren is leuk' and now this will be controlled by Education and Development (TSNZorgcollege). HR policies and specialists need to ensure the quality of HR management and anticipate to future developments. This new HR organization (see appendix) has 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 (TSNThuiszorg, 2013b). The HR vision of TSN is:

"The department 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 department." (TSNThuiszorg, 2013b).

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 rayon managers' function description of 2010 show that the rayon manager must take on their responsibilities towards top management (TSNThuiszorg, 2010); 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 'zorgcoördinatoren', 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. With regard to the department of Human Resources, rayon managers have to take care of maintaining and supporting personnel management and the availability of sufficient personnel capacity based at the annual plan. The rayon, or middle level managers act as sparring partners of HR professionals and discuss issues like dismissal and absenteeism with main aim to guarantee proper support and service. They 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 (TSNThuiszorg, 2013b).

HR professionals at TSN are responsible for the design and execution of the personnel policies, as well as 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 'verzuim' 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 outputoriented, have a hands-on mentality, and has knowledge on labor rights and change processes. They have to travel a lot, because the fact that they become more locally presented. On the establishments they can see what is going on and what is needed, so they can be more facilitative. The HR

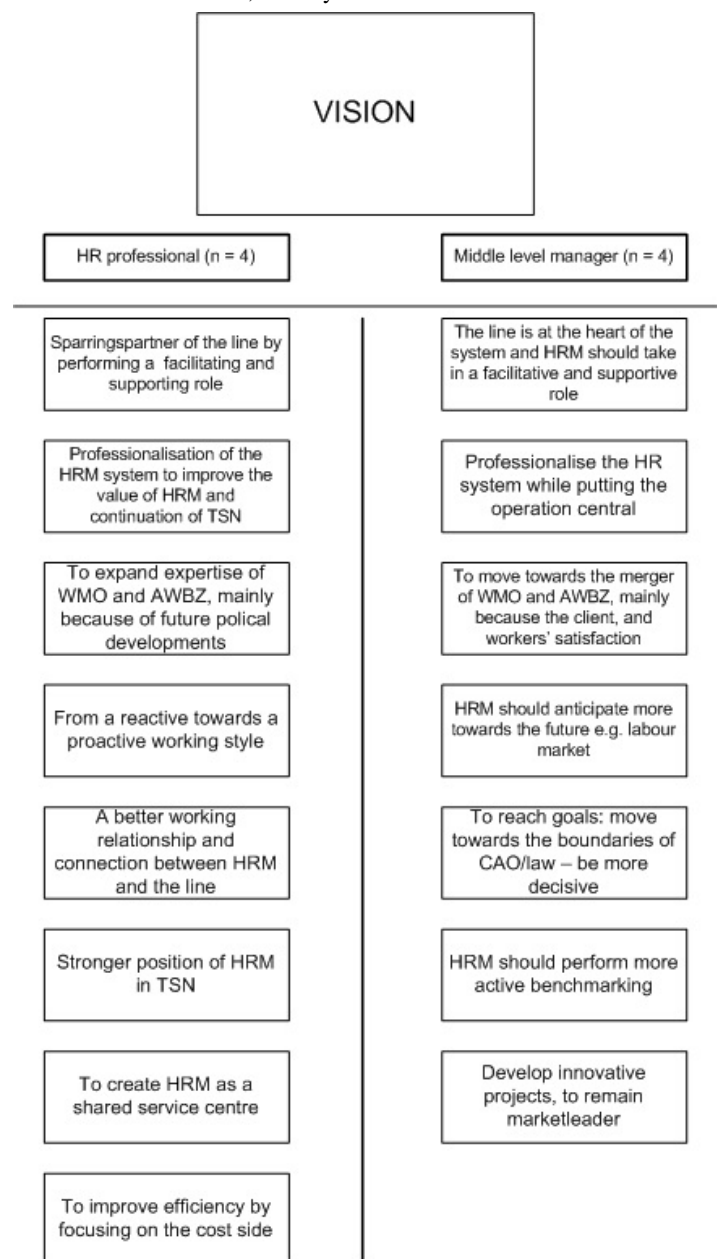


Figure 1: (in)congruence vision considered by HR professionals and middle level managers

professional has to report and advice to the HR director, and works together with administrative HR personnel (Thuiszorg, 2013).

4.2 Vision

The results show some agreement in the perception of the vision of HRM, figure 1. Most important is the congruence in the supportive role that HRM needs to play in the future. This implies that the HR professional needs to be more pro-active instead of reactive; therefore the HR professional will be more at the rayons. Another main agreement is that HRM should professionalize.

The P&O department has to, and wants to professionalize. P&O makes the regulation and the operation works with it. In five years, P&O should think before what the signals in the future will be (R4).

In the opinion of the interviewees, they have to make their position in the company stronger, and have to make some

proceedings more clear. Now it is not always clear when the rayonmanager calls HR for example about the processing of hours. HR is than seen as one block.

Yesterday I had a problem with the computer system, and I needed some of P&O. But who P&O? It is one block (R3).

Recently, the vision of HRM is partly presented to all the rayonmanagers by the HR director, because some major changes. This communication could be a source of the congruence in these perceptions.

The most important incongruence is that the rayonmanagers expect of HRM that they should anticipate on development in the future, like the labor market, and should move towards the boundaries of CAO and legislation.

Tools to make the translation to what is possible with regard to CAO/law. Sometimes exceeds and dare to let go to attain goals (R2).

Also HRM should perform more active benchmarking. Those perceptions are based on influences in the external environment of the company, on what HRM should anticipate on. Not one of the HR professionals mentioned about these. They knew better what the direction of HRM is, but these ideas arose by the HR director. They told that they agree with it, but did not mention external elements in the way the rayonmanagers did.

4.3 Philosophy

The results are shown in figure 2. Most important in the philosophy part is that in most cases there are no underlying principles about why things are done, the way they are done. In the perceptions of rayonmanagers is found a trend of putting responsibility down in the organization. The employees on the work floor have to pick up their own piece of responsibility.

I notice that it is put all to others, by the arguing that it is someone else's responsibility. People don't feel responsible for things. Therefore, also some stuff remains unresolved (R4).

This results in the end in the self managing teams. It reduces administrative tasks for the personnel, so that they can do what they like to do (taking care of people) and to increase employee satisfaction.

In the perceptions of the HR professionals on philosophy it becomes clearer that their role is between the management and the field. On the one hand they want to receive more management information, shown in points like 'giving (un)solicited to management and colleagues'. On the other hand they will implement, adjust, and evaluate the self managing teams and want to create and

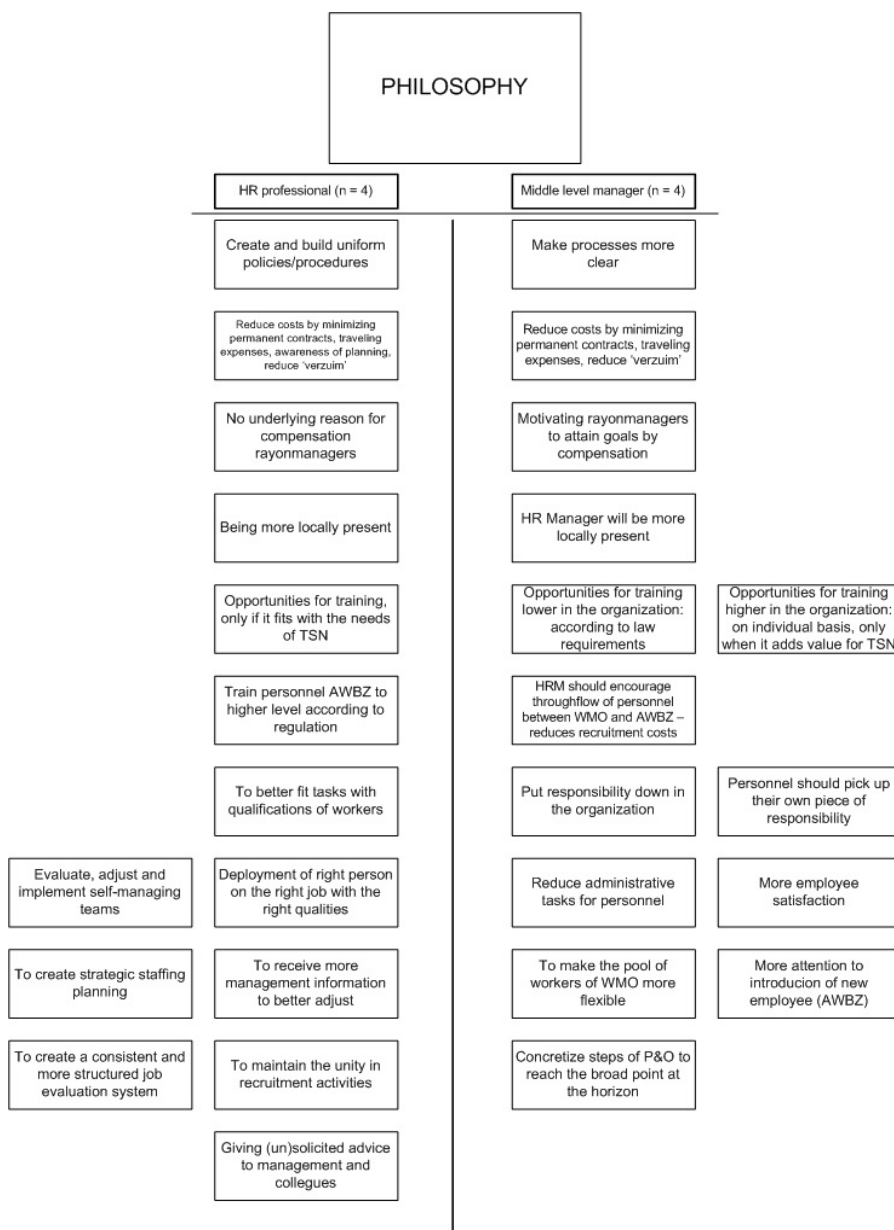


Figure 2: (in)congruence philosophy considered by HR professionals and middle level managers

implement a more structured job evaluation system for the field. Only for one HR practice underlying principles are found. This is for recruitment and selection. First it is done by one recruiter for unity in the organization and (external) reporting. Besides in the selection procedure is the principle of the right person on the right job. But when a person is right for the job by TSN is not defined. Also the rayonmanagers did not mention this principle, they just do it the way they do.

Rayonmanagers also mentioned the lack of intermediate targets of the HRM department.

P&O could be clearer about what the point on the horizon is. The HR Director gave presentations about it. There are good things in it, but it is too broad. It should be more to the point, which also means the steps to it (R2).

Rayonmanagers are the only group of workers at TSN who receive compensation/bonus. The HR professional mentions that he/she do not know why that is, it is just grown that way. In the opinion of the rayonmanager it will increase the motivation, and it originated when new rayons were established. To reduce differences, every rayonmanager would get it.

At this point can be concluded that the perceptions between the social groups become more incongruent, because of the different perceptions in the field and the management, which come together. Another reason is the lack of regulation, processes, and underlying principles.

4.4 Execution

The differences in perception of the execution of HRM at TSN are shown in figure 3. The results are mostly organized by the HR practices. Here also is made a distinction between WMO and AWBZ, when necessary.

First to mention in this part is that there are a lot of differences in execution between the several rayons, for example the 'Tafel van TSN' in one rayon, in which employees can attend to discuss developments in the health care, and possible directions for TSN.

In recruitment and selection there is some congruence in the perceptions of rayonmanager and HR professional. However there is also difference, like the manner of selection. In the perception of HR professional this is through experience, age, and whether they could send the candidate to their grandmother. While in the perception of the rayonmanager, the candidates are selected by their digital skills and independence.

What important is, is that we work a lot with the computer. Lots of communication goes in that way. So that is something the candidate is able to and wants to do (R4).

Another big difference is the way they look to job evaluation conversations (AWBZ). The rayonmanager perceives it as important, to know what you leave to the work floor. They emphasize the need of the

conversation, while HR professionals have more focus on the formal way of job evaluation conversation. That is why the HR professional is looking for implementing digital evaluation also for AWBZ.

In the way of rewarding/compensation also in the execution is a difference. In the view of the rayonmanager there is more focus on the informal way of compensation.

There is no compensation. What I do is giving compliments, or encourage employees to send a card (by TSN) to thank another colleague for taking over some clients (R4).

The point of participation of employees also constitutes differences in perception. The HR professional mentions the Works Council, which is not mentioned by the rayonmanagers. The rayonmanagers give examples like 'de tafel van TSN', and describe the WMO-part as a top-down structure in which the participation is minimized.

In general there is some congruence with slightly different

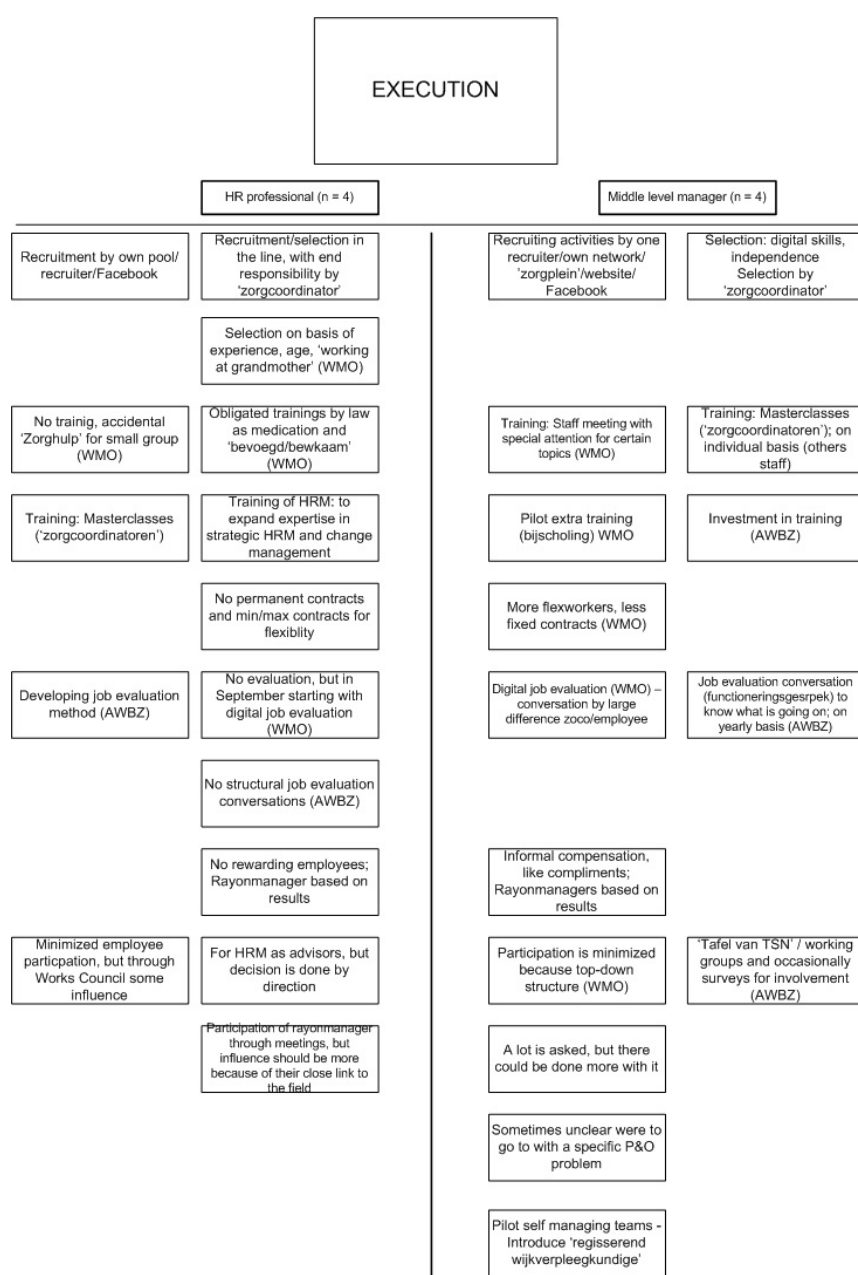


Figure 3: (in)congruence execution considered by HR professionals and middle level managers

perceptions like 'No permanent contracts and min/max contracts for flexibility' in comparison with 'More flexworkers, less fixed contracts (WMO)'. However, the most parts in this section are incongruent.

5. DISCUSSION

The difference in perception between rayonmanager and HR professional is partly the result of different execution at the several rayons. Besides, these differences are due to the fact that there is difference in execution of HR practices between WMO and AWBZ, for instance in the way of job conversation. They have different executions, different level of workers, and different needs. But in the future these two have to merge. They have to know what each of them is doing, with respect to HRM.

The perceptions of HR professionals are more constituted from the perspective of management, while the perceptions of middle level managers are more constituted by the field. The first group tries to commit to the organizational goals, while the second group puts the patients more central. This difference is based on that each group has another client; for HR professionals the clients are the employees (including rayonmanagers), for the rayonmanagers the patient is seen as the client.

The way the work floor is managed nowadays is control-oriented. In the future with the self managing teams the focus is expected to become more commitment-oriented. This means more responsibility for the team, decentralization, and another way of supervision. However in the view of the HR professional this change is due to reducing costs, so that is not exactly the argument for more commitment. While the arguments of rayonmanagers are a lot more commitment-oriented, like put the responsibility lower in the organization, reduce administrative tasks, and to increase employee satisfaction. This example makes the difference in perception between the social groups apparent. This confirms earlier knowledge of Sanders et al (2008) and Wright et al (2001).

Both, the middle level managers, as well as the HR professionals appreciate the way in which they are assigned to each other. Every rayonmanagers has its 'own' HR professional. This ensures short communication lines with regard to advice on HR issues. However, communication with the HR administration is more complicated. It seems that the distance 'HR central – HR local' is too large. Like the rayonmanager described when she needed someone at 'P&O', it seems a block. HRM is working on that point, by developing a service center, in which the tasks are more divided. But they still have to make clear where the rayon managers, 'zorgcoördinatoren', and the groundfloor-personnel need to be with what kind of problem. This leads to unclearness, confusion, and frustration.

Also the background of the person constitutes differences in perception. Which is already found in earlier research (Hodgkinson & Johnson, 1994). Some of the HR professionals and some of the rayonmanagers had a background in care giving, or working for health-care organizations before. They reasoned a lot more from the perspective of the patient. The others had more experience in the commercial sector and reasoned more from the perspective of reducing costs, be a good employer, be a good company for the customer. Because the health-care sector has to commercialize this is a good balance.

It becomes clear that there is limited HRM policy and goals. This is, therefore, also source of incongruent perceptions. It applies for the organization of HRM as well as the underlying assumptions on practices. There is no clearness about the HRM philosophy. The importance of this point is also stressed

by Bowen and Ostroff (2004). They argue that the process of designing and administering the HRM system in a way that its content is perceived uniformly among employees.

Another origin of differences in frames is the fact that rayonmanagers execute HR practices intuition-based and inertia-based. They always did it in that way, of it seems intuitive the best way of doing it like that. This inertia can involve resistance (Cameron & Green, 2012), when one policy will be made (and applied).

5.1.1 Recommendations for TSN

The most important recommendation for the organization is to make clear policy and procedures. The lack of this philosophy of HRM leads to differences in the execution. Especially because of the widespread rayons, they have to make this policy at central level. Differences in the line may exist, but consistent with underlying assumptions which hold for every rayon. Special attention is needed when making these policies and applying these to the work floor. It seems that the rayonmanagers executes the HR practices inertia-based. This can increase resistance.

Besides HRM has to make clear where the employee needs to be, with what kind of problem. The HRM administration is perceived as one block. This applies not for the HR managers. The way they work are clear and appreciated by rayon- and HR managers.

In the description of TSN it is mentioned that TSN has to handle with a specific risk with regard to HRM. There are a lot of hours which needs to be paid out, or which employees can take as compensation. In all the interviews not one person mentioned this and not one person came with a solution for it (without mentioning the problem). This could be because they won't tell this problem, or they do not know that it exists. In the latter case, it stands for incongruence between organizational goals and HRM, or financial department and HRM. This incongruence could involve risks.

5.2 Limitations

The observed congruence for the vision-part could have been occurred by the presentation the HR director gave a time ago to the rayonmanagers about the changes for HRM in the organization. If this is the case, than it proves that communication is a manner in which congruence can be achieved. Future research has to find out whether that could be the case.

Because of the time pressure, only four rayonmanagers and four HR professionals were interviewed. This could me limited for conclusions. However, we hardly found any new information in the last interview with rayonmanager, as well as with the HR professional. So we can conclude that it could have been enough.

5.3 Future research

Possibilities for sequel studies could focus on how to make the perceptions more clear. By making use of the causes of differences in perception found, there can be investigated what solutions will make it more congruent. Other future research could focus on another sector, like production companies. Unless the fact that generally, theoretical assumptions like done in this research are not sector-bounded, it could generate additional information.

6. CONCLUSION

This research confirms the different the existing knowledge that different social groups may have incongruent frames (Sanders, et al., 2008; Wright, et al., 2001). Also the explanation of

difference in perceptions through the background of employees confirms previous knowledge (Hodgkinson & Johnson, 1994). The finding of different functions (Hodgkinson & Johnson, 1994), which leads to different main foci of the performance is confirmed in this research. However nuanced with the cause of difference in 'clients', in this case.

Also new knowledge is found. We found that the cause of difference in execution between middle level managers and HR professionals is that the first social group executes HR practices based on intuition and inertia. Besides we found that differences constitutes because there was no clearness about HRM philosophy and goals. The importance of this finding is also stressed by Bowen & Ostroff (2004). Lastly, we found that the distance of the HR administration 'HR central – HR local' seems to be big, which complicates shared frames.

It seems to be that the perceptions are more congruent at the vision-part, and are less congruent at the execution-part. For the company it is apparent that there are locally differences, so the execution will be different. But they do not have to be this different. The differences become clear from the philosophy-part on. To reduce differences in execution between different rayons, it is important to have clear underlying assumptions and procedures. When the philosophy is made clear, there still will be locally differences, but in that case they know why they do it the way they do, and they know whether it is congruent with the goals of the organization.

7. ACKNOWLEDGEMENTS

This article could not have been this way, without the assistance of Hans van Leeuwen, HR Director of TSN Thuiszorg. Special thanks to him, for the lots of documents we could use for this project, for the possibility of interviewing his workers, and for his enthusiasm for this project. I would also like to thank Tanya Bondarouk for her support at every moment of the day, and her critical thoughts. Of course I would like to thank my co-researcher, Xanthe Hesselink, for the fine collaboration. And my parents, Bennie and Ria, for being always there for me.

8. REFERENCES

- ADGDienstengroep. Wij zijn TSN Thuiszorg. Aangenaam!
Retrieved 15th May, 2013, from
<http://www.adgdienstengroep.com/Onderdelen/TSN-Thuiszorg.aspx>
- Balogun, J., & Johnson, G. (2004). Organizational restructuring and middle manager sensemaking. *Academy of Management journal*, 47(4), 523-549.
- Bechky, B. A. (2003). Sharing meaning across occupational communities: The transformation of understanding on a production floor. *Organization Science*, 14(3), 312-330.
- Benford, R. D., & Snow, D. A. (2000). Framing processes and social movements: An overview and assessment. *Annual review of sociology*, 611-639.
- Billsberry, J., Ambrosini, V., Moss-Jones, J., & Marsh, P. (2005). Some suggestions for mapping organizational members' sense of fit. *Journal of Business and Psychology*, 19(4), 555-570.
- Bondarouk, T., Looise, J. K., & Lempsink, B. (2009). Framing the implementation of HRM innovation: HR professionals vs line managers in a construction company. *Personnel Review*, 38(5), 472-491.
- Bondarouk, T. V. (2006). Action-oriented group learning in the implementation of information technologies: results from three case studies. *European Journal of Information Systems*, 15(1), 42-53.
- Bowen, D. E., & Ostroff, C. (2004). Understanding HRM-firm performance linkages: The role of the "strength" of the HRM system. *Academy of management review*, 29(2), 203-221.
- Buyens, D., & De Vos, A. (2001). Perceptions of the value of the HR function. *Human Resource Management Journal*, 11(3), 70-89.
- Cameron, E., & Green, M. (2012). *Making Sense of Change Management: A Complete Guide to the Models Tools and Techniques of Organizational Change*: Buy now from Kogan Page.
- Davidson, E. (2006). A technological frames perspective on information technology and organizational change. *The Journal of Applied Behavioral Science*, 42(1), 23-39.
- Davidson, E. J. (2002). Technology frames and framing: A socio-cognitive investigation of requirements determination. *Mis Quarterly*, 329-358.
- DeChurch, L. A., & Mesmer-Magnus, J. R. (2010). The cognitive underpinnings of effective teamwork: A meta-analysis. *Journal of applied Psychology*, 95(1), 32.
- Delmotte, J., De Winne, S., & Sels, L. (2012). Toward an assessment of perceived HRM system strength: scale development and validation. *The International Journal of Human Resource Management*, 23(7), 1481-1506.
- Emans, B. (2004). *Interviewing*: Routledge.
- Fiol, C. M., & Huff, A. S. (1992). Maps for managers: where are we? Where do we go from here? *Journal of Management Studies*, 29(3), 267-285.
- Gallivan, M. J. (2001). Meaning to change: How diverse stakeholders interpret organizational communication about change initiatives. *Professional Communication, IEEE Transactions on*, 44(4), 243-266.
- Gibson, C. B. (2001). From knowledge accumulation to accommodation: cycles of collective cognition in work groups. *Journal of Organizational Behavior*, 22(2), 121-134.
- Gibson, C. B., Cooper, C. D., & Conger, J. A. (2009). Do you see what we see? The complex effects of perceptual distance between leaders and teams. *Journal of applied Psychology*, 94(1), 62-76.
- Gioia, D. A., & Chittipeddi, K. (1991). Sensemaking and sensegiving in strategic change initiation. *Strategic management journal*, 12(6), 433-448.
- Goodhew, G. W., Cammock, P. A., & Hamilton, R. T. (2005). Managers' cognitive maps and intra-organisational performance differences. *Journal of Managerial Psychology*, 20(2), 124-136.
- Groningen, T. T. (2012). *Visie op zorg*.
- Guest, D., & Conway, N. (2011). The impact of HR practices, HR effectiveness and a 'strong HR system' on organisational outcomes: a stakeholder perspective. *The International Journal of Human Resource Management*, 22(8), 1686-1702.
- Gustafson, P. (2013). Control and commitment in corporate travel management. *Research in Transportation Business & Management*.
- Hasenfeld, Y., & English, R. A. (1983). *Human service organizations*: Prentice-Hall Englewood Cliffs, NJ.
- Hodgkinson, G. P. (1997). The cognitive analysis of competitive structures: A review and critique. *Human Relations*, 50(6), 625-654.
- Hodgkinson, G. P., & Johnson, G. (1994). Exploring the mental models of competitive strategists: The case for a processual approach. *Journal of Management Studies*, 31(4), 525-552.

- Kaplan, S. (2008). Framing contests: Strategy making under uncertainty. *Organization Science*, 19(5), 729-752.
- Kaše, R., Paauwe, J., & Zupan, N. (2009). HR practices, interpersonal relations, and intrafirm knowledge transfer in knowledge-intensive firms: a social network perspective. *Human Resource Management*, 48(4), 615-639.
- Kvale, S. (1996). *Interviews - An introduction to qualitative research interviewing*: Thousand Oaks California: SAGE publications.
- Langfield-Smith, K. (1992). Exploring the need for a shared cognitive map. *Journal of Management Studies*, 29(3), 349-368.
- Lin, A., & Silva, L. (2005). The social and political construction of technological frames. *European Journal of Information Systems*, 14(1), 49-59.
- Mathieu, J. E., Heffner, T. S., Goodwin, G. F., Salas, E., & Cannon-Bowers, J. A. (2000). The influence of shared mental models on team process and performance. *Journal of applied Psychology*, 85(2), 273-283.
- Menzis. (2013). Nieuw zorgakkoord: korting op huishoudelijke hulp minder fors. Retrieved 24th June, 2013, from <http://www.menziswmosupport.nl/nieuws/nieuw-zorgakkoord-korting-op-huishoudelijke-hulp-minder-fors/>
- Mitsuhashi, H., Park, H. J., Wright, P. M., & Chua, R. S. (2000). Line and HR executives' perceptions of HR effectiveness in firms in the People's Republic of China. *International Journal of Human Resource Management*, 11(2), 197-216.
- Mohammed, S., & Ringseis, E. (2001). Cognitive diversity and consensus in group decision making: The role of inputs, processes, and outcomes. *Organizational Behavior and Human Decision Processes*, 85(2), 310-335.
- Mohyin, N., Dainty, A., & Carrillo, P. (2012). HRM strategies for managing employee commitment: A case study of small construction professional services firms.
- Mueller, F. (1996). Human Resource as strategic assets: an evolutionary resource based theory. *Journal of Management Studies*, 33(6), 757-785.
- Myers, M. D., & Newman, M. (2007). The qualitative interview in IS research: Examining the craft. *Information and organization*, 17(1), 2-26.
- Neal, A., West, M. A., & Patterson, M. G. (2005). Do organizational climate and competitive strategy moderate the relationship between human resource management and productivity? *Journal of Management*, 31(4), 492-512.
- Okhuysen, G. A., & Eisenhardt, K. M. (2002). Integrating knowledge in groups: How formal interventions enable flexibility. *Organization Science*, 13(4), 370-386.
- Orlikowski, W. J., & Gash, D. C. (1994). Technological frames: making sense of information technology in organizations. *ACM Transactions on Information Systems (TOIS)*, 12(2), 174-207.
- Park, H. S. (2008). The Effects of Shared Cognition on Group Satisfaction and Performance Politeness and Efficiency in Group Interaction. *Communication Research*, 35(1), 88-108.
- Patterson, M., Warr, P., & West, M. (2004). Organizational climate and company productivity: The role of employee affect and employee level. *Journal of Occupational and Organizational Psychology*, 77(2), 193-216.
- Reger, R. K., & Huff, A. S. (1993). Strategic groups: A cognitive perspective. *Strategic management journal*, 14(2), 103-123.
- Rentsch, J. R., & Klimoski, R. J. (2001). Why do 'great minds' think alike?: Antecedents of team member schema agreement. *Journal of Organizational Behavior*, 22(2), 107-120.
- Rouse, W. B., & Morris, N. M. (1985). *On looking into the black box: Prospects and limits in the search for mental models*: DTIC Document.
- Sanders, K., Dorenbosch, L., & de Reuver, R. (2008). The impact of individual and shared employee perceptions of HRM on affective commitment: considering climate strength. *Personnel Review*, 37(4), 412-425.
- Su, Z.-X., & Wright, P. M. (2012). The effective human resource management system in transitional China: a hybrid of commitment and control practices. *The International Journal of Human Resource Management*, 23(10), 2065-2086.
- Thuiszorg, T. (2013). P&O functionaris. Retrieved 22nd June, 2013, from http://www.tsn-thuiszorg.nl/nl/werken-bij-tsn/ik-zoek-andere-vacatures/PenO_functionaris/
- TSN. Thuiszorg zoals het hoort. Retrieved 2nd June, 2013, from <http://www.tsn-thuiszorg.nl/zorg-nodig/>
- TSN. Zorg is van ons allemaal. Retrieved 2nd June, 2013, from <http://www.tsn-thuiszorg.nl/altijd-thuis/organisatie/>
- TSNThuiszorg. (2010). *Funcieomschrijving Rayonmanager*.
- TSNThuiszorg. (2011). *Organisatie, structuur en overlegvormen*. Almelo.
- TSNThuiszorg. (2013a). *Financieel verslag 2012*. Almelo.
- TSNThuiszorg. (2013b). *HR Strategie*.
- TSNThuiszorg. (2013c). *Organisatieschema TSN Thuiszorg*. Almelo.
- TSNZorgcollege. Inrichting van het TSN Zorgcollege. Retrieved 2nd June, 2013, from <http://www.tsn-zorgcollege.nl/leren-is-leuk/inrichting-van-het-tsn-zorgcollege/>
- Wallace, J. E. (1995). Organizational and professional commitment in professional and nonprofessional organizations. *Administrative Science Quarterly*, 228-255.
- Walsh, J. P. (1995). Managerial and organizational cognition: Notes from a trip down memory lane. *Organization Science*, 6(3), 280-321.
- Walton, R. E. (2003). From control to commitment in the workplace. *The Sociology of Organizations: Classic, Contemporary, and Critical Readings*. California: Sage Publications, 114-122.
- Wright, P. M., McMahan, G. C., Snell, S. A., & Gerhart, B. (2001). Comparing line and HR executives' perceptions of HR effectiveness: services, roles, and contributions. *Human Resource Management*, 40(2), 111-123.
- Yin, R. K. (2009). *Case Study Research: Design And Methods (Applied Social Research Methods)*: Sage Publications.
- Yoshioka, T., Yates, J., & Orlikowski, W. (2002). *Community-based interpretive schemes: exploring the use of cyber meetings within a global organization*. Paper presented at the System Sciences, 2002. HICSS. Proceedings of the 35th Annual Hawaii International Conference on.

APPENDIX 1: Influence of incongruent frames

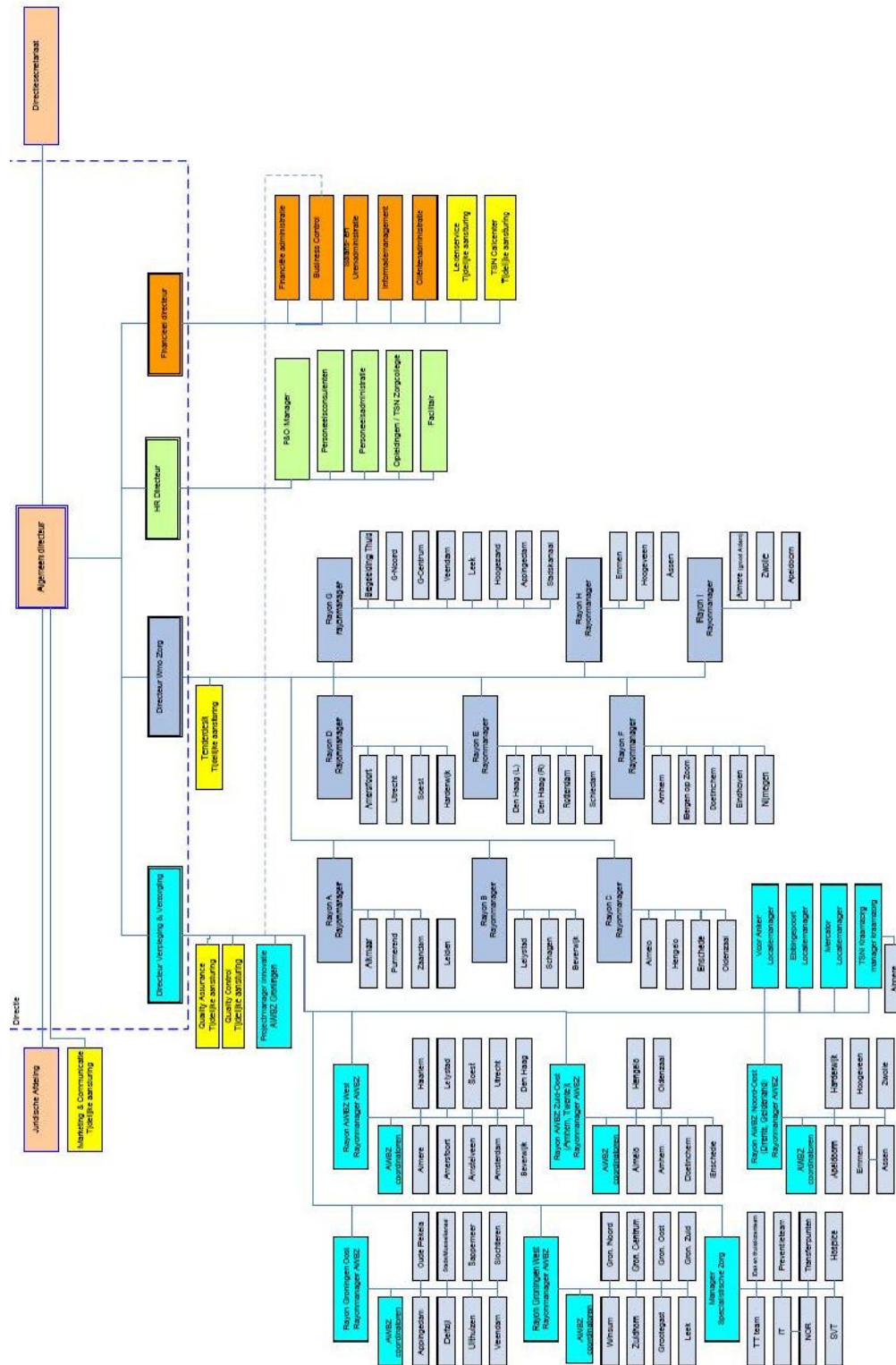
Influence of incongruent frames	Reference
Defers decision-making	(Kaplan, 2008)
Misaligned expectations, contradictory actions, resistance, and skepticism occurs	(Orlikowski & Gash, 1994)
Different understandings and conflicts of interpretation	(Bechky, 2003; E. Davidson, 2006; E. J. Davidson, 2002;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

APPENDIX 2: Control /commitment

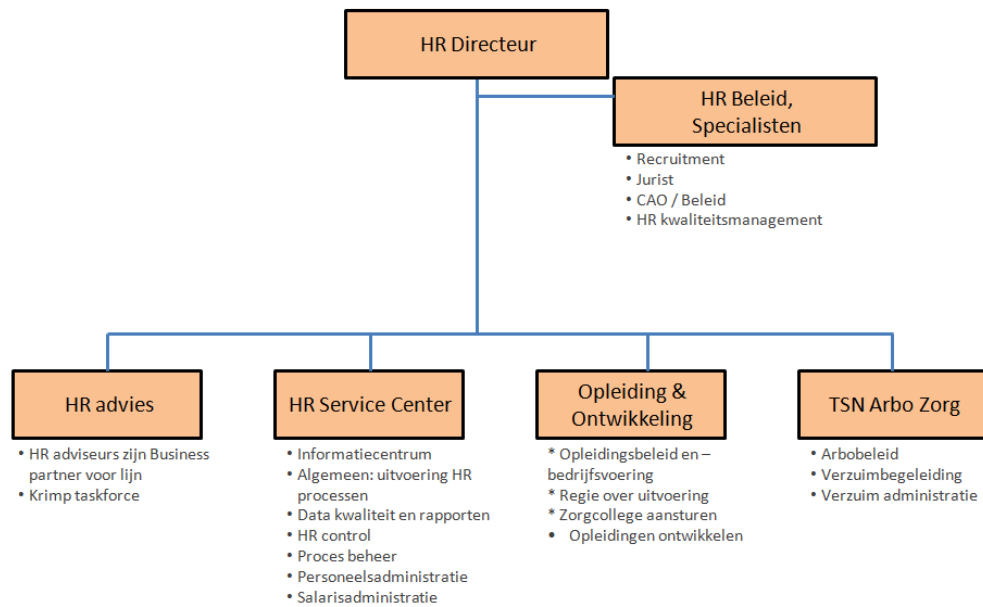
Control HR systems	Commitment HR systems
Centralization	Decentralization
No participation	Participation
No general training	General training
No skills training	Skills training
No social activities	Social activities
No due process	Due process
Low wages	High wages
No employee benefits	Employee benefits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

Table 2: Arthur's model (1994) - commitment/control

APPENDIX 3: Organizational chart TSN



APPENDIX 4: New HR Organization chart TSN



APPENDIX 5: Interview guide

ALGEMENE VRAGEN

1. Kunt u iets over uzelf vertellen?
 - *Hoe lang bent u al werkzaam binnen TSN?*
 - *Wat is uw functie binnen TSN?*
 - *Kunt u daar een omschrijving van geven (dagelijkse werkzaamheden)?*
 - *Wat voor opleiding heeft u gevolgd? Extra opleiding gevolgd?*
 - *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 (denk aan vijf jaar)?
(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 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 rayonmanagers en HR functionarissen?)

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? Wie wil je in de organisatie krijgen?*
 - *Wat zijn doelen om mensen te trainen? Hoe worden werknemers 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?*

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?

APPENDIX 6: Coding scheme

Phrases out of interviews	Assigned codes
<i>'Eigenlijk wordt compensatie niet gedaan. Wat ik wel doe is over de mail van 'goed gedaan', dus complimenten worden gegeven. Van de week kreeg ik een rekening van iemand, met de uitleg: 'ik heb een bloemetje laten sturen, want die heeft zo hard gewerkt' (R4).</i>	Informal compensation
<i>'Het doel is om regelmatig vestigingen te bezoeken om een 'feeling' te krijgen van wat er daar leeft en gebeurt en op welke wijze daar direct op kan worden ingespeeld' (P3).</i>	Being more locally present
<i>'Als het computersysteem zo nu en dan een hapertje heeft, is P&O één grote massa. Er is personeelsadministratie, er zijn personeel-adviseurs. Die adviseurs zijn allemaal per regio onderverdeeld. Maar bij wie ik moet zijn van personeelsadministratie is niet duidelijk' (R3).</i>	Sometimes unclear were to go to with a specific P&O problem