Congruent HRM frames and employees' trust in HRM: results of the case study at Philips

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Abstract

Since almost two decades, it has been recognized that human resource (HR) activities are devolved to the line (Whitener, 1997). Therefore, the translation of HR policy into practice depends on the HR professionals as well as the line managers. Using the process-based approach to human resource management (HRM) and the theoretical lens of cognitive frames, it is argued that consensus on the HRM message between HR professionals and line managers is needed in effectively putting HR policies into practice. How HRM works in practice is determined by the individuals' understanding of the HRM rules and policies, which is based on the individuals' HRM frames. These frames include the individuals' knowledge, assumptions and expectations regarding the HRM system, consisting of HR philosophy, policies and practices. Differences in the HRM frames of HR professionals and line managers are assumed to negatively impact employee-level outcomes, and trust in HRM in specific. Therefore, the purpose of this research was to explore the link between congruence in HRM frames of HR professionals and line managers and employees' trust in HRM. Based upon the literature, four dimensions within HRM frames were distinguished and a measure for trust in HRM was derived.

An explorative, mixed methods case study was performed in an international production company, Philips. A total of fifteen HR professionals and line managers within a production site of Philips were interviewed, to assess their HRM frames. 103 employees filled in a questionnaire about their level of trust in HRM.

Within the case under investigation, mixed congruence in HRM frames between HR professionals and line managers was associated with an intermediate level employee trust in HRM. Therefore, the findings seemed to confirm that a relationship exists between congruence in HRM frames of HR professionals and line managers and employees' trust in HRM. Findings reveal that differences in HRM frames may exist between different social groups, due to differences in function, socialization, education and a lack of communication between these groups. HR professionals should attempt to create shared understanding through heightening the level of communication between HR professionals and line managers. Within the communication, special attention should be paid to the perceptions of HR professionals and line managers regarding the usage, consequences and intended guidelines of the HRM system.

Preface

This master thesis was developed to obtain my master's degree in Business Administration with a specialization in Human Resource Management, at the University of Twente. I am aware of the length of the findings section. However, not to worry, after each section a summarizing table can be found.

I would like to thank a number of people for their support and guidance during this process. Firstly, I would like to thank my first supervisor, Tanya Bondarouk, for her guidance and support during the whole process. I am very grateful for the time she spend answering my questions and providing me with feedback. I would also like to thank my second supervisor, Huub Ruël, for his valuable feedback that allowed me to improve the quality of my master thesis.

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1. Introduction

For almost two decades, it has been recognized that human resource (HR) professionals mainly implement HR activities that affect the skills of employees, whereas supervisors are important in tactical HR activities aimed at employee motivation (e.g. Whitener, 1997). Due to this devolution of HR tasks to the line (Brewster & Holt Larsen, 2000), the efficiency of human resource management (HRM) in attaining organizational goals depends on line managers as well as HR professionals (Renwick, 2003).

Employees' perceptions of the HR practices of an organization positively influence employee-level outcomes (Boon, Den Hartog, Boselie & Paauwe, 2011) and organizational performance (Huselid, 1995). However, the efficiency of HR practices in delivering these benefits is highly dependent on the implementation of HR policies (Truss, 2001). Due to the devolution of HR tasks to line managers, the implementation of HR policies depends on both HR professionals and line managers. If individuals understand experiences in multiple ways due to differences in their cognitive frames (Bartunek, 1984), their behaviors will differ as well (Eden, 1992). Cognitive frames serve as implicit guidelines (Orlikowski & Gash, 1994) that facilitate the interpretation of the environment (Pinkley & Northcraft, 1994). Bondarouk , Looise and Lempsink (2009) found that where differences in these cognitive frames exist between HR professionals and line managers, the implementation of HR policies might be hampered. Thus, differences in the cognitive frames of HR professionals and line managers are likely to result in inconsistencies in the implementation of HRM, which negatively influences employee-level outcomes and organizational performance.

Another theoretical lens that can be used in examining the relationship between HRM and organizational performance, is the process-based approach. In this approach, the psychological processes through which the employees perceive HR practices and attach meaning to these practices is considered (Bowen & Ostroff, 2004; Sanders, Yang & Kim, 2012). When the HRM system is strong, employees notice the HRM system and attach the same meaning and interpretation to the HRM policies (Bowen & Ostroff, 2004), which strengthens the relationship between HRM and employee-level outcomes (Sanders et al., 2012). An HRM system will create a strong situation, if employees receive unambiguous messages about what is appropriate behavior (Bowen & Ostroff, 2004). Due to the devolution of HR tasks to line managers (Brewster & Holt Larsen, 2000), the strength of the HRM system is dependent upon the messages about HRM of line managers and HR professionals. Lack of consensus among HR professionals and line managers on the HRM message to be send, results in ambiguities within the HRM messages send to the employees, which negatively affects employee-level outcomes (Dorenbosch, De Reuver & Sanders, 2006).

Employees' perceptions of the HR practices in use within an organization positively influence employees' trust in the employer (Alfes, Shantz & Truss, 2012) and organizational trust (Gould-Williams, 2003). Therefore, it is argued that the HRM system is able to influence trust within the organization, and especially employees' trust in HRM. Since the translation of the HRM policies into practice is influenced by differences in the cognitive frames of HR professionals and line managers, differences in cognitive frames of HR professionals and line managers are assumed to influence employees' trust in HRM.

As shown in the discussion above, trust, HRM and cognitive frames of HR professionals and line managers are linked in different manners. The cognitive frames of HR professionals and line managers contain a subset that is used to understand HRM in organizations. This subset is called an HRM frame (Bondarouk et al, 2009). However, the HRM frames of HR professionals and line managers may differ. When these HRM frames differ with regard to their structure and content, frames are said to be incongruent (Orlikowski & Gash, 1994). Incongruence in the HRM frames of HR professionals and line managers, is assumed to negatively influence employees' perceptions of the HRM system. The perceptions employees have of the HRM system, influence employee-level outcomes (Sanders et al., 2012). Since trust is an important organizational outcome (Dirks & Ferrin, 2001), employees' trust in HRM is seen as an important indicator of the functioning of the HRM system.

The purpose of this study is to explore the link between congruence in HRM frames of HR professionals and line managers and employees' trust in HRM. The research model, as develop throughout this research, was investigated by seven researchers individually. Within this research group, research instruments were aligned and findings were discussed.

The article is structured as follows: First, the literature on frames, HRM frames, organizational trust and trust in HRM will be reviewed. Hereafter, the research model and research methods are described. Subsequently, the results will be presented and discussed. Hereafter, conclusions will be drawn.

2. Theoretical Framework

2.1 Human resource management frames

Research into human resource management (HRM) frames has a long-standing tradition, rooted in the cognitive perspective. Within this perspective, it is recognized that the activities and structures of organizations are in part determined by the actions of its members (Porac, Thomas & Baden-Fuller, 1989). These actions are assumed to be based on the sequence in which individuals attend to cues in the environment, give meaning to these cues, and act on them. To give meaning to cues from the environment, cues are linked with existing or developing cognitive structures, which facilitate interpretation of the cues (Pinkley & Northcraft, 1994). This process of activating a cognitive frame may be conscious or unconscious, and is known as the priming effect of cognitive frames (Cornelissen & Werner, 2014). Through this effect, cognitive structures shape how individuals experience what goes on around them (Pinkley & Northcraft, 1994). Different concepts are used to describe these cognitive structures, however, the concepts have in common the underlying assumptions that (1) an experience can be understood in multiple ways (Bartunek, 1984), and (2) that there is a link between the thinking as represented by the cognitive structure and observed behavior (Eden, 1992). Throughout this study, the term frame of reference, or frame, will be used to refer to the underlying cognitive structures of individuals.

An individual's frame of reference facilitates understanding through building up tacit knowledge that is used to structure, and impart meaning to, social and situational information. Frames of reference include knowledge, assumptions and expectations (Gioia, 1986, as cited in Orlikowski & Gash, 1994). Through the frame of reference, organizational members implicitly make sense of their environment, organization and tasks (Orlikowski & Gash, 1994). However, cognitive limitations are imposed upon individuals, therefore, their frame of reference will always be incomplete. Herewith, an individual's frame of reference can limit the information attended to, the interpretation given to this information, and the range of reactive actions the individuals is able to identify (Barr, Stimpert & Huff, 1992). Davidson (2002) found that cognitive frames act as filters, favoring attention to cues that are consistent with the existing cognitive frame. Frames of reference influence decision making, since these frames filter the information used by managers, to base their strategic decisions on (Clarke & Mackaness, 2001; Barr et al., 1992).

Frames of reference assume a pivotal role in organizational change. To enable an organization to change, the frames of reference of organizational members need to change (Barr et al., 1992). Thomas, Clark and Gioia (1993) found that top managers' frames of reference influence organizational change and organizational performance. Managers' frames of reference influence the use and sources of information. Managers will interpret strategic issues, based on their frames of reference. Hereafter, strategic change can be initiated, which influences organizational performance (Thomas et al., 1993).

Olikowski and Gash (1994) applied the concept of frame of reference to the introduction of new information technologies. They used the term technological frame to denote the subset of organizational members' frames that concern the assumptions, expectations, and knowledge used to understand technology within the organization. The same logic can be extended to an organizational member's assumptions, expectations, and knowledge used to understand HRM

within the organization. According to Bondarouk et al. (2009), HRM frames can be defined as: *"a subset of cognitive frames that people use to understand HRM in organizations"* (p. 475). How HRM works in practice is determined by the individuals' understanding of the HRM rules and policies, which is based on the individuals' HRM frames (Bondarouk et al., 2009).

2.1.1 Sharedness of frames

An individual enacts the frame of reference he or she possesses through behavior, which forms reality to the individual. When an individual encounters others in its reality, social interactions will generate interpretations shared among individuals. Through the social enactment process, individual cognitive frames become part of a socially reinforced view of reality (Berger & Luckmann, 1966). Thus, cognitive frames become socially constructed through interaction, which is known as the framing effect (Cornelissen & Werner, 2014). Porac, et al. (1989) found evidence for the pressure towards shared mental models caused by the social enactment process, in the case of Scottish knitwear manufacturers. The members of that community had individual interpretations, but also a shared set of core beliefs, relating to the core customers, suppliers, competitors and retailers in the community. Furthermore, Goodhew, Cammock and Hamilton (2005) found that cognitive maps of managers within the same organization are similar to each other and that these cognitive maps are determined by the managers' perceptions of their positions within the organization and the demands of these positions.

From another conceptual perspective, storytelling, MacLeod and Davidson (2007) have shown that organizational storytelling is used to create shared meaning among individuals within an organization. However, how the story is understood by the listener depends on the frame of reference of the listener. For shared meaning to be produced among organizational members, frames of reference must align. If frames of reference align, stories are interpreted in the same way, which results in a shared sense of meaning (MacLeod & Davidson, 2007).

Social groups tend to have similar frames. A group can be defined as a group on the basis of external and internal criteria. External criteria relate to outside designations to the group. Internal criteria are criteria of group identification. Group identification is based on the group members' sense of awareness of membership, the value of this membership and the emotional investment in the group (Tajfel, 1982). According to Gioia, Patvardhan, Hamilton and Corley (2013) identity can be considered at different levels of analysis. However, at all levels, identity is invoked to make sense and explain action. According to Brewer and Gardner (1996) identity is invoked at personal, relational and collective levels. At each of these levels, different frames of reference are used to evaluate one-self. Furthermore, at different levels of the organization, social identities and representations of the self may differ. Thus, among different social groups within an organization identities may differ, which leads to differences in frames of reference.

2.1.2 Congruence in frames

Shared frames within groups are likely to arise due to similar professional and educational training and socialization (Orlikowski & Gash, 1994). In line with this reasoning, Pinch and Bijker (1984) found that different social groups are likely to interpret technologies and knowledge in different ways, based on their attribution to it. Different social groups are likely to develop different frames of reference, whereas within groups these frames tend to be shared. In the context of technological frames, Orlikowski and Gash (1994) suggested that frames are

congruent between groups when they are aligned on key elements or categories with regard to structure and content. In this, structure refers to the commonality in categories of frames, whereas content refers to the similarity in values on these categories. Incongruence in frames leads to different interpretations of data (Khoo, 2001).

Pinkley and Northcraft (1994) found that frames of reference shape how individuals experience what goes on around them. They found that congruence in frames is necessary for resolving conflicts. Resolving conflicts among organizational members with incongruent frames of reference, then, would be less successful. Moreover, Orlikowski and Gash (1994) have shown the importance of congruence in technological frames. They found that where the interpretations of technology, the technological frames, of key groups within the organization differ, difficulties and conflicts around the development and use technology may arise. In line with these findings, numerous researchers have shown the importance of congruence in frames in the case of new technology introduction (Barrett, 1999; Davidson, 2002; Doherty, Coombs & Loan-Clarke, 2006; Khoo, 2001; Orlikowsi & Gash, 1994; Yoshioka, Yates & Orlikowski, 2002), and for end-user satisfaction with the new technology (Shaw, Lee-Partridge & Ang, 1997).

2.1.3 Congruence in HRM frames

Bondarouk et al. (2009) found that HR professionals and line managers might interpret HRM differently, based on their HRM frames, which leads to differences in the interpretation of HRM innovations. Where significant differences existed in the HRM frames of line managers and HR professionals, difficulties and conflicts in HRM innovation implementation were observed.

Another perspective that highlights the importance of congruence in HRM frames is related to the concept of HRM system strength, derived from the process-based approach to HRM. The process-based approach seeks to explain the relationship between HRM and performance through examining the features of HRM that send signals to the employees that enable them to understand the desired, appropriate and expected behaviors (Bowen & Ostroff, 2004). Within the process-based approach, the psychological processes through which the employees perceive HR practices and attach meaning to these practices should be considered (Bowen & Ostroff, 2004; Sanders et al., 2012). Employees will interpret HRM in a similar way, when a strong HRM situation is created. The existence of a strong HRM system has been found to strengthen the relationship between HRM and employee-level outcomes (Sanders et al., 2012). Such a strong situation exist when the HRM system has high levels of distinctiveness, consistency and consensus (Bowen & Ostroff, 2004).

An HRM system is highly distinctive, when it stands out in the environment. High levels of distinctiveness can be attained through ensuring that the HRM practices are disclosed to all employees and through ensuring that all employees understand the practices in the same way. In addition, legitimate authority of the HRM system should be created, and the relevance of the HRM system to individual and organizational goals should be taken into account (Bowen & Ostroff, 2004). An HRM system is highly consistent when it exhibits high levels of instrumentality, validity and consistent HRM messages. An HRM system has high instrumentality when desired behaviors consistently lead to the same consequences. High validity is reached through ensuring that HRM practices show consistency between what the

practices aim to do and what they actually do. Furthermore, the messages sent by HRM should be stable and consistent. A HRM system purports high levels of consensus when principal HRM decision makers agree on the message to be send to employees and when employees perceive the HRM system as fair (Bowen & Ostroff, 2004).

Thus, in order to strengthen the relationship between HRM and employee attitudes and behaviors, consistent and clear HRM messages should be send to all employees. Since part of the HR tasks have been devolved to line managers (Brewster & Holt Larsen, 2000), it should be ensured that HR professionals and line managers both send the same, consistent message. It is assumed that a strong HRM system can only exist, when HR professionals and line managers have congruent HRM frames.

2.1.4 Resolving incongruence in frames

In the context of new technology adoption, Lin & Silva (2005) found that incongruence in frames could be resolved through social interaction. In the first stage of the technology adoption process, different stakeholder groups had incongruent technology frames. Through extensive social interactions, in meetings and memoranda, the perceptions and expectations of stakeholders were actively reframed, leading to congruence in technological frames. In line with these findings, Lin and Cornford (2000) found that through social translation, incongruence in technology frames could be resolved. Social translation involves individuals translating public or global accounts into familiar terms, which they find of interest. In this, redundant meanings are filtered out. Then, social interactions are used to offer others their interpretations of the technology. During this process of social translation, the definition of the technology will be derived. Furthermore, Ovaska, Rossi and Smolander (2005) found that during an information system development project, incongruence in technology frames led to difficulties. Through intensive negotiations between the project participants, new interpretations were facilitated, which led to shift in the technology frames of the participants. Thus, through social interaction between different social groups, actors negotiate the content of their frames, which is suggested to lead to congruence in frames.

Incongruence in HRM frames of line managers and HR professionals is assumed to negatively influence employee-level outcomes, and trust in HRM in specific. After examining the concepts of HRM frames, sharedness of frames and congruence in frames, the concept of trust will be examined.

2.3 Trust

Different definitions and conceptualizations of trust have emerged from the literature (Dietz & Den Hartog, 2006). For an overview of these definitions, see for example Dietz and Den Hartog (2006), Mayer, Davis and Schoorman (1995), and Clark and Payne (1997). The most cited definition of trust is the definition proposed by Mayer et al. (1995), on which Rousseau, Sitkin, Burt and Camerer (1998) built. Rousseau et al. (1998) suggest that a definition of trust should also reflect the multilevel character of trust and the multidisciplinary nature, which is not reflected in the definition by Mayer et al. (1995). According to Rousseau et al. (1998), *"trust is a psychological state comprising the intention to accept vulnerability based upon positive expectations of the intentions or behavior of another"* (p. 395). This definition is suitable for this research, since it can be applied to interpersonal, group and firm levels of trust.

2.3.1 Organizational trust

Across the different disciplines focusing on trust, scholars agree that risk and interdependence must exist for trust to arise (Rousseau et al., 1998). Interdependence exists when an individual must rely on others to accomplish personal or organizational goals. Risk is inherent in these relationships (Mayer et al., 1995), because future events cannot be predicted with absolute certainty. In order to reduce the complexity inherent in the prediction of the future, trust is used (Lewis & Weigert, 1985). Since employees within an organization rely on each other to attain organizational goals, and behaviors of other employees cannot be predicted with absolute certainty, trust is needed within an organization.

Gould-Williams (2003) found a direct positive relationship between trust in the organization and organizational performance. Research has also established links between trust and other organizational outcomes. Organizational trust has been shown to positively influence organizational citizenship behavior (Robinson, 1996; Rafieian, Soleimani & Sabounchi, 2014; Liu, Huang, Huang & Chen, 2013), task performance (Colquitt, Scott & LePine, 2007), organizational commitment (Liu & Wang, 2013; Signh & Srivastava, 2013; Aryee, Budhwar & Chen, 2002; Akpinar & Taş, 2013; Tanner, 2007; Yilmaz, 2008; Gould-Williams, 2003), knowledge sharing (Singh & Srivastava, 2013), organizational learning (Moghadam, Zavari, Enayati & Lari, 2013), intellectual capital (Kianfar, Siadat, Hoveida & Abedi, 2013), and job satisfaction (Tanner, 2007; Chathoth, Mak, Jauhari & Manaktola, 2007; Aryee et al., 2002; Gould-Williams, 2003). Organizational trust has also been found to negatively influence employees' turnover intentions (Singh & Srivastava, 2013; Farooq & Farooq, 2014; Costigan, Ilter & Berman,1998; Aryee et al., 2002). Thus, research has established the importance of organizational trust.

Research has identified numerous antecedents of organizational trust. It was found that organizational justice positively influences the level of organizational trust (Bidarian & Jafari, 2012; Farooq & Farooq, 2014; Searle, Den Hartog, Weibel, Gillespie, Six, Hatzakis & Skinner, 2011), which is especially important in the case that HR systems are ill developed (Searle et al., 2011). Perceived organizational support has been found to foster organizational trust (Zhang, Tsui, Song, Li & Jia, 2008; Ullah, 2013). In addition, factors relating to leadership of the organization have been found to influence organizational trust. Martins Marques de Lima Rua and Costa Araújo (2013) and Li, Bai and Xi (2012) found that transformational leadership has a positive effect on organizational trust. Ethical leader behavior has also been found to have a positive effect on organizational trust (Johnson, Shelton & Yates, 2012).

2.3.2 Trust in human resource management

Different factors related to the HRM system employed within an organization, influence the level of organizational trust within the organization. The extent to which high commitment HR practices are adopted positively affects organizational trust levels (Gould-Williams, 2003). Holland, Cooper and Pyman (2012) found that employee voice arrangements, which is part of the HR policies of an organization, had a positive influence on trust in the employer. In addition, the accuracy and instrumentality of the performance appraisal method used by the organization had a positive influence on trust (Mayer & Davis, 1999). Concepts that negatively influence organizational trust, were psychological contract breach (Liu et al., 2013) and the use of task forces and formal policies (Blunsdon & Reed, 2003).

It has been shown that different factors, related to the HRM system, influence the levels of organizational trust within organizations. In addition to these factors, Gould-Williams (2003) found a direct, positive relationship between employees' perceptions of HR practices and organizational trust. Alfes et al. (2012) found a positive relationship between employees' perceptions of HR practices and trust in the employer. Therefore, it is argued that the HRM system is able to influence trust within the organization, and employees' trust in HRM in specific.

Within an organization, employees can place trust in a function rather than people, which is called system trust (Luhmann, 1979, as cited in Blomqvist, 1997). Based on consensus among eight researchers, trust in HRM will be defined as a psychological state comprising the intention to accept vulnerability based upon positive expectations of the intentions or behavior of the HRM system. This definition refers to trust as a belief, which reflects the subjective belief of an individual with regard to the positive intentions of others (Dietz & Den Hartog, 2006). An HRM system is defined as *"a program of multiple HR policies that are espoused to be internally consistent and reinforcing to achieve some overarching results"* (Lepak, Liao, Chung & Harden, 2006, p. 221). An HRM system consists of three distinct domains of HR policy aimed at influencing: the knowledge, skills and abilities of employees; the motivation and effort of employees; and employees' opportunities to contribute. Within each HR policy domain, different HR practices may be used to implement the policy (Lepak et al., 2006). The HR policies are determined by the overall HR philosophy of the organization. The HR philosophy is a general reflection of the value attached to the human resources and role of these resources in attaining organizational goals. The HR philosophy asserts the company's general belief on how employees should be treated and managed (Lepak, Marrone & Takeuchi, 2004). Within an organization, multiple HRM systems aimed at realizing different objectives, may be in place (Lepak et al., 2006).

After describing the literature with regard to HRM frames and trust in HRM, the research model will be discussed.

2.4 Research model

Since almost two decades, it has been recognized that HR professionals mainly implement activities that affect the skills of employees, whereas direct supervisors are important in tactical HR activities aimed at employee motivation (e.g. Whitener, 1997). Line managers have a primary responsibility in managing their personnel. HR professionals are supposed to provide them with the needed systems and support (Guest & King, 2004). Line managers play an important role in any HRM system, since line managers enact HR practices and engage in leadership behaviors. The way practices are actually implemented and the leadership behavior associated with HRM, determine employee attitudes (Purcell & Hutchinson, 2007).

Different social groups tend to have differences in their frames of reference. Line managers and HR professionals are seen as different social groups and are, thus, likely to have differences in their HRM frames. Incongruence in the HRM frames of HR professionals and line managers means that both groups have different assumptions, expectations and knowledge with regard to the HRM system, consisting of the HR philosophy, policies and practices. These differences in HRM frames are assumed to lead to inconsistency in the messages send by the HRM system.

As argued above, HRM systems have the potential to influence employees' trust in HRM. A distinction can be made between the trustee and trustor (e.g. Rousseau et al., 1998; Dietz & Den Hartog, 2006). In this relationship, the HRM system represents the trustee, whereas the employee represents the trustor. According to Dietz and Den Hartog (2006) trust the trustor puts in the trustee depends on the trustor's judgment of the trustee's competence, benevolence, integrity and predictability. In this, benevolence refers to having a genuine concern for the other party's welfare and having benign motives. Competence reflects the other party's capability (i.e. skills and knowledge), to carry out the obligations. Integrity involves devotion to principles acceptable to the other party. Predictability refers to consistency and regularity in behavior. The trustor is likely to put trust in the trustee, when it is believed that the trustee possesses all four components of trust (Dietz & Den Hartog, 2006). An employee is likely to put trust in HRM, when the HRM system exhibits benevolence, competence, integrity and predictability.

To summarize, it is proposed that congruence in HRM frames between line managers and HR professionals influences employee trust in HRM.

3. Methodology

This research is exploratory in nature as it aims to unfold a conceptualization of congruence in HRM frames of line managers and HR professionals (Marshall & Rossman, 1999). To explore the influence of congruence in HRM frames on employee-level outcomes, employees' trust in HRM is examined. A dominant-less dominant study was conducted, because the aim was to give meaning to the concept of HRM frames, as accentuated by trust in HRM (Creswell, 1995, as cited in Tashakkori & Teddlie, 1998). Mixed methods where employed to explore the perceptions of several stakeholders within the organization (Sale, Lohfeld & Brazil, 2002). The use of mixed methods allowed the examination of trust, which adds breadth and scope to the project (Greene, Caracelli & Graham, 1989).

3.1 Case study research

We choose to employ a case study approach, for three reasons. HRM frames are highly contextual, the use of case study research allowed the examination of the context in which HRM frames are embedded (Eisenhardt & Graebner, 2007). This approach also allowed us to assess and understand the viewpoint of HR professionals and line managers, whom are embedded in different departments within the organization (Flyvbjerg, 2006). The case study approach also allowed us to gain an understanding of the complex and intertwined structure of HRM frames (Walsham, 1995). Within the group of seven researchers, each researcher conducted an embedded single case study, in which different units of analysis are embedded in the same context (Yin, 2009). Single case study research allowed an in-depth investigation of the phenomenon within its context. This allowed the collection of facts, consideration of alternative explanations of these facts and the drawing of conclusions based on the explanation that appears most congruent with these facts (Yin, 1981).

3.2 Case selection

Based on the theoretical framework, different factors were considered in selecting the company. The company under investigation needed an established HR department, to ensure that HRM frames were stable. From the research model it follows, that the company should have a sufficient number of HR professionals, line managers and employees. The last factor that was considered in the selection of the company, was related to the HRM system within the company. It follows from the research model, that the company must have an HRM system in place that is executed by both HR professionals and line managers, and that affects employees directly.

3.3 Role of the researcher

Within this research project, the involved researcher role was chosen. This role implies that the researcher is seen as a member of the organization, at least temporarily. This role was chosen for four reasons. The prolonged engagement within the case company did not allow us to assume the outside observer role (Bondarouk, 2004). Furthermore, the role of the involved researcher allowed the researcher to get an inside view of the organization (Walsham, 1995). Also, as a result of sharing our interpretations and concepts with the respondents, respondents were inevitably influenced (Bondarouk, 2004). Lastly, the involved researcher role allowed us to get an understanding of the context within which the research was carried out.

Within the role of the involved researcher, different levels of involvement can be distinguished. Within this research, it was chosen to be a neutral involved researcher. In this role the researcher is not perceived as being part of a particular group within the organization, as being concerned with personal gains from the project or as being biased by previous work in the organization. However, the researcher is biased by its his or her own background, knowledge and prejudices (Walsham, 2006).

3.4 Data collection

Within the case study design, different research instruments were used to investigate the constructs congruence in HRM frames and trust in HRM (Table 1). To determine the congruence in HRM frames of line managers and HR professionals, the content and structure of these frames needed to be investigated. After determining the structure and content of the HRM frames, comparison of the frames of line managers and HR professionals was possible. The data on HRM frames were gathered through semi-structured interviews. Semi-structured interviews were used, since these allowed the identification of categories within the HRM frames (Lieber, 2007). Semi-structured interviews are especially appropriate in a research examining the perceptions and opinions of respondents regarding complex issues (Barriball & While, 1994). The data on trust were collected through a questionnaire, because questionnaires lend us the opportunity to established how much trust employees have in HRM (Blumberg, Cooper & Schindler, 2008). Furthermore, the usage of a questionnaire allowed us to gain response from a large sample and to control for the influence of other variables (Saunders, Lewis & Thornhill, 2009

HRM systems are conceptualized along the organizational goal the systems strives to attain (Lepak et al., 2006). Different researchers have used this insights to examine HRM systems with a specific goal, such as HRM for occupational safety (Zacharatos, Barling & Iverson, 2005), HRM for customer service (Schneider, White & Paul, 1998; Tsaur & Lin, 2004), HRM for organizational agility (Shafer, Dyer, Kilty, Amos & Ericksen, 2001), HRM for entrepreneurial performance (Hayton, 2003), and HRM for knowledge sharing (Swart & Kinnie, 2003). In line with this reasoning, the HRM frames of line managers and HR professionals with regard to an HRM system aimed towards a specific goal was examined. In addition, employees' trust in this HRM system was measured.

As mentioned above, cognitive frames consist of knowledge, assumptions and expectations. Based on consensus among eight researchers, four HRM frame domains, based on Lepak et al. (2006), were developed to explore how the HRM system is organized and perceived: HRM-as-intended, HRM composition, HRM in use and HRM integration. HRM-as-intended is defined as the beliefs of the intended goals and managerial reasons for introducing the specific HRM system. HRM composition refers to the organization members' views of the set of guidelines that the HRM system is intended to deliver. HRM in use denotes the organization members' understanding of how the HRM system is used daily and the consequences associated with it. HRM in use includes the HR instruments and practices employed to accomplish certain tasks and how the HRM system is organized in specific circumstances. HRM integration refers to the beliefs of how the specific HRM system is located in HRM.

Table 1: Operationalization of constructs

Constructs	Dimensions	Research instruments	Sample of items
HRM frames are defined as *"a subset of cognitive frames that people use to understand HRM in organizations"* (Bondarouk et al., 2009, p. 475).	• HRM-as-intended • HRM composition • HRM in use • HRM integration	• Semi-structured interviews with HR professionals and line managers • Document analysis	• What do you think this HRM system is designed to achieve? • What do you think are the guidelines that govern the use of this system? • How do you use this system in practice? • What do you think is the role of the system in the total HRM system?
Trust in HRM is defined as a psychological state comprising the intention to accept vulnerability based upon positive expectations of the intentions or behavior of the HRM system.	• Competence • Benevolence/Integrity • Predictability	Questionnaire among employees.	• This [HRM system] is capable of meeting its responsibilities. • This [HRM system] is concerned about the welfare of its employees. • In my opinion, the [HRM system] is reliable.
Propensity to trust refers to *"a trait that leads to a generalized expectation about the trustworthiness of others"* (Mayer et al., 1995, p. 715).	-	Questionnaire among employees.	• Most experts tell the truth about the limits of their knowledge. • Most salespeople are honest in describing their products.

Based on consensus among eight researchers, Dutch and English interview protocols were developed (Appendix I and II, respectively). A sample of the items in the interview protocol is shown in Table 1. The interviews were taped and the transcripts were sent back to the interviewees for validation. Two interviewees requested the interview not to be taped. During these interviews notes were made, on the basis of which the transcripts were developed. Full transcripts are available on request, but were not included for confidentiality reasons.

From the aim of the research, it followed that the level of employees' trust in HRM needed to be established. A questionnaire was used to assess employees' level of trust in HRM, since this is most appropriate in the examination of issues that are sensitive to respondents (Walliman,

2011). The usage of a questionnaire allowed us to gain response from a large sample and to control for the influence of other variables (Saunders et al., 2009). The line managers who were interviewed, received questionnaires for the employees under their supervision. Employees under the supervision of line managers who were not interviewed were excluded, because the HRM frames of these line managers were also not taken into account. The line managers handed out the questionnaires to the employees. Employees could return the questionnaires by using a sealed envelope or by putting it in a sealed box, to ensure confidentiality. The line managers who were interviewed, had supervision over a total of 256 employees.

Trust consists of four dimensions: ability, benevolence, integrity and predictability (Dietz & Den Hartog, 2006). Trust in HRM was measured by adapted and combined scales of Searle, Den Hartog, Weibel, Gillespie, Siz, Hatzakis and Skinner (2011) and Cummings and Bromiley (1996). Searle et al. (2011) combine benevolence and integrity into one dimension, the benevolence/integrity dimension.

Within the scale used, competence reflects the other party's capability (i.e. skills and knowledge), to carry out the obligations. Benevolence refers to having a genuine concern for the other party's welfare and having benign motives. Integrity involves devotion to principles acceptable to the other party (Dietz & Den Hartog, 2006). Taken together, the benevolence/integrity dimension is defined as a global belief about the positive intentions of the trustee (Searle et al., 2011). Predictability refers to consistency and regularity in behavior (Dietz & Den Hartog, 2006). A sample of the resultant items is given in Table 1.

Translation and back-translation was used to ensure a valid translation of these items into Dutch (Appendix III). The tenth statement was excluded based on consensus among four researchers and the HR professionals at the research site, since this statement did not apply to the HRM system under investigation. Respondents were asked to evaluate all statements on a 5-point Likert scale, since a trade-off between available time, usage of the neutral answer (Matell & Jacoby, 1972), and power of the scale had to be made (Rasmussen, 1989).

To control for a person's general propensity to trust others (e.g. Mooradian, Renzl & Matzler, 2006; Colquitt et al., 2007; Huff & Kelley, 2003), eight items measuring propensity to trust developed by Schoorman, Mayer and Davis (1996, as cited in Mayer & Davis, 1999) were added to the questionnaire (Appendix IV). To control for other factors that might influence an employee's level of trust in HRM, questions on tenure, function, type of employment contract, gender, familiarity with the HRM system and usage of the HRM system were added. The resulting questionnaire is shown in Appendix V.

The third research instrument used within this project, is document analysis. Document analysis involves collecting, reviewing, interrogating and analyzing different forms of text (O'Leary, 2004). Within this research project, document analysis was used to gain insight into the context and intended HRM within the organization (Weber, 1990). The outcomes of the document analysis were compared to the coded interview data to observe the differences between documentation about the HRM system and the perceptions of HR professionals and line managers. The list of documents reviewed and analyzed is shown in Table 2.

Table 2: Document analysis

Document type	Documents reviewed
Publicly available information	- Official Website of Philips - Philips' Annual Report 2013 - General Business Principles
Internal documentation of Philips	- E-HRM introduction for managers - HR Transformation: The new HR Operating Model
The HR Portal of Philips	All information available in the HR Portal was examined

3.5 Data analysis

To explore the congruence in HRM frames of line managers and HR professionals, the interview data was separated into two groups, data obtained through interviews with HR professionals and data obtained through interviews with line managers. Hereafter, interview data was analyzed using meaning categorization, in which extensive and complex interview data was structured using categories that arose from the data (Kvale, 1996). The transcripts were analyzed to identify statements related to knowledge, assumptions and expectations of HRM-as-intended, HRM composition, HRM in use and HRM integration. These knowledge, assumptions and expectations gave rise to the identification of subcategories within each HRM frame domain. For each subcategory, a description of the perceptions of line managers and HR professionals was developed, which enabled the analysis of similarities and differences in these perceptions.

Based on Orlikowski and Gash (1994), it was decided that incongruence in HRM frames between HR professionals and line managers existed when differences existed in their key elements or categories with regard to structure and content. In this, structure refers to the commonality in categories of frames, whereas content refers to the similarity in values on these categories.

Interviews were coded based on consensus among the three researchers, whom investigated different sites of the company under investigation (Kurasaki, 2000) (Appendix VII). After coding each others' transcripts, 50% consensus arose. Based on consensus among the three researchers it was decided that in the site under investigation in this report, no distinction would be made among the different tools used within the HR Portal. Since most interviewees did not mention the names of the different tools, it would be incorrect to use the name of these tools as codes. Hereafter, 86.36% of consensus was reached.

The data on trust in the HRM system, were coded using the codes as shown in Appendix III, the data on propensity to trust as shown in Appendix IV. The controlling questions were coded using the codes shown in Appendix VI. This was done for each investigated site of the organization under investigation separately, and for the three sites together. The scale on trust in HRM was found reliable with a Cronbach's alpha of 0.91 for the site under investigation in this report and 0.912 for all sites (Bland & Altman, 1997). When Mayer and Davis (1999) applied the propensity to trust scale in their research, they found Cronbach's alpha's of 0.55 and 0.66 in the two waves of their research. Within this research, the scale measuring propensity to trust had a Cronbach's alpha of 0.654, after item 1 and 4 were deleted from the scale, in line with Mayer and Davis (1999). For all three sites of the organization studied, the Cronbach's alpha was 0.7 after deleting item 1 and 4. The fact that item 1 and 4 were negatively worded, can account for the negative influence these items have on the Cronbach's alpha of the scale

(Barnette, 2000).The lower Cronbach's alpha of this scale, compared to the trust in HRM scale, can be explained by the smaller number of items in the scale (Gliem & Gliem, 2003). For each employee, a mean trust score was calculated to determine the employee's degree of trust in the HRM system (Appendix VI). The same was done for each employee's propensity to trust (Appendix VI).

Based on Dietz and Den Hartog (2006), we assumed that the different degrees of trust in HRM exist. Scores from 1.0 to 1.999 were classified as distrust, scores from 2.0 to 3.999 as confident trust and scores from 4.0 to 5.0 as complete trust.

Trust in HRM an propensity to trust were measured on a 5-point Likert scale. The six questions measuring propensity to trust were combined into a single composite score in analyzing the data. Furthermore, a composite score stemming from the twelve questions measuring trust in the HRM system was used. The combination of these Likert-type items into composite scores, resulted in Likert scale data rather than Likert-type data (Boone & Boone, 2012).

> *"Likert scale data [...], are analyzed at the interval measurement scale. Likert scale items are created by calculating a composite score (sum or mean) from four or more Likert-type items; therefore, the composite score for Likert scales should be analyzed at the interval measurement scale. Descriptive statistics recommended for interval scale items include the mean for central tendency and standard deviations for variability"* (Boone & Boone, 2012, p. 3).

Thus, to determine the central tendency of trust in HRM and propensity to trust the mean is used, to determine variability the standard deviation is used. Two items were used to determine whether the employee was familiar with and made use of the HRM system under investigation. When the respondent was not familiar with the HR Portal, the respondent was excluded from further analysis. Respondents who were familiar with the HR Portal, but did not use the HR Portal, were included in the analysis. This decision is based on the fact that the HR professionals indicated that all employees are able to use the HR Portal. Since their reasons not to use the HR Portal might be reflected in their trust in the HR Portal, these cases were deemed interesting and highly relevant. An independent sample t-test was used to determine whether significant differences existed between the trust in HRM and propensity to trust of employees who use the system and employees who do not use the system. The assumptions associated with this t-test are: normal distribution of the dependent variable within both populations and equality of population variances (Berenson, Levine & Krehbiel, 2009). Through the Shapiro-Wilk test of normality and Levene's test for equality of variances, it was determined that both assumptions were met (De Vocht, 2010).

Initially, the propensity to trust scale was added to the questionnaire to determine whether certain respondents exhibit high levels of trust because of their personal characteristics. To test whether the mean level of trust in HRM differed between the respondents with a high level of propensity to trust and a low level of propensity to trust, a t-test was appropriate (Berenson et al., 2009). Whereas scores below three would indicate a low propensity to trust, scores above three would indicate a high propensity to trust. However, the respondents' propensity to trust scores were concentrated around this value, making a distinction between these groups inappropriate. Therefore, the relationship between propensity to trust and trust in HRM was

examined through a regression test (Berenson et al., 2009). The differences in the mean levels of trust in HRM and propensity to trust between the different sites of the organization was determined through a one-way analysis of variance (ANOVA). Through the use of a normal probability plot and Levene's test for equality of variances, it was determined that the assumptions for using the one-way ANOVA were met (De Vocht, 2010).

Organizational tenure and job tenure are ratio level data, since it can take on any value and a meaningful zero point exists. In analyzing the relationship between propensity to trust, organizational tenure, and job tenure, and trust in HRM, a multiple regression test was used (Boone & Boone, 2012; Berenson et al., 2009). In linear regression numerical independent variables are used to predict another numerical variable, the dependent variable. The assumptions necessary for a regression model are: linearity, normality of error and equal variance. Through a residual analysis, it was determined that these assumptions were met (Berenson et al., 2009).

Gender was measured on a nominal scale, since response categories are mutually exclusive but do not imply a rank in response categories (De Vocht, 2010). An independent sample t-test was used to determine whether the mean level of trust in HRM differed per gender. The assumptions associated with this t-test are: normal distribution of the dependent variable within both populations and equality of population variances (Berenson et al., 2009). Through the Shapiro-Wilk test of normality, a normal probability plot and Levene's test for equality of variances, it was determined that both assumptions were met (De Vocht, 2010).

To determine whether the mean level of trust in HRM differed per type of employment contract, the Kruskal-Wallis rank test was used. Since trust in HRM was not normally distributed within the groups distinguished and the samples were not sufficiently large, the assumptions of the one-way ANOVA were violated. Therefore, a nonparametric test for differences among the medians needed to be used (Berenson et al., 2009).

3.6 Sample

The data on the HRM frames of HR professionals and line managers were gathered through semi-structured interviews. Within the site under investigation, all HR managers were interviewed. In selecting the line managers to participate in the interview, an HR professional assisted. The total interview duration amounted to 574, with an average interview duration of 38 minutes (Table 3).

Table 3: Interview data

Function	Number of interviewees	Total interview duration	Range of interview duration
HR professionals	3	143 minutes	Between 40 and 58 minutes
Line managers	12	431 minutes	Between 20 and 68 minutes

The data on trust in HRM were gathered through a questionnaire consisting of 27 items. Of the 256 employees that were asked to fill out the questionnaire, 103 completed questionnaires were received. This equals a response rate of 40.23 percent, which is acceptable (Baruch, 1999). Five of the items were used to gather background information on respondents. This revealed that 81.6 percent of the respondents were male. 88 percent of the respondents had a permanent full-

time contract, 11 percent had a permanent part-time contract, 1 percent a fixed term, full-time contract and none of the respondents had a fixed term, part-time contract. Respondents held 28 different functions, with 60.19% of the respondents having the function of 'Operator'. The mean organizational tenure of respondents was 21.5 years, with a standard deviation of 9.88. The mean job tenure was 14.11 years, with a standard deviation of 9.42.

Two items were used to determine whether the employee was familiar with and made use of the HRM system under investigation. 94.2 Percent of the respondents indicated to be familiar with the HR Portal, 83.5 percent indicated to use the HR Portal.

3.7 Trustworthiness of the study

Within this research project, the quality of data collection was ensured through:

- Asking follow-up questions during the interviews that embedded the statements made by the interviewee in concrete situations (Sandberg, 2005).
- Transcripts of the interviews were send back to the interviewee to validate the interpretation (Krefting, 1991).
- The researcher was involved in the case study for two months, which allowed the building up of an understanding of the culture of the organization (Bondarouk, 2004).
- The researcher checked the understandability of the questionnaire for employees with multiple HR professionals within the organization.
- The questionnaire was developed through a combination of existing scales, all adjustments were based on consensus among eight researchers.
- The interview protocol was developed based on consensus among eights researchers.
- Within the five meetings held with the three researchers investigating the different sites of the organization, the data collection was discussed and consensus arose.
- Within the thirteen meetings held with the whole research group, the data collection was discussed and consensus arose.
- Translation-back translation of the questionnaire about trust in HRM was used to validate the translation of the questionnaire in Dutch.

Within this research project, the quality of findings and conclusions were ensured trough:

- Findings were discussed within the project group consisting of eight researchers, to verify the correctness of interpretations of the data (Sandberg, 2005).
- Saturation in the data gathered by interviews was assured by interviewing twelve line managers and the whole population of HR professionals, while the point of data saturation is reached after twelve interviews (Guest, Bunce & Johnson, 2006).
- Interviews were coded based on consensus among the three researchers, whom investigated different sites of the company under investigation (Kurasaki, 2000) (Appendix VII).
- Within the five meetings held with the three researchers investigating different sites of the organization, the interpretation of the findings was discussed and consensus arose.
- Within the thirteen meetings held with the whole research group, the interpretation of findings was discussed and consensus was reached.
- The case description was send back to an HR professional at the research site for validation.

4. Case description

This case study research was conducted at a site of Royal Philips of the Netherlands, established in 1891 by Gerard and Frederik Philips (Koninklijke Philips N.V., 2014a). Analysis of the publicly available documents revealed that Philips has a global presence with 59 R&D centers, 111 manufacturing sites, and over 114,000 employees (Koninklijke Philips N.V., 2014b). Philips is a technology company, focusing on three sectors: Healthcare, Lighting and Consumer Lifestyle. Innovation has always been central to Philips' business, which is also reflected in Philips' mission:

"To improve the quality of people's lives through the timely introduction of meaningful technological innovations. Philips wishes to be a responsible partner in society, acting with integrity towards its shareholders, customers, employees, suppliers and business partners, competitors, governments and their agencies, and others who can be affected by its activities" (Koninklijke Philips N.V., 2014c).

From the publicly available information, it became clear that Philips has a strong focus on performance and innovation. In 2011, Philips started the Accelerate! project, aimed at improving performance. Accelerate! consists of five streams, designed to: make Philips more customer focused; resource Philips' resource/business market combinations to win; create lean end-to-end customer value chains; implement a simpler, standardized operating model; and to drive a growth and performance culture (Koninklijke Philips N.V., 2014b).

Philips designs and produces technological products for the healthcare, lighting and consumer lifestyle sectors (Koninklijke Philips N.V., 2014c). Within the highly competitive, global healthcare industry, the pace of innovation is rapid. Most innovations are incremental, with new products representing improvements to the existing products (Nexon & Ubl, 2010). The consumer electronics industry is characterized by intense research which leads to the development of advanced technologies (Andrae & Andersen, 2010). Philips is the world's largest lightning-producing company with a leading position in the production of Light Emitting Diode (LED) lightning solutions (Koninklijke Philips N.V., 2014d). Due to the enormous benefits associated with the use of LED lightning instead of traditional lightning sources, LED lightning will continuously improve and usage will increase (Bessho & Shimizu, 2012). Thus, in all three industries in which Philips is active, innovation is of great importance. Philips was impacted by the final crisis, most evidently during the year 2011, in which Philips' net income was negative (Koninklijke Philips N.V., 2014b). To ensure firm survival, innovation has become even more vital (Reeves & Deimler, 2009).

4.1 Philips site under investigation

This research was conducted at one site of Royal Philips, located in the north of the Netherlands. From here on, the site under investigation will be referred to as site A. The technological knowhow of Philips is concentrated at this site, that is engaged in the development of Consumer Lifestyle products and industrial activities. Within site A, numerous products for consumers are developed, such as men's shavers, grooming devices, hair stylers and vacuum cleaners. At site A men´s shavers and grooming devices are also produced. The mean percentage of male and female employees, and the distribution of age and educational level for the Dutch sector in which Philips is active, are given in Table 4.

Table 4: Employee characteristics in the Dutch electronic devices production

Characteristic	Categories	Percentages
Gender	Male	74.70
	Female	25.30
Age	15-25 years	4.82
	25-35 years	24.10
	35-45 years	33.73
	45-55 years	25.30
	55-65 years	12.05
Level of education	Lower education	19.28
	Secondary education	40.96
	Higher education	39.76
Note. Adapted from *Beroepsbevolking; naar bedrijf en persoonskenmerken 1996-2008* [Data file] by Centraal Bureau voor de Statistiek, 2012.		

This research focused on the industrial activities at site A, consisting of two factories. One of these factories is production-driven, whereas the other factory is order-driven. Within these two factories, a total of 619 employees and 95 line managers are employed. The employees work on the basis of a shift system, in which the employees' working hours change every week. The employees' work mainly consists of routine tasks, although the products on which the employees work vary. The average level of education of these employees is secondary vocational education. The line managers have an average level of education of intermediate to higher vocational education. HR professionals all have an university degree. The average tenure of line managers versus HR professionals also differs, five versus eleven years, respectively.

Within Philips, an employee engagement survey is held annually. This survey measures employee satisfaction, commitment and advocacy. Globally, 75% of the employees of Philips score favorable on this survey, against 72% in their high-performance benchmark (Koninklijke Philips N.V., 2014b). Within site A, 87% of the employees' scores are favorable, meaning that employee engagement is remarkably high within site A.

4.2 Philips' Human Resource Management

From the internal documentation of the company, it was found that Philips' HR vision is set globally and focuses on attracting and developing people that share the passion of Philips. Philips' current HR strategy is aimed at supporting the Accelerate! project, being an attractive company to talents, leadership and talent development, creating a high performance learning organization, and optimizing the HR service delivery model. In line with the HR strategy, Philips has recently implemented a new HR operating model, which focuses on devolving HR tasks to line managers, operating on a global scale, integrating all e-HRM systems currently in use into one e-HRM system and making the HR operating model lean.

The two HR managers at site A directly report to the manager of the HR cluster in the north of the Netherlands. The HR managers are responsible for implementing the HRM policies and practices set by the HR professionals at the headquarters of Philips. The HR managers are also responsible for providing operational support, in the area of HR, to the line managers at site (Koninklijke Philips N.V., 2014e).

The HRM system under investigation, is the e-HRM system currently in use at the site A. According to Ruël, Bondarouk and Looise (2004), *"e-HRM is a way of implementing HR strategies, policies and practices in organizations through a conscious and directed support of and/or with the full use of web-technology based channels"* (p. 365-366). Based on this definition of e-HRM, and consensus among three researchers and the HR professionals within Philips, the e-HRM system of Philips was defined as: The HR Portal, which is available for all employees of Philips through the intranet, and all information and functionalities this HR Portal contains. From internal documentation of Philips, it was found that in the new HR operating model, managers have greater responsibility for people management through the online HR Portal. Furthermore, employees are given the responsibility for updating their personal data using the HR Portal. The internal documentation revealed that the introduction process of the HR Portal was completed in June 2012.

The HR Portal at site A, consists of different tools. Globally, Philips offers numerous tools for different purposes. Although employees of Philips have access to all of these tools, not all tools are in use at all locations, since some functionalities are abundant. The relevant content of the HR Portal is described in more detail in Appendix VIII.

Employees have access to a limited number of tools within the e-HRM system. These tools are used for personal administration and retrieval of information. In addition to these tools, line managers have access to numerous tools enabling the administration of team-related information. HR professionals have access to one additional tool, enabling them to view and create reports on employee data. Within some other tools, HR professionals have access to more functionalities than the line managers and employees. For example, only HR professionals can digitally manage the in-, through- and outflow of employees through the e-HRM tool (Appendix VIII).

According to an HR professional at site A, the HR philosophy, policies and practices are determined at a global level within Philips. The HR professionals are expected to implement the philosophy, policies and practices. For a major part, the responsibilities for the execution of the HR practices lies with the line managers. Thus, HR professionals and line managers have different roles within HRM, which might influence the congruence in HRM frames between these groups.

5. Findings

5.1 HRM-as-intended

The coding of interview data revealed that the HRM frame domain HRM-as-intended consisted of twelve subcategories (Table 5). From internal documentation, it was found that it was decided at the headquarters to implement the HR Portal, in combination with an HR contact center with functional specialists, with the following objectives: deliver common HR services; standardize and integrate systems and processes; ensure accessibility and maintenance of HR content and HR Portal; manage E2E [end-to-end] common process framework; manage HR IT landscape and projects; manage PPS [Philips People Services] vendors; focus on operational excellence and easy user experience.

Although cost reduction was not found as an intention through the document analysis, it was the most frequently mentioned by line managers and HR professionals. The majority of the line managers and HR professionals mentioned that they felt the HR Portal was intended to reduce costs, mainly by making part of the HR staff obsolete. This is exemplified by the following statement:

> "I think management choose to introduce the HR Portal for financial reasons. If you look at the costs within your organization, than this is something to consider making digital. This saves costs, because before [the introduction of the HR Portal] four HR people were walking around and now only two. I cannot think of any other goal. I studied Business Administration, technical systems are used to ensure that you need fewer resources" (LM-8).

Some line managers and an HR professional felt the intention of the HR Portal was centralization of either the HR processes or HR department, or both. Which is related to the intention of "delivering common HR services" found in the internal documentation. A line manager and an HR professional felt that the intention of the HR Portal was to centralize the HR department, with the underlying intention of saving costs.

The internal documentation revealed that a goal of the implementation of the HR Portal was standardization of HR processes and systems. This was partly reflected within the HRM frames of line managers and HR professionals, as they perceived a goal of the HR Portal to be the standardization of HR policies and processes. This is exemplified by the following statement:

> "Before the HR Portal was in place, different sources of information existed within the company. To ensure that all employees have access to the same information, the HR Portal was designed. The HR Portal ensures that everyone within Philips can see and arrange things in an uniform way" (HR-1).

A line manager and an HR professional felt the HR Portal was intended to standardize HR policies and processes, which should lead to increased efficiency, which reduces costs. Another intention of the HR Portal, revealed in the document analysis, is " Manage HR IT landscape and projects". A highly related intention was mentioned by some line managers and the majority of the HR professionals, namely digitalization. An HR professional pointed out that the digitalization of HR was also intended to reduce costs:

> "By digitalizing everything, you can achieve quick-win cost-savings, because you need less people. Since the implementation of the HR-digital world, the staffing in terms of HRM, in the operational HR functions, decreased by a quarter, a third or a half. It, thus, is a pure cost-cutting exercise" (HR-2).

In line with the internal documentation of Philips, the majority of HR professionals and line managers perceived increasing efficiency of HR processes as a goal of the HR Portal. A number of these managers felt that the intention of the HR Portal was to decrease searching time for HR-related information, in order to increase efficiency. Part of these managers and an HR professional indicated to see cost reduction as the underlying intention behind increasing efficiency.

The intention that was mentioned by the highest number of line managers and HR professionals, was the devolution of HR tasks to the line. The majority felt that the goal of the HR Portal was to devolve HR tasks to the line. A few line managers perceived the intention was to enable the devolution of tasks to the line. The difference is highlighted by comparing statements made by Line Manager 4 and Line Manager 2. Line manager 4 said the following on the perceived intention of the HR Portal:

> *"The intention of the system is to devolve as much tasks as possible from central organizations to the line, so to the line managers within the organization".*

Line manager 2 perceived this differently:

> *"The goal of the HR Portal, I think, is to ensure that we [the line managers] can perform our tasks better. The tasks that were performed by HRM at first, are now for a big part devolved to the direct line managers. To perform these tasks, we need help. The HR Portal is intended to offer help".*

Although none of the HR professionals mentioned convenience for the line as an intention of the HR Portal, the majority of the line managers and the results of the document analysis did. These line managers perceived that a reason for the implementation of the HR Portal was to increase the convenience for the line managers in carrying out HR tasks.

The majority of the HR professionals and some of the line managers perceived employee empowerment to be an important goal of the HR Portal. They perceive the HR Portal is intended to empower employees to arrange things by themselves or to make decisions by themselves.

From the interview data, it became apparent that transparency in HR processes is another intention of the HR Portal. A number of line managers and HR professionals felt that the HR Portal was introduced to increase the transparency in HR processes to the employees and to management. Line Manager 7 stated the following about this intention:

> *"[The HR Portal is intended] to make tasks more transparent. Also to make the expectations clear, so you know exactly what you should do".*

Other intentions of the HR Portal that became apparent from the interview data were the intentions to: enable administration of HR-related data; enable the execution of HR-related processes; and to enable the retrieval of HR-related information. These were mentioned by a line manager, an HR professional and a line manager, and an HR professional, respectively. Although all line managers were able to name intentions of the HR Portal, some line managers indicated that the intentions of the HR Portal were not clear. An overview of the subcategories indentified within the HRM frame domain HRM-as-intended of HR professionals and line managers, is given is Table 5. The perceived interrelations between the intentions of the HR Portal, are depicted in Figure 1.

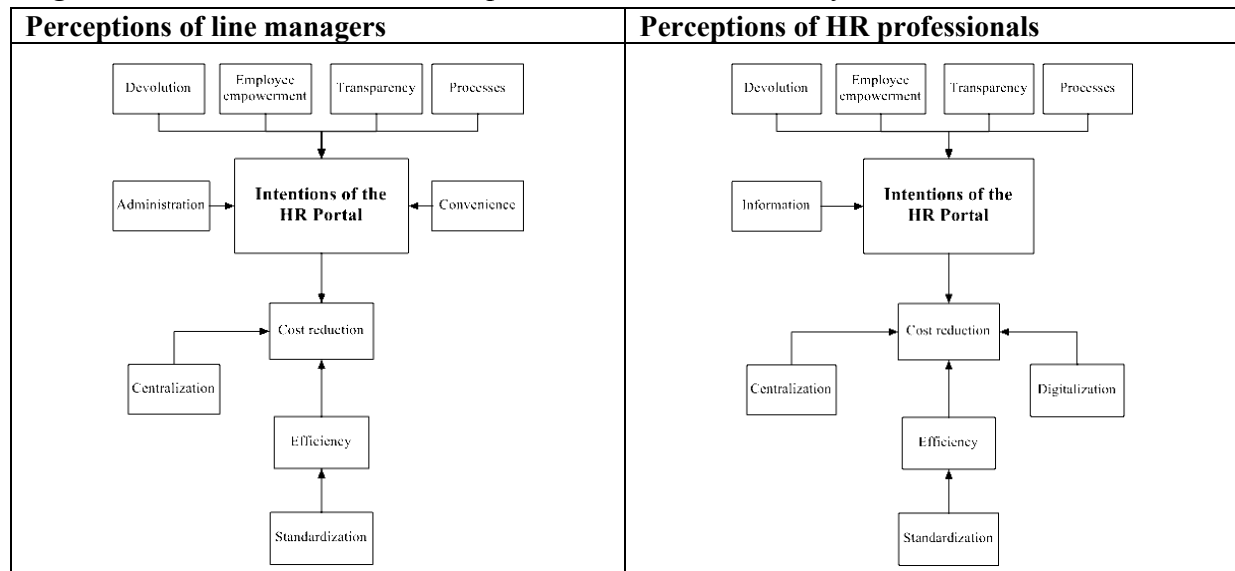*Figure 1: Perceived interrelationships between the intentions of the HR Portal*

Perceptions of line managers	Perceptions of HR professionals

Table 5: HRM frame domain HRM-as-intended

Subcategories within the HRM frame domain HRM-as-intended	Perceptions of line managers	Perceptions of HR professionals
Cost reduction	• The intention of the HR Portal is to reduce costs by making HR personnel partly obsolete. • The intention of the HR Portal is to reduce costs by standardizing HR processes. • The intention of the HR Portal is to reduce costs by digitalizing HR processes. • The intention of the HR Portal is to reduce costs by centralizing HR processes.	• The intention of the HR Portal is to reduce costs by making HR personnel partly obsolete. • The intention of the HR Portal is to reduce costs by standardizing HR processes. • The intention of the HR Portal is to reduce costs by digitalizing HR processes. • The intention of the HR Portal is to reduce costs by centralizing HR processes.
Centralization	• The HR Portal is intended to enable the centralization of HR processes. • The HR Portal is intended to enable the centralization of the HR department.	• The HR Portal is intended to enable the centralization of HR processes. • The HR Portal is intended to enable the centralization of the HR department.
Standardization	The intention of the HR Portal is to standardize HR policies and processes.	The intention of the HR Portal is to standardize HR policies and processes.
Digitalization	The intention of the HR Portal is to digitalize HR administration and information.	The intention of the HR Portal is to digitalize HR processes.
Efficiency	The HR Portal is intended to increase efficiency in the execution of HR processes.	The HR Portal is intended to increase efficiency in the execution of HR processes.
Convenience	The intention of the HR Portal is to increase convenience in the execution of HR processes for line managers.	None.
Devolution	• The intention of the HR Portal is to devolve HR tasks to the line. • The intention of the HR Portal is to enable the devolution of tasks to the line.	The intention of the HR Portal is to devolve HR tasks to the line.
Employee empowerment	The intention of the HR Portal is to empower employees to make HR-related decisions.	The intention of the HR Portal is to empower employees to make HR-related decisions.
Transparency	• The intention of the HR Portal is to increase transparency in HRM to the line. • The intention of the HR Portal is to increase transparency in HRM to higher management.	The intention of the HR Portal is to increase transparency in HRM to the line.
Administration	The intention of the HR Portal is to enable HR-related administration.	None.
Information	None.	The intention of the HR Portal is to enable employees to view HR-related information.
Processes	The intention of the HR Portal is enable employees to execute HR-related processes and tasks.	The intention of the HR Portal is enable employees to execute HR-related processes and tasks.

5.2 HRM composition

During the interviews, all line managers and HR professionals were asked to indicate what they perceived as guidelines the HR Portal was intended to deliver. From the coding of the interview data, it was found that the HRM frame domain HRM composition contains thirteen subcategories (Table 6). Although a number of line managers initially indicated that guidelines of the HR Portal were unknown, during the course of the interview, guidelines were mentioned by every interviewee.

The most frequently mentioned guideline was to respond to notifications generated by the HR Portal. Line Manager 5 explains this guideline as follows:

> *"When an employee has an anniversary or requests maternity leave, you receive notifications. And also when you need to perform other tasks. So in e-HRM a reminder is built in, but you also get these by e-mail. I actually get triggered by the e-mail, because I read that tasks need to be completed. Then you go [to the HR Portal] and see which task it is. But I am not constantly going to look, I wait till I receive a notification and then I react".*

Nearly half of the line managers used the HR Portal when needed for the completion of HR-related tasks, which served as a guideline to them. In contrast, one of the HR professionals pointed out that employees should go to the HR Portal on a daily basis. Only three line managers indicated to go to the Portal regularly, however, not daily.

As pointed out by the majority of the HR professionals, all guidelines for the usage of the HR Portal are based on the collective labor agreement. These agreements are specified in 'guidelines labor agreements' within Philips. According to HR professional 1:

> *"In every instance, [employees] have to work within the rules specified by the collective labor agreement (CLA) and the 'guidelines labor agreements', also when using the HR Portal. For example, in the 'guidelines labor agreements' you can see when you are entitled to receive overtime".*

Another guideline that the HR Portal was intended to deliver according to HR professionals, but was not mentioned by any of the line managers, was the guideline to adhere to Philips' General Business Principles (GBP). This guideline is exemplified by the following statement:

> *"The General Business Principles of Philips is a general code of conduct, to which we always have to comply. The General Business Principles can be seen as a code of ethics. Within these code, matters as the confidentiality of personal information are specified, which also form an important guideline for the usage of the HR Portal"* (HR-1).

Although none of the line managers mentioned the General Business Principles as guidelines of the HR Portal, two of the line managers indicated confidentiality of personal information as a guideline of the HR Portal. Document analysis also revealed confidentiality of personal information was part of the General Business Principles (Koninklijke Philips N.V., 2014c). According to HR professional 1, the How do I's also guide the usage of the HR Portal:

> *"Guidelines for the usage of the HR Portal are, I think, the How do I's in the HR Portal. [In the How do I's] it is specified how certain cases should be handled".*

This guideline was also mentioned by one of the line managers. Another line manager acknowledged the existence of these guidelines, but claimed to never use them.

Two of the HR professionals and the majority of the line managers indicated during the interview that most of the guidelines for the usage of the HR Portal, are incorporated into the system. An HR professional explained this as follows:

> *"The guidelines of the system are (...) based on the CLA. But the guidelines for anniversaries are, for example, not all incorporated into the CLA. Within Philips, we have the 'guidelines labor agreements', those actually form our guidelines. And within these guidelines there is some latitude, so you can fill out the details locally. However, in principal the guidelines are quite strict, (...) you cannot deviate from it. (...) For example, someone who has been working here for twenty-five years receives five vacation days. You cannot say, I like you, I will give you six. Well, you can, but not within the system. So the guidelines are incorporated into the system"* (HR-2).

In contrast, a line managers felt the guidelines were not incorporated into the system. Some line manager perceived the guidelines to stem from the training provided by the HR professionals, one of them felt the guidelines differed per tool within the HR Portal.

The majority of the line managers indicated that a guideline exists on whom to ask for help when line managers have an HR-related or system-related question. Although these line managers do not agree on the standard sequence of information sources, the majority first searches the Portal and only afterwards ask HR professionals for help. Line manager 5 stated:

> *"When I am looking for information, I search in the [HR Portal]. If I cannot find it there, or it does not work online, you approach your HR colleague for help".*

The HR professionals indicated a different sequence of sources was ought to be used, namely: The HR Portal, Philips' People Services and then the HR professionals.

In the context of the execution of the performance appraisals and salary round, a quarter of the line managers also mentioned a guideline for the usage of the HR Portal. They perceived a guideline was to execute HR tasks and processes within the set time schedule.

Two line managers also perceived the clear documenting of agreements made with employees, as a guideline in using the HR Portal. One of the line managers indicated this guideline in the context of performance appraisal, whereas the other line manager did in the context of absenteeism.

Table 6: HRM frame domain HRM composition

Subcategories within the HRM frame domain HRM composition	Perceptions of line managers	Perceptions of HR professionals
No guidelines	- Guidelines for the usage of the HR Portal are unknown. - Guidelines for the usage of the HR Portal are not clear. - Guidelines for the usage of the HR Portal do not exist.	None.
Respond to notifications	A guideline for the usage of the HR Portal is to respond to notifications generated by the HR Portal.	A guideline for the usage of the HR Portal is to respond to notifications generated by the HR Portal.
When needed	A guideline of the HR Portal is to use the system when needed in completing HR-related tasks.	A guideline of the HR Portal is to use the system when needed in completing HR-related tasks.
Integration into the HRM system	- The guidelines for the usage of the HR Portal are integrated into the HR Portal. - The guidelines for the usage of the HR Portal are not integrated into the HR Portal.	The guidelines for the usage of the HR Portal are integrated into the HR Portal.
Collective Labor Agreements	None.	In using the HR Portal, employees need to comply to the CLA and the 'guidelines labor agreements'.
General Business Principles	None.	In using the HR Portal, employees need to comply to Philips' General Business Principles.
How do I's	- In using the HR Portal, employees need to follow the procedures as specified in the How Do I's. - The How do I's do not form guidelines for the usage of the HR Portal.	In using the HR Portal, employees need to follow the procedures as specified in the How Do I's.
Document agreements	Guideline of the HR Portal is to clearly document all agreements made with employees.	None.
Privacy	In using the HR Portal, the privacy of employees needs to be protected.	None.
Regularity	Guideline of the HR Portal is to go to the HR Portal on a regular basis.	Guideline of the HR Portal is to go to the HR Portal on a regular basis.
Questions	When HR-related questions arise, a standard sequence of information sources is used: - HR Portal, HR professionals. - HR Portal, PPS, HR professionals. - HR Portal, HR professionals, PPS. - HR Portal, colleague or PPS.	When HR-related questions arise, a standard sequence of information sources is used: - HR Portal, PPS, HR professionals. - HR Portal, HR professionals or PPS.
Differ per tool	The guidelines for the usage of the HR Portal differ per tool within the Portal.	None.
Training	The guidelines for the usage of the HR Portal stem for training provided by HR professionals.	None.

5.3 HRM in use

The interviews revealed that, within the HRM frame domain HRM in use, a clear distinction can be made between the categories usage of the HRM system and the consequences of the HRM system (Table 7).

5.3.1 Usage of the HR Portal

The content of the HR Portal at site A, is summarized in Appendix VIII. Only the tools that are actively used by either employees, managers or HR managers at site A are included. For the different groups, different functionalities are available within these tools. Not all interviewees mentioned the names of the tools, only the functionalities. Therefore, interview data with regard to use of the HR Portal were categorized along functionalities of the tools rather than the names of the tools (Table 7).

Even though the internal documentation of Philips revealed that line managers should use the HR Portal on a daily basis and one of the HR professionals indicated that line managers use the HR Portal on a daily basis, most line managers indicated to use the HR Portal irregularly. A minority of the line managers did indicate to use the system quite often, but not on a daily basis. An HR professionals mentioned that line managers are using the tools for performance appraisals and pay raises twice a year. Most line managers indeed indicated to use these tools. The use of the other tools available through the HR Portal varied across line managers. From the interview data, it was found that this is caused by differences in the needs of line managers. An example of this, is given by line manager 5:

> "I do not actually use e-Care, because I have never had to deal with sick employees".

Another reason for line managers not to use certain tools, is related to the system-related and HR-related knowledge of line managers. This is exemplified by the following statement:

> "I do not use e-Care, I know that it exists, but I have never used it. I do not know why. I think I do not use half of the tools, because I do not need them. I just do not know when to use these tools. Of course this is partly due to incompetence, but have not immersed myself either" (LM-12).

All line managers use the HR Portal for personal, HR-related administration, the majority of the line managers also use the HR Portal for HR-related administration for subordinates. HR professionals also mentioned that the HR Portal is used in practice for personal, HR-related administration and HR-related administration for subordinates. The e-HRM and Concur tools are used most for personal administration, which is not in line with the findings of the internal document analysis (Appendix VIII). The tools e-Care, PPM and COMplanner are used most for administration for subordinates, which is predominantly in line with the internal document analysis since it can also be used for team-related administration (Appendix VIII).

From the interview data, it was also found that certain HR processes are executed through the HR Portal. The majority of the line managers said to execute the performance appraisal processes through the PPM tool in the HR Portal, an HR professional mentioned this as well. Some line managers, as well as an HR professional, mentioned the use of the COMplanner tool for the execution of the salary round. Another process mentioned by line managers, but not by HR professionals, is the execution of absenteeism processes through the e-Care tool in the HR Portal.

All HR professionals pointed out the possibility to use the HR Portal to find HR-related information. Half of the line managers claimed to use this functionality, most often to find information on the execution of HR processes. HR professional 3 pointed out that:

> *"I think managers know where to find certain information [in the HR Portal]".*

However, only a few line managers felt they have sufficient information to execute their HR tasks. The majority of the line managers felt they do not have enough system-related or HR-related information to use the HR Portal effectively. According to the line managers this lack of knowledge is mainly caused by the infrequency with which certain HR tasks have to be executed. Other causes mentioned were the ineffective communication of the HR professionals and the lack of transparency in the HR Portal. Although an HR professional pointed out that HR professionals give instructions, information and training on the use of the HR Portal, a number of line managers felt the communication from HR to the line is not sufficient. Multiple managers also argue that training provided by HR professionals has not enough depth. According to a number of line managers, the lack of knowledge resulted in decreased efficiency in HR processes.

Two of the HR professionals mentioned to use the HR Portal in monitoring HR tasks of line managers. A line manager said:

> *"I do not know all legal rules, so I hope someone is monitoring if this is all going right"* (LM-2).

Line managers mentioned a number of problems they encounter in using the HR Portal. A quarter of the line managers indicated that not all digital systems are linked, which results in unnecessary paperwork. Other problems are related to the functionalities or format of the HR Portal, some of which the HR professionals showed to be aware off.

5.3.2 Consequences of the HR Portal

The coding of the interview data revealed that the category consequences of the HR Portal contains eleven subcategories (Table 7). Nearly half of the line managers perceived that the HR Portal affected the level of convenience in executing HR processes. However, whereas some managers felt the HR Portal increased the level of convenience, others perceived the opposite. None of the HR professionals felt the HR Portal affected the level of convenience in executing HR processes.

All HR professionals and the majority of the line managers perceived that the HR Portal affected the devolution of HR tasks to the line. A majority of the line managers and an HR professional felt the devolution of HR tasks to line was a direct consequence of the HR Portal, as exemplified by this statement:

> *"A consequence of the HR Portal is that the number of tasks I have to perform has increased. Before, HR professionals performed these tasks. Now, we have to perform these tasks ourselves"* (LM-4).

Other line managers and HR professionals felt that the HR Portal enabled the devolution of HR tasks to the line:

> *"Managers complain about the extra tasks they have to perform. Many managers wonder what HR is still doing. However, this is not a direct consequence of the implementation of the HR Portal, because Philips already started to devolve HR tasks to the line before the HR Portal was implemented"* (HR-1).

Half of the line managers mentioned that the level of personal contact was affected by the HR Portal. Multiple line managers perceived that the personal contact with HR decreased, some of them also felt personal contact with other employees decreased as a consequence of the HR Portal:

> *"Before there would be someone in the office, you had to go there. I thought that was nice I must say. Due to the HR Portal you have less personal contact with people, with employees in the line as well as with HR. I miss that personal contact"* (LM-10).

A minority of the line managers and an HR professional mentioned that the HR Portal affected the level of digitalization of the HR tasks. A consequence of the HR Portal that was mentioned regularly, was the empowerment of employees. Both HR professionals and line managers perceived the increased empowerment of employees as a consequence of the HR Portal, since employees are enabled to make decisions and arrange things themselves through the HR Portal. The HR Portal also affected the efficiency of HR processes, according to a majority of the line managers and HR professionals. The HR Portal was perceived to cause an increase in efficiency by making HR processes faster, less work, more direct and more lean. A decrease in efficiency was perceived due to time lost in the processing of data by the HR Portal and time lost searching within the HR Portal. This perception is exemplified by the following statement:

> *"If you did not know exactly how the tool was working, you lose time searching for the image you are looking for and that provides the right information. You easily spend half an hour searching. But when I ask HR, they can just print it. On the other hand, if I ask HR, I have to find that person and this takes time as well. So in the end it works, I think it works fast"* (LM-4).

All HR professionals perceived the changing role of HR professionals within the organization as a consequence of the HR Portal, a minority of the line managers also mentioned this consequence. Both HR professionals and line managers perceived that the role of HRM changed from an operational role into a more supportive, advisory role. An HR professionals perceived the role of HRM to have changed into a more strategic role as a consequence of the HR Portal.

A consequence that was only mentioned by an HR professionals and by none of the line managers, was the standardization of HR processes. The HR professional mentioned as a consequence of the HR Portal:

> *"Cases are always handled in the same way, because everything is fixed in standard procedures"* (HR-1).

A number of HR professionals and line managers felt that the HR Portal affected the level of transparency of HR. In general, line managers perceived an increase in the transparency of HR processes and expectations. One line manager expressed a contrasting opinion:

> *"It it not transparent to us [line managers] what happens in HRM and how everything is arranged"* (LM-6).

HR professionals felt that the HR Portal increased transparency of HR decision-making and HRM as a whole.

Some line managers felt the HR Portal increased the time pressure in line managers' work:

> *"A variety of extra HR tasks were given to us. However, before I had a job as well and now I only gained extra work. And if everything runs smoothly in the department, it is possible to perform these tasks. But when you have a number of sick employees, you lose a lot of time to these tasks"* (LM-2).

One of the HR professionals also acknowledges these feelings among line managers:

"The [line] manager will experience the HR Portal as an extra workload" (HR-2).
Another HR professional points out that the increased time pressure for line managers, is not a direct consequence of the HR Portal. Rather, it is a consequence of the devolution of HR tasks to the line, which started before the HR Portal was introduced.
A number of line managers felt the HR Portal affected their working attitudes. Most of these managers felt that the HR Portal negatively impacted on working attitudes, as exemplified by this statement:

> *"I am not saying everyone became happier [as a consequence of the introduction of the HR Portal]. (...) But we have to deal with it and we do deal with it"* (LM-11).

Others felt more insecure after the introduction of the HR Portal. In contrast, some line managers felt the HR Portal increased working pleasure.
An overview of the subcategories identified within HRM in use, is give in Table 7. Although HR professionals did not recognize any interrelations between these subcategories, line managers did (Figure 2).

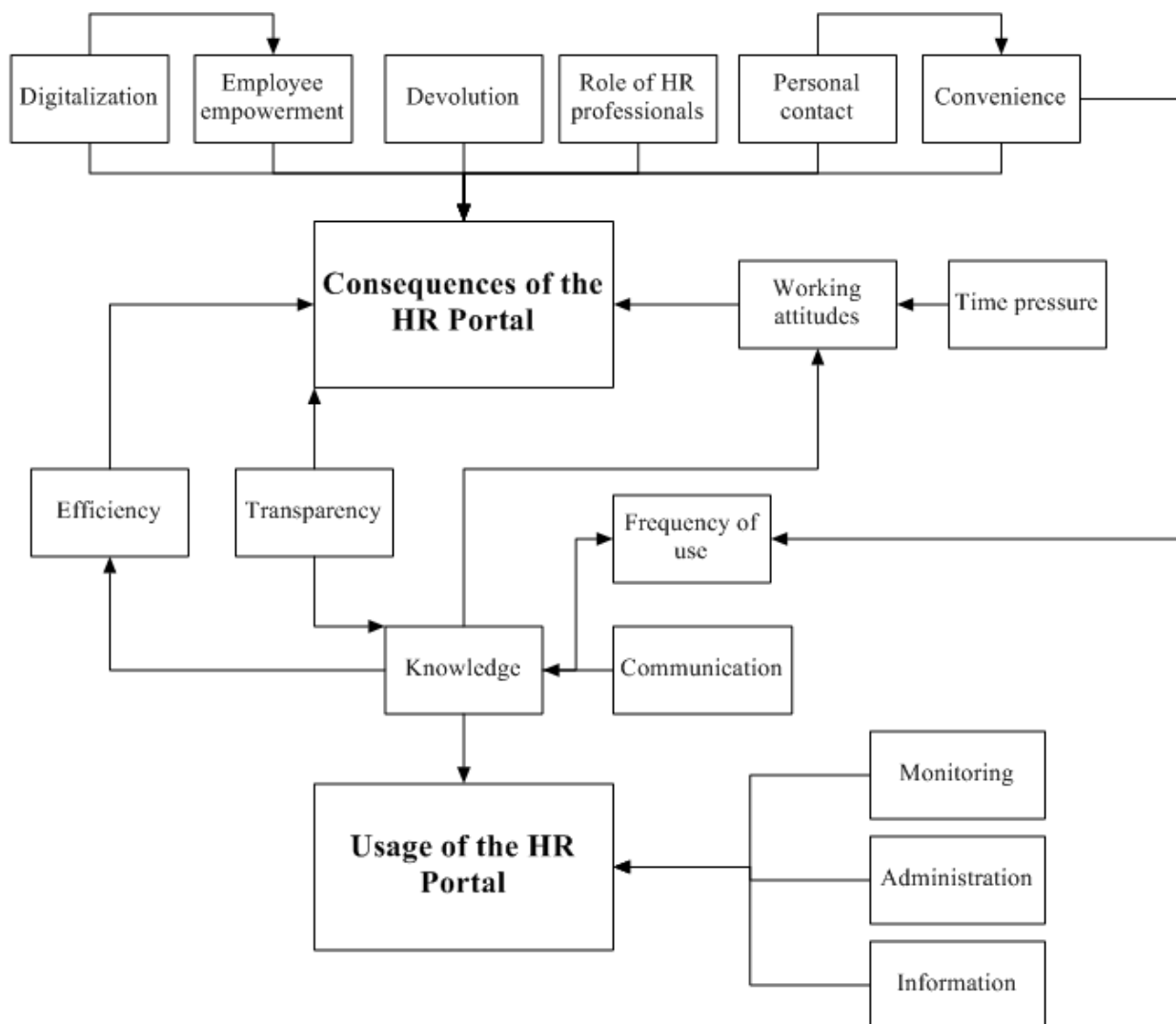*Figure 2: Line managers' perceptions of interrelations within HRM in use*

Table 7: HRM frame domain HRM in use

Categories within HRM frame domain HRM in use	Subcategories within HRM frame domain categories	Perceptions of line managers	Perceptions of HR professionals
Usage	Frequency of use	• The HR Portal is used irregularly. • The HR Portal is used often. In general, the frequency of use of specific tools within the HR Portal varied across line managers.	Line managers should use the HR Portal on a daily basis.
	Administration	• The HR Portal is used for personal, HR-related administration. • The HR Portal is used for team-related, HR administration.	• The HR Portal is used for personal, HR-related administration. • The HR Portal is used for team-related, HR administration.
	Information	The HR Portal is used to retrieve HR-related information.	The HR Portal is used to retrieve HR-related information.
	Knowledge	• Line managers have insufficient system-related knowledge for the usage of the HR Portal. • Line managers have sufficient system-related knowledge for the usage of the HR Portal. • Line managers have insufficient HR-related knowledge for the usage of the HR Portal.	Line managers have sufficient system-related knowledge for the usage of the HR Portal.
	Communication	• The communication about the HR Portal of HR professionals to line managers is insufficient. • The communication about the HR Portal of HR professionals to line managers is not clear. • Training for the usage of the HR Portal provided by HR professionals, has not enough depth.	The role of HR professionals is to give instructions, information and to provide training about the HR Portal to line managers.
	Monitoring	It is unknown whether the HR Portal is used by HR professionals to monitor the execution of HR processes by line managers.	The HR Portal is used by HR professionals to monitor the execution of HR processes by line managers.
Consequences	Convenience	• The HR Portal increased convenience in the execution of HR processes. • The HR Portal decreased convenience in the execution of HR processes.	None.
	Devolution	• Managers have gotten more responsibilities as a consequence of the HR Portal. • Managers have gotten more HR tasks as a consequence of the HR Portal. • The HR Portal enabled the devolution of HR tasks to the line.	• Managers have gotten more responsibilities as a consequence of the HR Portal. • The HR Portal enabled the devolution of HR tasks to the line.
	Efficiency	• The HR Portal increased efficiency in the execution HR	• The HR Portal increased efficiency

		processes. • The HR Portal decreased efficiency in the execution HR processes.	in the execution of HR processes.
	Role of HR professionals	• A consequence of the HR Portal is that role of HR professionals changed into a more supportive, advisory role. • A consequence of the HR Portal is that the role of HR professionals changed into a less operational role.	• A consequence of the HR Portal is that role of HR professionals changed into a more supportive, advisory role. • A consequence of the HR Portal is that the role of HR professionals changed into a less operational role. • A consequence of the HR Portal is that the role of HR professionals changed into a more strategic role.
	Personal contact	• As a consequence of the HR Portal, line managers have less personal contact with HR professionals. • After the implementation of the HR Portal, line managers still have personal contact with HR professionals. • As a consequence of the HR Portal, personal contact between line managers decreased.	None.
	Digitalization	As a consequence of the HR Portal, digitalization of HR processes increased.	As a consequence of the HR Portal, digitalization of HR processes increased.
	Employee empowerment	As a consequence of the HR Portal, the level of employee empowerment increased.	As a consequence of the HR Portal, the level of employee empowerment increased.
	Standardization	None.	As a consequence of the HR Portal, standardization in HR processes increased.
	Transparency	As a consequence of the HR Portal, the transparency of HRM increased.	• As a consequence of the HR Portal, the transparency in HRM decision making increased. • As a consequence of the HR Portal, HRM became more transparent for Philips.
	Time pressure	As a consequence of the HR Portal, time pressure for line managers increased.	• As a consequence of the HR Portal, time pressure for line managers increased. • The increase in time pressure for line managers is not a consequence of the HR Portal.
	Working attitudes	• As a consequence of the HR Portal, line managers' working attitudes were negatively affected. • As a consequence of the HR Portal, line managers' working attitudes were positively affected.	None.

5.4 HRM integration

The coding of the interview data, led to the subdivision of HRM integration into eleven subcategories (Table 8). The perceptions of the positioning of the HR Portal within HRM differed widely. One of the line managers said the following about the position of the HR Portal:

> *"I would not know what role the HR Portal has within the whole HRM. It did not make the managing of my personnel any easier. I do not use the HR Portal in managing my personnel, I would not know how the HR Portal can contribute to the management of personnel. I guess I missed that explanation"* (LM-9).

In contrast, line manager 8 stated:

> *"The HR Portal has an important role in HRM. You use the HR Portal to manage your resources. Whether people do this or the system does, it remains as important. Concerning the function within the company, it should remain central".*

Similar statements were made by other line managers and an HR professional. The HR professionals argued that the HR Portal is important in HRM as well, because tasks cannot be performed and information cannot be found without using the HR Portal.

A number of line managers felt that the HR Portal had only a small position to fulfill within HRM, since the HR Portal only includes a limited amount of the HR-related tasks. HR professionals also indicated that the role of the HR Portal was limited, because the system cannot not replace personal contact with employees. In contrast, some of the line managers felt the role of the HR Portal was to replace personal contact within the organization.

An HR professional pointed out:

> *"COMplanner for the salaries, PPM for the performance appraisals and e-Care for absenteeism, are also partly executive. Using these tools, managers can executive certain tasks"* (HR-3).

This perception was shared by a line managers. Another indication of the positioning of the HR Portal within HRM, which was only mentioned by an HR professionals was:

> *"The HR Portal offers frameworks, within which managers can make decisions. Actually, the HR Portal indicates the guidelines to the managers"* (HR-3).

The perception that the HR Portal ensures the standardization of HRM within the organization, was only mentioned by an HR professional as well.

Some of the line managers indicated that the HR Portal was believed to have a supportive function within the whole HRM, whereas none of the HR professionals indicated this. A line manager and the majority of the HR managers perceived the HR Portal to have an informative function within HRM as a whole. The HR Portal was believed to have an administrative or supportive function within HRM, by half of the line managers and a quarter of the line managers, respectively. However, none of the HR professionals indicated this positioning of the HR Portal.

The HR Portal was also said to have a role in creating transparency within HRM, as stated by a line manager and an HR professional. Line manager 6 elaborated on this:

> *"The HR Portal makes HRM as a whole more transparent, all tasks are incorporated into the different tools that are offered".*

Table 8: HRM frame domain HRM integration

Subcategories within the HRM frame domain HRM integration	Perceptions of line managers	Perceptions of HR professionals
Positioning not clear	The positioning of the HR Portal within HRM is not clear.	None.
Central role	The HR Portal has a central role in HRM.	The HR Portal has a central role in HRM.
Small role	The HR Portal has a small role in HRM.	The HR Portal has a small role in HRM.
Personal contact	The role of the HR Portal is to replace personal contact.	None.
Executive role	The HR Portal has an executive role for HR processes within HRM.	The HR Portal has an executive role for HR processes within HRM.
Guiding role	None.	The HR Portal provides the guidelines within HRM to the line managers.
Standardization	None.	The HR Portal ensures the standardization of HRM.
Supportive role	The HR Portal has a supportive role within HRM.	None.
Informative role	The HR Portal has an informative role within HRM.	The HR Portal has an informative role within HRM.
Administrative role	The HR Portal has an administrative role within HRM.	None.
Transparency	The HR Portal ensures transparency of HRM.	None.

5.5 Congruence in HRM frames

The results of the analysis of the interview data are shown in Tables 5 to 8. In the context of technological frames, Orlikowski and Gash (1994) suggested that frames are congruent when they are aligned on key elements or categories with regard to structure and content. In this, structure refers to the commonality in categories of frames, whereas content refers to the similarity in values on these categories. To determine whether the HRM frames are congruent, the guidelines developed by Orlikowski and Gash (1994) will be followed.

Within the HRM frame domain HRM-as-intended, six categories are similar, three differ in content and three differ in structure. The subcategories digitalization, devolution and transparency slightly differ in content. Since the main ideas within the subcategories are similar, it is argued that these subcategories are congruent. The HRM-as-intended subcategories convenience, administration and information differ in structure and are therefore incongruent. The HRM frame domain HRM-as-intended is argued to be congruent, because it is aligned on most categories.

Incongruence between HR professionals and line managers was found in the HRM frame domain HRM composition. Within this domain only three categories were similar, whereas seven differed on structure and three on content. More than half of the line managers indicated to not be aware of guidelines for the usage of the HR Portal, whereas none of the HR professionals acknowledged this. Line managers also indicated to see the time schedule and training programs to provide guidelines. On the other hand, HR professionals mentioned the CLA, the rav's and the General Business Principles, as guidelines of the HR Portal. HR professionals pointed towards official documentation as a source of guidelines, whereas line managers pointed towards more practical rules.

From the interview data it became apparent that the HRM frame domain HRM in use can be divided into usage and consequences of the HRM system. Within the usage of the HRM system, two categories were similar and four categories differed on content. The content of the subcategories communication, knowledge, frequency of use and monitoring for HR

professionals and line managers were found to be contradictory. Therefore, it is concluded that incongruence exists between the perceptions of line managers and HR professionals within the category HRM in use, usage.

Within the consequences of the HRM system, two categories were similar, five differed on content and four on structure. The subcategories convenience, personal contact and working attitudes only existed within the HRM frames of line managers, whereas the subcategory standardization only existed within the HRM frames of HR professionals. Between line managers, conflicting statements regarding convenience, working attitudes and personal contact as a consequence of the HR Portal were identified. Since disagreement between line managers exists on these subcategories, and the subcategories do not exist in the HRM frames of HR professionals, incongruence exists for these subcategories. The subcategories devolution, role of HR professionals, transparency and time pressure were found to differ content wise, but did not contain any contradictory statements. Therefore, these subcategories are found to be congruent in addition to the employee empowerment and digitalization subcategories. Within the subcategory efficiency, contrasting statements were found within the group of line managers. Thus, incongruence exists within this subcategory. All in all, within the HRM frame domain HRM in use incongruence between HR professionals and line managers was found.

Eleven subcategories were found to be part of HRM integration, of which four were similar for HR professionals and line managers and seven differed in structure. Two of the subcategories which were found to be similar were the subcategories central role and small role. However, these subcategories are contradictory and, thus, argued to be incongruent. Five subcategories were only mentioned by line managers, two only by HR. Line managers felt the e-HRM system had a role in replacing the personal contact within the organization, whereas HR professionals did not. Thus, the subcategory personal contact was found to be incongruent. HR professionals indicated to perceive the role of the HR Portal as providing guidelines within HRM. Both the HRM frames of line managers and HR professionals possessed this subcategory, within the HRM frame domain HRM composition. However, within the content of this subcategory, contradictions were found. Therefore, the subcategory guiding role was found incongruent. The subcategories standardization and transparency were found in the HRM frames of line managers and HR professionals in the HRM frame domains HRM-as-intended, and HRM-as-intended and HRM in use, respectively. The administrative and informative role of the HR Portal are reflected in the HRM frames of line managers and HR professionals within the HRM frame domain HRM in use. The subcategory supportive role was identified in the HRM frames of both line managers and HR professionals, in the form of employee empowerment within the domains HRM-as-intended and HRM in use. The perception that the HR Portal had an executive role within HRM, was also found within HRM-as-intended for both HR professionals and line managers. Therefore, these subcategories are argued to be congruent. Thus, within the HRM frame domain HRM integration, five subcategories are incongruent and six congruent. Overall, the HRM frame domain HRM integration is found to be congruent.

An overview of the level of congruence in the different subcategories of the HRM frame domains is given in Table 9. The HRM frame domains HRM-as-intended and HRM integration were found to be congruent among line managers and HR professionals. The HRM frame domains HRM in use and HRM composition were found to be incongruent (Table 9). Therefore, it is argued that the overall level of congruence in HRM frames is mixed.

Table 9: Congruence in HRM frames

HRM frame domain		Subcategories within the HRM frame domain	Congruence
HRM-as-intended		Cost reduction	Congruent
		Centralization	Congruent
		Standardization	Congruent
		Digitalization	Congruent
		Efficiency	Congruent
		Convenience	Incongruent
		Devolution	Congruent
		Employee empowerment	Congruent
		Transparency	Congruent
		Administration	Incongruent
		Processes	Congruent
		Information	Incongruent
HRM composition		No guidelines	Incongruent
		Respond to notifications	Congruent
		When needed	Congruent
		Integration into HRM system	Incongruent
		Collective Labor Agreements	Incongruent
		General Business Principles	Incongruent
		How Do I's	Incongruent
		Document agreements	Incongruent
		Privacy	Incongruent
		Regularity	Congruent
		Questions	Incongruent
		Differ per tool	Incongruent
		Training	Incongruent
HRM in use	Usage	Frequency of use	Incongruent
		Administration	Congruent
		Information	Congruent
		Knowledge	Incongruent
		Communication	Incongruent
		Monitoring	Incongruent
	Consequences	Convenience	Incongruent
		Devolution	Congruent
		Efficiency	Incongruent
		Role of HR professionals	Congruent
		Personal contact	Incongruent
		Digitalization	Congruent
		Employee empowerment	Congruent
		Standardization	Incongruent
		Transparency	Congruent
		Time pressure	Congruent
		Working attitudes	Incongruent
HRM integration		Positioning not clear	Incongruent
		Central role	Incongruent
		Small role	Incongruent
		Personal contact	Incongruent
		Executive role	Congruent
		Guiding role	Incongruent
		Standardization	Congruent
		Supportive role	Congruent
		Informative role	Congruent
		Administrative role	Congruent
		Transparency	Congruent

5.6 Trust in HRM

Respondents scored, on average, 3.362 on trust in HRM, with a standard deviation of 0.550 and a skewness of -0.411 (Table 10). Thus, respondents had confident trust in HRM (Dietz & Den Hartog, 2006). Six items were used to determine employees' propensity to trust and twelve items to determine employees' trust in HRM. The mean propensity to trust was 3.014, with a standard deviation of 0.472 and a skewness of -0.359.

Table 10: Means, standard deviations and correlations

	Mean	Standard deviation	Trust in HRM	Propensity to trust	Organizational tenure	Job tenure
Trust in HRM	3.365	0.547				
Propensity to trust	2.912	0.433	.283**			
Organizational tenure	21.500	9.421	-.134	.041		
Job tenure	14.110	9.880	-3.25**	-.209*	.593***	
*p<0.05, **p<0.01, ***p<0.001						

Within all three sites of Philips, employees' mean trust in HRM was 3.366, with a standard deviation of 0.560 and a skewness of -0.578. Employees' propensity to trust was 3.051, with a standard deviation of 0.506 and a skewness of -0.359. A one-way analysis of variance was employed to determine whether the three sites of Philips differed significantly on their mean propensity to trust and trust in HRM (De Vocht, 2010). The results showed that the three sites do not significantly differ on their mean propensity to trust (p=.112) and trust in HRM (p=.943). The descriptive statistics of the whole sample within Philips, is given in Appendix IX.

To determine the influence of the control variables on trust in HRM, different statistical procedures were employed, as described in the methodological chapter. Firstly, an independent sample t-test was used to determine whether significant differences exist in the mean level of trust in HRM and propensity to trust for employees who use the system and employees who do not use the system. After performing a independent sample t-test it was concluded that no significant differences exist between the trust in HRM and propensity to trust of employees who use the system and employees who do not use the system (p=.655 and p=.874, respectively).

The multiple regression model included propensity to trust, organizational tenure and job tenure as independent variables and trust in HRM as dependent variable (Table 11). The analysis revealed that propensity to trust and job tenure significantly influenced trust in HRM (p=.043 and p=0.017, respectively). Organizational tenure did not (p=.656). Therefore, a new regression model that excluded organizational tenure was built. Together, job tenure and propensity to trust explained 15.2 percent of the variance in trust in HRM. Since partial regression coefficient are influenced by the units by which the variables are measured, standardized coefficients need to be used in comparing the influence of variables (De Vocht,

2010). Job tenure had a negative effect on trust in HRM (β=-.276, B=-.015, p=.007), whereas propensity to trust had a positive effect on trust in HRM (β=.219, B=.0279, p=.031).

Table 11: Direct effects of control variables on trust in HRM

	Model 1	**Model 2**
Constant	2.757***	2.766***
Organizational tenure	.003	
Job tenure	-.017*	-.015**
Propensity to trust	.267*	.279*
F	5.407**	8.083**
DF	3	2
R^2	.154	.152
R^2 adjusted	.126	.133
*p<.05, **p<.01, ***p<.001		

An independent sample t-test was used to determine whether the mean level of trust in HRM differed per gender. It was concluded that gender does not influence trust in HRM (p=.403). To determine whether the mean level of trust in HRM differed per type of employment contract, the Kruskal-Wallis rank test was used. The type of employment contract held did not influence trust in HRM (p=.488).

6. Discussion

The purpose of this study was to explore the link between congruence in HRM frames of HR professionals and line managers and employees' trust in HRM. Within the company under investigation, fifteen semi-structured interviews were held with HR professionals and line managers, to determine the level of congruence in HRM frames between these groups. Based on the interview data, it was concluded that the overall level of congruence in HRM frames was mixed, since two out of the four HRM frame domains were found to be incongruent. Employees' trust in HRM was measured through a questionnaire. It was found that, on average, employees had confident trust in HRM. It was established that employees trust in HRM and the congruence in HRM frames of HR professionals and line managers are both at an intermediate level [e.g. lying in the middle between two extremes]. Thus, a link between congruence in HRM frames and employees' trust in HRM seems to exist.

6.1 Congruence in HRM frames

This research investigated the HRM frames of HR professionals and line managers regarding the e-HRM system used within a production site of Philips. The e-HRM system consists of different tools available for all employees of Philips. In addition, it contains tools that are only available to line managers and HR professionals. These tools enable the administration and retrieval of HR-related information. Within the HRM frames of line managers and HR professionals regarding this system, four domains were distinguished: HRM-as-intended, HRM composition, HRM in use and HRM integration. Incongruence in the HRM frames of HR professionals and line managers was found within the HRM frame domains HRM in use and HRM composition.

HRM in use denotes the organization member's understanding of how the HRM system is used and the consequences associated with it. HRM in use includes HR instruments and practices employed to accomplish certain tasks and how the HRM system is organized in specific circumstances. As pointed out by an HR professional, the implementation of the HR philosophy, policies and practices is the responsibility of the HR professionals. The responsibilities for the execution of HR practices are for a major part devolved to the line managers. The incongruence within the HRM frame domain HRM in use can be explained by examining the differences in the role of HR professionals and line managers within HRM. Line managers had more subcategories specifying the consequences of the e-HRM system. These additional subcategories specified the consequences of the HR Portal for line managers. Within the subcategory usage, contradictions were found between the perceptions of HR professionals and line managers. The way HR professionals perceive the e-HRM system is used in practice, does not correspond to line managers perceptions of the usage of the system. This can also be explained by the differences in the roles of HR professionals and line managers within HRM. However, it also points towards inefficiencies in the implementation of HR practices, since HR practices are not executed as was intended by the HR professionals.

HRM composition refers to the organization members' views of the set of guidelines that the HRM system is intended to deliver. Within this HRM frame domain, HR professionals and line managers showed to have different views on the guidelines of the e-HRM system. During the interviews, HR professionals pointed towards official documentation as a source of guidelines,

whereas line managers pointed towards more practical rules. Since it is the responsibility of HR professionals to implement the HR policies set by the headquarters of Philips, they refer to the guidelines as set by the headquarters. Line managers refer to the guidelines they use in practice, in executing the HR practices. These differences seem to stem from the differences in the roles of HR professionals and line managers. However, it also points towards inefficiencies in the implementation of the HR policies, since different sources of guidelines are used by the different groups.

Shared frames are likely to arise within groups due to similar professional and educational training and socialization (Orlikowski & Gash, 1994). In this, socialization refers to the process by which an employee learns how to act in a particular organizational role (Van Maanen & Schein, 1977). The process of socialization continues as the individual matures on the job (Chao, O`Leary-Kelly, Wolf, Klein & Gardner, 1994). Since the average tenure of line managers versus HR professionals differs, on average five versus eleven years, respectively, the level of socialization of these organizational members might also differ. Differences in the level of socialization among line managers and HR professionals, could explain the differences in HRM frames found among these two groups (Orlikowski & Gash, 1994). Another explanation for the mixed congruence in HRM frames, could be the difference in average educational level of the two groups. On average, HR professionals had higher level of education than line managers. Line managers had different levels of vocational education, whereas HR professionals all completed scientific education. As the different groups had different types and levels of education, differences in HRM frames were likely to arise (Orlikowski & Gash, 1994).

Incongruence in frames can be resolved by social interactions among the different social groups (Lin & Silva, 2005; Lin & Cornford, 2000; Ovaska et al., 2005). Thus, a lack of social interactions is likely to sustain incongruence in frames. During the interviews, line managers indicated to be unsatisfied with the communication and personal contact between HR professionals and line managers, which might serve as an explanation for the mixed congruence in their HRM frames.

6.2 Content of the HRM frames

The content of the HRM frames provides information on the perceptions of line managers and HR professionals regarding the e-HRM system. The content indicates whether these organizational actors perceive the intentions of the e-HRM system to be fulfilled and the guidelines to be implemented. It also indicated that unintended consequences arose from the implementation of the e-HRM system.

Two perceived goals of the HR Portal, centralization and cost reduction, were not found as subcategories in any of the other frame domains. This indicates that the HRM frames of the line managers and HR professionals do not acknowledge this intention to be fulfilled. Other perceived intentions of the system were mentioned as consequences or as role as well, indicating the fulfillment of the intention. The intentions of digitalization, devolution, transparency, standardization, enabling administration, retrieval of information, execution of processes and employee empowerment were perceived by both HR professionals and line manager as fulfilled. The HRM-as-intended subcategory convenience only existed in the HRM frames of line managers, this subcategory was also found in the HRM frames of line managers

in the HRM frame domain HRM in use. However, the content of this subcategory revealed that some line managers perceive the intention of convenience to be fulfilled, whereas others perceive the opposite. This contradiction in perceptions was also found within the subcategory of efficiency.

The content of the HRM frames also provided insights into the implementation of the guidelines. Two of the subcategories identified within HRM composition, were also found within HRM integration and HRM in use. HR professionals perceived that the guidelines for the usage of the HR Portal are integrated into the system. This subcategory is also found within the frames of HR professionals in the domain HRM integration, which means that the HR professionals perceive this guideline to be implemented. The guideline of regularity reoccurred in the domain HRM in use. However, the content of these subcategories in the frames of line managers were found contradicting. Whereas some line managers indicated that a guideline is to go to the HR Portal regularly, some line managers indicated to use the HR Portal irregularly. Although the line managers are aware of the guideline, they do not all adhere to it.

The third important finding with regard to the content of the HR Portal, is found within the HRM frame domain HRM in use. Within the category consequences in this domain, subcategories were identified that were not found in the HRM-as-intended domain. This means that unintended consequences arose with the introduction of the HR Portal. Both line managers and HR professionals indicated that the role of the HR professionals changed as a consequence of the HR Portal. Some line managers also felt the HR Portal caused a decrease in personal contact with HR professionals and between the line managers. Other unintended consequences were the perceptions of line managers that time pressure in their work had increased and their working attitudes have changed. Whereas some line managers indicated their working attitudes were positively affected by the HR Portal, others indicated a negative influence.

6.3 Trust

To determine the influence of other factors on employees' trust in HRM, control variables were added. Job tenure negatively influenced trust in HRM, whereas organizational tenure did not influence this variable (Table 12). Tzafrir and Gur (2007) reported a similar finding in the context of employees' trust in managers. They found that the relationship between tenure in the job and trust in managers, was stronger than the relationship between tenure in the organization and trust in managers. In the context of another electronic system, it was also found that employees with higher job tenure were less receptive to new information systems (Abdinnour-Helm, Lengnick-Hall & Lengnick-Hall, 2003). This could be explained by the fact that employees with higher tenure have more established routines in their jobs, which results in resistance to change (Iverson, 1996).

Previous research indicated that employees' propensity to trust influenced employees' trust in other parties (e.g. Mooradian, Renzl & Matzler, 2006; Colquitt et al., 2007; Huff & Kelley, 2003). Therefore, it was assumed that propensity to trust also influenced trust in HRM, specifically. The findings confirmed this relationship (Table 12).

Table 12: Influence of control variables on trust in HRM

Usage of the HRM system	Not significant
Organizational tenure	Not significant
Job tenure	Significant, negative effect.
Propensity to trust	Significant, positive effect.
Gender	Not significant
Type of employment contract	Not significant

6.4 Contributions to the literature

6.4.1 Contributions to the framing literature

Different definitions of frame of reference have in common the assumption that an experience can be understood in multiple ways (Bartunek, 1984). This research illustrates this assumption by showing that HR professionals and line managers interpret certain aspects of the e-HRM system differently. Sharedness of frames within groups is likely to arise due to similar education and socialization (Orlikowski & Gash, 1994). In line with this reasoning, only a limited number of contradictions in the content of HRM frames were found within the group of line managers. Within the group of HR professionals, no contradictions in the content of the HRM frames were found. All HR professionals have an university degree, but differ in their organizational tenure. Therefore, the findings of this research suggest that education is a more important determinant of sharedness of HRM frames than socialization.

Between groups, congruence in HRM frames can be attained through social interactions (Lin & Silva, 2005). Within site A, mixed congruence was found between the HRM frames of HR professionals and line managers. The majority of line managers complained about the lack of communication and personal contact between HR professionals and line managers. This highlights the existence of a relationship between communication between two organizational groups and congruence in their HRM frames. Other explanations for the mixed congruence in HRM frames of line managers and HR professionals were the differences in the role of HR professionals and line managers within HRM, inefficiencies in the implementation of HR policies and inefficiencies in the implementation of HR practices.

This research has further specified and defined the content of HRM frames. The importance of congruence in HRM frames is highlighted by its relationship with an employee-level outcome, trust in HRM. Furthermore, this research has shown that an examination of HRM frames is useful in assessing how different organizational actors experience the HRM system. The examination of HRM frames also leads to insights into line managers' and HR professionals' perceptions of the attainment of HRM goals and intentions, and the implementation of guidelines.

6.4.2 Contributions to the e-HRM literature

Within the literature, different goals for the introduction of e-HRM are found. Ruël et al. (2004) found that the introduction of e-HRM seemed related to the globalization goals of the companies. Companies use e-HRM with the intention of becoming a global company, instead of an internationally dispersed one. Within this research, standardization of HR processes across plants was also found to be an important goal of the e-HRM system. This standardization of HR policies and practices was associated with a tendency to centralize HR policy responsibilities at the headquarters, whereas the responsibilities for applying the HR practices were decentralized (Ruël et al., 2004). Our findings confirmed this observation, since line managers and HR professionals perceived centralization, standardization, devolution and employee empowerment as intentions of e-HRM. Within site A of Philips, the goals of standardization, devolution and employee empowerment seemed to be reached, whereas the goal of centralization was not perceived to be reached. In contrast with the findings of Ruël et al. (2004), line managers and HR professionals did not perceive cost reduction as an outcome of e-HRM.

In line with Parry and Tyson (2011) efficiency was found to be an important goal and outcome of e-HRM. However, some line managers indicated that the system actually decreased efficiency in HRM. Another intention associated with the introduction of e-HRM is to improve service delivery (Parry & Tyson, 2011). Although none of the HR professionals mentioned this, line managers indicated that a goal of e-HRM was to increase convenience for line managers in carrying out HR tasks. Parry and Tyson (2011) found that the attainment of this goal was often hampered by the decrease in personal contact. This research added that the level of convenience in using e-HRM also seems to be influenced by line managers' HR-related and system-related knowledge, which is influenced by frequency of use, transparency, and communication between HR professionals and line managers.

Parry and Tyson (2011) found that the outcomes of e-HRM are influenced by the degree of training employees received for the usage of the system and employees' familiarity with technology. A line managers at site A emphasized the importance of training, since training provides line managers with guidelines for the usage of e-HRM. This research has established additional factors influencing the outcomes of e-HRM. The first factor is related to the communication of HR professionals to the line. Line managers indicated that the communication was insufficient, not clear and did not have enough depth. This had negative consequences for line managers' HR-related and system-related knowledge, which affected efficiency of the system, working attitudes of line managers and frequency of use. Line managers' knowledge was also influenced by the transparency of the HRM system and the frequency of use (Figure 2).

Within this research, the HRM frames regarding an e-HRM system were explored. Unlike most other HRM systems, the implementation of e-HRM involves both change management and technology acceptance (Ruta, 2005). Technology acceptance might have influenced the findings regarding HRM frames, since the e-HRM was implemented fairly recent. The interview data revealed that not all tools of the e-HRM system are used by all managers. The regularity with which the e-HRM system was used also varied across managers. This seems to suggest that not all managers have fully accepted all tools of the e-HRM system, due to a lack

of usefulness or a lack of ease of use as perceived by the managers (Davis, 1986). Within the HRM frame domain HRM in use, contradictions in the content of HRM frames of line managers were found. For example, some line managers indicated that the HR Portal increased efficiency in the execution of HR processes, whereas other line managers indicated the HR Portal decreased efficiency. The contradictions within HRM in use, might be attributable to differences in the level of technology acceptance among line managers. Therefore, the nature of the HRM system under investigation might have influenced the magnitude of the differences found among line managers and between HR professionals and line managers.

6.4.3 Contributions to the process-based approach to HRM

Within the process-based approach to HRM, researchers seek to explain the relationship between HRM and performance by examining the features of HRM that send signals to the employees that enable them to understand the desired, appropriate and expected behaviors. To attain a strong HRM situation, all employees should understand HRM in the same way, consistency between what practices aim to do and what they actually do must exist and consistent and clear messages need to be send to employees (Bowen & Ostroff, 2004). Due to the devolution of HR tasks to line managers (Brewster & Holt Larsen, 2000), the strength of the HRM system is dependent upon the messages about HRM of line managers and HR professionals. Lack of consensus among HR professionals and line managers on HRM, results in ambiguities within the HRM messages send to the employees. Due to incongruence in the understanding of HRM between HR professionals and line managers, employees' feelings of organizational commitment are negatively affected (Dorenbosch, De Reuver & Sanders, 2006). Dorenbosch et al. (2006) found that consensus between HR professionals and line managers on HR practices positively influenced an employee-level outcome. This research found mixed congruence in HRM frames of line managers and HR professionals. Therefore, the messages send about certain aspects of the e-HRM system would be ambiguous, leading to reduced trust in HRM. Thus, in line with Dorenbosch et al. (2006), this research established that a link seems to exist between congruence in HRM frames of line managers and HR professionals, and an employee-level outcome.
Thus, HRM frames pose a promising theoretical lens through which system strength can be examined. An examination of HRM frames brings insights into the different understandings of HRM possessed by organizational actors, which influences employee-level outcomes.

6.4.4 Contributions to the literature on trust

Within the literature on trust, different definitions and measures of trust are available (e.g. Dietz & Den Hartog, 2006). Although it is recognized that individuals can put trust in a system rather than in a person (Luhmann, 1979, as cited in Blomqvist, 1997), no definition of trust in HRM was available. This research contributes to the literature by providing a definition and measurement instrument for trust in HRM. Since this measurement instrument proved highly reliable, this is an important contribution to the literature on trust.
Propensity to trust others was found to positively influence the level of trust one puts in others (Mayer et al., 1995). This research confirmed this relationship, for trust in HRM in specific. Within this research, another factor influencing trust in HRM was identified, namely job tenure.

6.5 Limitations and recommendations

The research has contributed to the literature on HRM frames, by specifying the HRM frame domains that can be distinguished. The research also gave insights into the interrelations between the HRM frames of HR professionals and line managers within an organization. It showed that incongruence in HRM frames might arise between different social groups and an attempt was made to explain the existence of the incongruence. The research also highlighted the importance of congruence in HRM frames, illustrated by an important employee-level outcome, trust in HRM.

The research illustrated the importance of communication between different social groups in reaching congruence in HRM frames. During the interviews, line managers indicated to perceive the communication and personal contact between HR professionals and line managers as insufficient. Therefore, it is advisable to heighten the level of communication between social groups, especially in the case of incongruence in HRM frames. Within the communication, special attention should be paid to the perceptions of HR professionals and line managers regarding the usage, consequences and intended guidelines of the HRM system. Within the literature on change management, different communication strategies are suggested:

- Use multiple channels of communication, such as memos, formal meetings, newsletters and casual conversations (Reichers, Wanous & Austin,1997);
- Repeat messages two to four times to increase understanding and retention (Reichers et al., 1997; Klein, 1996);
- Face-to-face communication between top management and employees is particularly important (Young & Post, 1993; Klein, 1996).

The research also demonstrated that differences in the roles of line managers and HR professionals resulted in differences in their HRM frames. Whereas line managers tended to approach the HRM system from a practical point of view, HR professionals tended to base their perceptions on official documentation. Organizations need to recognize and communicate these differences to both social groups. When both viewpoints are clarified and understood by both social groups, the discrepancies in the content of the HRM frame domains could be resolved. Within this research it is argued that differences in the roles, tenure, and the type and level of education of HR professionals and line managers could explain incongruence in HRM frames. Future research should investigate whether other factors influence congruence in HRM frames.

The purpose of this study was to explore the link between congruence in HRM frames of HR professionals and line managers and employees' trust in HRM. Mixed methods where employed to explore the perceptions of several stakeholders within the organization (Sale, Lohfeld & Brazil, 2002). As a consequence of choosing the mixed method approach in investigating the relationship between congruence in HRM frames and trust in HRM, it was not possible to empirically test this relationship. Attempts to make HRM frames quantifiable are needed, to enable quantification of the relationships between congruence in HRM frames and employee-level outcomes.

The response rate of the questionnaire was 40.23 percent, which is highly acceptable. However, during the data collection line managers indicated some employees did not fill out the questionnaire due to the difficulty of the questions. Therefore, future research should devote more attention to the vocabulary of employees before administering the questionnaire.

7. Conclusion

This research has explored the link between congruence in HRM frames of HR professionals and line managers and employees' trust in HRM. Within this research, intermediate levels of both congruence in HRM and trust in HRM were found. Thus, a link between congruence in HRM frames of HR professionals and line managers and employees' trust in HRM seems to exist.

This research has contributed to existing research by specifying the content of HRM frames of HR professionals and line managers. Based on the literature, the HRM frame domains HRM-as-intended, HRM composition, HRM in use and HRM integration were defined. The interview data revealed that, within HRM in use, a clear distinction can be made between the categories usage of the HRM system and consequences of the HRM system. The interview data also enabled the distinction of various subcategories within each HRM frame domain. In addition, a highly reliable instrument to measure trust in HRM was developed.

This research has illustrated how an examination of the content of the HRM frames of HR professionals and line managers provides insights into their perceptions of the fulfillment of the intentions of the HRM system, the translation of guidelines into practice and unintended consequences associated with the system. In line with existing research, different factors influencing the congruence in HRM frames were found. Differences in function, socialization and education are likely to influence the level of congruence between different social groups. In addition, the level of communication between the different groups has been shown to influence congruence in HRM frames. This research has shown that HR professionals should attempt to create a shared understanding through heightening the level of communication between HR professionals and line managers. Within the communication, special attention should be paid to the perceptions of HR professionals and line managers regarding the usage, consequences and intended guidelines of the HRM system.

8. Appendix

Appendix I: Dutch interview protocol

Afdeling:	HR professional/ Lijn manager	Interview nummer:	Datum:

Mijn naam is Jessica Polman en ik wil u graag in het kader van mijn master scriptie vragen stellen over de HR Portal dat aanwezig is in uw bedrijf.

Wanneer ik u vraag naar uw situatie, gaat het uitdrukkelijk om uw PERSOONLIJKE SITUATIE. Er zijn dus geen goede of foute antwoorden mogelijk. Het gaat om uw eigen mening en percepties.

Ik wijs er met nadruk op, dat de informatie die u verstrekt hoogst VERTROUWELIJK behandeld zal worden. Informatie zal ook nooit doorgegeven worden aan derden.

Het interview zal ongeveer drie kwartier in beslag nemen.

Graag zou ik dit interview willen opnemen, zodat de antwoorden uitgewerkt kunnen worden en ik me volledig kan focussen op dit interview. De opname zal na het verwerken worden vernietigd.

Achtergrond informatie

1. Wat is uw functie? [Officiële titel]

2. Wat houdt uw werk in? [Taken, activiteiten en verantwoordelijkheden]

3. Wat voor werkervaring heeft u binnen dit bedrijf? [Ontwikkeling binnen het bedrijf]

HRM-as-intended

4. Voor welke doeleinden denkt u dat de HR Portal is ontworpen? [Doel]

5. Wat zijn volgens u de redenen dat de HR Portal in gebruik is? [Redenen management]

HRM composition

6. Wat denkt u dat de richtlijnen zijn die het gebruik van de HR Portal waarborgen? [Richtlijnen, intenties]

HRM in use

7. Hoe gebruikt u de HR Portal in de praktijk? [Gebruik in de dagelijkse praktijk]

8. Wat zijn volgens u de consequenties van de HR Portal? [Consequenties geasocieerd met het systeem]

HRM integration

9. Welke rol denkt u dat de HR Portal speelt in het gehele personeelsmanagement in uw bedrijf? [Positionering]

Appendix II: English interview protocol

Department:	HR professional/ Line manager:	Interview number:	Date:

My name is Jessica Polman. In the context of my Master thesis I would like to ask you some questions about the HR Portal of your organization.
When I ask you question about your situation, it is explicitly about your PERSONAL SITUATION. There are no right or wrong answers. It is about your own opinions and perceptions.
I want to emphasize that the information you provide will be treated highly CONFIDENTIAL. Information will never be provided to third parties.
The interview will take approximately 45 minutes.
I would like to ask for your permission to record this interview, to make sure that the answers are transcribed correctly. After processing the answers, the record will be destroyed.

Background information
What is your function? (Official title)

What does your job look like? (Job tasks, activities, and responsibilities)

What work experience do you have within the organization? (Development within company)

HRM-as-intended
What do you think the HR Portal is designed to achieve? (Intended goal, purpose)

What do you think is the reason for the HR Portal to be in place? (Managerial reasons)

HRM-as-composed
What do you think are the guidelines that govern the use of the HR Portal? (Guidelines, intentions)

HRM-in-use
How do you use the HR Portal in practice? (Use on a daily basis)

What do you think the consequences of the HR Portal are? (Consequences associated with the absenteeism policy)

HRM integration
What do you think is the role of the HR Portal in the total HRM? (Positioning)

Appendix III: Measurement scale trust in HRM

Item number	Code	Scale		Variable
1	Co1	This [sub-system] is capable of meeting its responsibilities.	[Dit systeem] is in staat om aan zijn verantwoordelijkheden te voldoen.	Competence
2	Co2	This [sub-system] is known to be successful at what it tries to do.	[Dit systeem] staat erom bekend dat het succesvol is in dat wat het probeert uit te voeren.	Competence
3	Co3	This [sub-system] does things competently.	[Dit system] voert zaken competent uit.	Competence
4	BeIn1	This [sub-system] is concerned about the welfare of its employees.	Dit systeem] is begaan met het welzijn van werknemers.	Benevolence/Integrity
5	BeIn2	Employees' needs and desires are important to this [sub-system].	De behoeften en wensen van werknemers zijn belangrijk in [dit systeem].	Benevolence/Integrity
6	BeIn3	This [sub-system] will go out of its way to help employees.	[Dit system] doet haar uiterste best om werknemers te helpen.	Benevolence/Integrity
7	BeIn4	This [sub-system] would never deliberately take advantage of its employees.	[Dit systeem] zal nooit opzettelijk misbruik maken van werknemers.	Benevolence/Integrity
8	BeIn5	This [sub-system] is guided by sound moral principles and codes of conduct.	[Dit system] wordt geleid door verantwoorde en morele principes en gedragscodes.	Benevolence/Integrity
9	BeIn6	Power is not abused in this [sub-system].	Macht wordt niet misbruikt in [dit systeem].	Benevolence/Integrity
10	BeIn7	This [sub-system] does not exploit external stakeholders.	[Dit systeem] buit geen externe belanghebbenden uit.	Benevolence/Integrity
11	Pr1	I think that [the sub-system] meets its negotiated obligations to our department.	Ik denk dat [dit systeem] voldoet aan zijn onderhandelde verplichtingen aan onze afdeling.	Predictability
12	Pr2	In my opinion, [the sub-system] is reliable.	Naar mijn mening, is [dit systeem] betrouwbaar.	Predictability
13	Pr3	I feel that [the sub-system] will keep its word.	Ik heb het gevoel dat [dit systeem] zich aan zijn woord zal houden.	Predictability

Appendix IV: Measurement scale propensity to trust

Item number	Code	Original item	Translated item
1	Pt1	One should be very cautious with strangers.	Men zou erg voorzichtig moeten zijn met onbekenden.
2	Pt2	Most experts tell the truth about the limits of their knowledge.	De meeste experts zijn eerlijk over de tekortkomingen van hun eigen kennis.
3	Pt3	Most people can be counted on to do what they say they do.	Bij de meeste mensen kun je erop rekenen dat ze doen wat ze zeggen.
4	Pt4	These days, you must be alert or someone is likely to take advantage of you.	Tegenwoordig, moet je alert zijn, anders is de kans groot dat iemand van je profiteert.
5	Pt5	Most salespeople are honest in describing their products.	De meeste verkopers zijn eerlijk in het beschrijven van hun producten.
6	Pt6	Most repair people will not overcharge people who are ignorant of their specialty.	De meeste monteurs zullen niet teveel in rekening brengen bij mensen die niet bekend zijn met hun diensten.
7	Pt7	Most people answer public opinions polls honestly.	De meeste mensen beantwoorden publieke opinievragen eerlijk.
8	Pt8	Most adults are competent at their jobs.	De meeste volwassenen zijn competent in hun werk.

Vragenlijst medewerker

Deze vragenlijst is bedoeld om inzicht te krijgen in uw mening over de HR Portal. Deze vragenlijst duurt ongeveer **5 minuten.**
Het gaat bij dit onderzoek om uw persoonlijke ervaring, dus er zijn geen goede of foute antwoorden. Uw ingevulde vragenlijst wordt ingenomen door de onderzoeker, die de uitkomsten **anoniem** verwerkt. We zullen er dus voor zorgen dat in alle gevallen de gegevens vertrouwelijk zullen worden behandeld. Alvast hartelijk dank voor uw medewerking!

Nu volgt het eerste gedeelte van de vragenlijst, waarin we u vragen naar uw achtergrond. Daarnaast vragen we u een aantal algemene stellingen over dagelijkse situaties te beoordelen. In **deel 2** zullen we verder ingaan op de HR Portal.

<u>Deel 1</u>

1. Hoe lang werkt u al bij Philips [site of the A]?

....

2. Wat is uw functie?

....

3. Hoe lang werkt u al in deze functie?

....

4. Wat voor type contract heeft u?
   O Onbepaalde tijd, full time (meer dan 31.5 uur)
   O Onbepaalde tijd, part time (minder dan 31.5 uur)
   O Bepaalde tijd, full time (meer dan 31.5 uur)
   O Bepaalde tijd, part time (minder dan 31.5 uur)
5. Wat is uw geslacht?
   O Man
   O Vrouw

6. Bent u bekend met de HR Portal?
   - O Ja
   - O Nee

7. Maakt u gebruik van de HR Portal?
   - O Ja
   - O Nee

In het volgende deel vragen we u een aantal algemene stelling over dagelijkse situaties te beoordelen. ***Vul bij elke stelling maximaal één antwoordoptie in***

	Stelling	Helemaal niet mee eens	Mee oneens	Neutraal	Mee eens	Helemaal mee eens
1	Men zou erg voorzichtig moeten zijn met onbekenden.	O	O	O	O	O
2	De meeste experts zijn eerlijk over de tekortkomingen van hun eigen kennis.	O	O	O	O	O
3	Bij de meeste mensen kun je erop rekenen dat ze doen wat ze zeggen.	O	O	O	O	O
4	Tegenwoordig moet je alert zijn, anders is de kans groot dat iemand van je profiteert.	O	O	O	O	O
5	De meeste verkopers zijn eerlijk in het beschrijven van hun producten.	O	O	O	O	O
6	De meeste monteurs zullen niet teveel in rekening brengen bij mensen die niet bekend zijn met hun diensten.	O	O	O	O	O
7	De meeste mensen beantwoorden publieke opinievragen eerlijk.	O	O	O	O	O
8	De meeste volwassenen zijn competent in hun werk.	O	O	O	O	O

Dit waren de algemene vragen. Op **de volgende bladzijde** vindt u de vragen over de HR Portal.

Deel 2

Deze vragen gaan over uw ervaring met en mening over de HR Portal. Wij verzoeken u zo eerlijk mogelijk antwoord te geven en bij elke stelling maximaal één antwoordoptie in te vullen.

	Stelling	Helemaal niet mee eens	Mee oneens	Neutraal	Mee eens	Helemaal mee eens
1	Het HR Portal is in staat om aan zijn verantwoordelijkheden te voldoen.	O	O	O	O	O
2	Het HR Portal staat erom bekend dat het succesvol is in dat wat het probeert uit te voeren.	O	O	O	O	O
3	Het HR Portal voert zaken competent uit.	O	O	O	O	O
4	Het HR Portal dient de belangen van werknemers.	O	O	O	O	O
5	De behoeften en wensen van werknemers zijn belangrijk in het HR Portal.	O	O	O	O	O
6	Het HR Portal doet haar uiterste best om werknemers te helpen.	O	O	O	O	O
7	Het HR Portal zorgt ervoor dat er nooit express misbruik kan worden gemaakt van de gegevens van werknemers.	O	O	O	O	O
8	Het HR Portal is ingericht volgens verantwoorde en morele principes en gedragscodes	O	O	O	O	O
9	Gebruiksrechten worden niet geschonden in het HR Portal.	O	O	O	O	O
10	Ik denk dat het HR Portal voldoet aan zijn verplichtingen aan onze afdeling.	O	O	O	O	O
11	Naar mijn mening, is het HR Portal betrouwbaar.	O	O	O	O	O
12	Ik heb het gevoel dat het HR Portal doet wat je vraagt.	O	O	O	O	O

Appendix VI: Coding scheme

Question	Code	Answering values
Onder welke manager werkt de werknemer?*	Ma	1-16, in which each number represents a manager.
Hoe lang werkt u al bij Philips Drachten?	Te	Organizational tenure in years.
Wat is uw functie?	Fu	Blabla functie = 1, etc.
Hoe lang werkt u al in deze functie?	Ft	Job tenure in years.
Wat voor type contract heeft u?	Tc	Onbepaalde tijd, fulltime = 1 Onbepaalde tijd, parttime = 2 Bepaalde tijd, fulltime = 3 Bepaalde tijd, parttime = 4
Wat is uw geslacht?	Gr	Male = 0 Female = 1.
Bent u bekend met het HR Portal?	Fa	Yes = 1 No = 0.
Maakt u gebruik van het HR Portal?	Us	Yes = 1 No = 0.
Degree of trust in HRM.	TT	Values between 1 and 5, calculated as the mean of the scores on each trust in HRM item.
Employee's propensity to trust.	PT	Values between 1 and 5, calculated as the mean of the scores on each propensity to trust item (excluding item 1 and 4).

* Filled in by the researcher after the employee finished the questionnaire.
** Filled in by the researcher after analysis of the interview data.

Appendix VII: Examples consensus-based coding

Transcript Line Manager 1

Interview Line Manager 1
Achtergrond informatie

Confidential information

HRM as intended

IN - EFF

Ik denk dat het doel van de HR Portal is, leidinggevende alle HR dingen op één plek te laten doen. Eigenlijk kan je alle applicaties in de HR Portal zetten, zodat je met zo min mogelijk wachtwoorden zo snel mogelijk op de juiste plek komt. Ik denk dat ze alles op één plek willen hebben, omdat dit de zoektijd verminderd. Zoektijd is gewoon verspilling van tijd. Ik denk dat het gaat om met zo min mogelijk zoektijd en zo min mogelijk keer klikken op de juiste plek uitkomen.

Ik denk het management de HR Portal heeft ingevoerd, omdat mensen heel veel klachten hadden over de oude systemen. Ik denk dat de HR Portal is bedacht zodat leidinggevenden met zo min mogelijk moeite hun werk kunnen doen.

IN - DEV
IN - COST

Via de HR Portal schuiven ze ook taken door naar beneden, ik denk dat ze dit doen om kosten te besparen. De intentie is wel goed, dat leidinggevenden zelf zo veel mogelijk kunnen regelen. Alleen sommige dingen zijn gewoon heel complex en die moet je gewoon door de experts laten doen.

HRM composition

GU - VAR

De richtlijnen voor het gebruik van de HR Portal verschilt per applicatie. Voor e-Care, e-HRM en Workday gelden allemaal verschillende richtlijnen. Vaak zijn er wel vaste richtlijnen, soms word je daarin getraind en soms niet.

Ik ga naar de HR Portal als ik iets moet doen, bijvoorbeeld wanneer ik voor een zieke medewerker, een oudere medewerker of een wijziging in mijn team iets moet invoeren. Ik ga er ook heen als ik

GU - SYS

mijn medewerkers moet beoordelen. Heel veel dingen rondom de medewerker moeten in de HR Portal gebeuren.

Voor PPM, de beoordelingsgesprekken, heb ik een workshop gehad van HR. Voor e-Care heb ik de HR manager gevraagd om mij te helpen, toen heb ik van deze HR manager een training gehad.

GU - TRAI

Workday ben ik ook wel even doorheen gepraat, daar waren ook wel workshops voor maar die kon ik niet bijwonen. Maar dat zijn dan niet workshops waarin in stappen wordt uitgelegd wat je moet

HRM as intended

JN-EFF

Ik denk dat het doel van de HR Portal is, leidinggevende alle HR dingen op één plek te laten doen. Eigenlijk kan je alle applicaties in de HR Portal zetten, zodat je met zo min mogelijk wachtwoorden zo snel mogelijk op de juiste plek komt. Ik denk dat ze alles op één plek willen hebben, omdat dit de zoektijd verminderd. Zoektijd is gewoon verspilling van tijd. Ik denk dat het gaat om met zo min mogelijk zoektijd en zo min mogelijk keer klikken op de juiste plek uitkomen.

JN-CO

Ik denk het management de HR Portal heeft ingevoerd, omdat mensen heel veel klachten hadden over de oude systemen. Ik denk dat de HR Portal is bedacht zodat leidinggevenden met zo min mogelijk moeite hun werk kunnen doen.

JN-DE
JN-CC
JN-EE

Via de HR Portal schuiven ze ook taken door naar beneden, ik denk dat ze dit doen om kosten te besparen. De intentie is wel goed, dat leidinggevenden zelf zo veel mogelijk kunnen regelen. Alleen sommige dingen zijn gewoon heel complex en die moet je gewoon door de experts laten doen.

HRM composition

GU-VAR

De richtlijnen voor het gebruik van de HR Portal verschilt per applicatie. Voor e-Care, e-HRM en Workday gelden allemaal verschillende richtlijnen. Vaak zijn er wel vaste richtlijnen, soms word je daarin getraind en soms niet.

GU-NE

Ik ga naar de HR Portal als ik iets moet doen, bijvoorbeeld wanneer ik voor een zieke medewerker, een oudere medewerker of een wijziging in mijn team iets moet invoeren. Ik ga er ook heen als ik mijn medewerkers moet beoordelen. Heel veel dingen rondom de medewerker moeten in de HR Portal gebeuren.

GU-TRA

Voor PPM, de beoordelingsgesprekken, heb ik een workshop gehad van HR. Voor e-Care heb ik de HR manager gevraagd om mij te helpen, toen heb ik van deze HR manager een training gehad. Workday ben ik ook wel even doorheen gepraat, daar waren ook wel workshops voor maar die kon ik niet bijwonen. Maar dat zijn dan niet workshops waarin in stappen wordt uitgelegd wat je moet

Transcript HR professional 1

Interview HR1

Achtergrond informatie

HRM-as-intended
De HR Portal is ontworpen met de volgende doelen:
- Standaardisatie. Voordat de HR Portal er was, waren er verschillende informatiebronnen binnen het bedrijf. Om ervoor te zorgen dat alle medewerkers toegang hebben tot dezelfde informatie, is de HR Portal ontworpen. De HR Portal zorgt ervoor dat iedereen binnen Philips op een uniforme manier bepaalde zaken kan inzien en regelen. *In - Stand*
- Faciliteren in de lijn. De HR Portal zorgt ervoor dat het mogelijk is voor medewerkers om bepaalde dingen op te zoeken en zelf te regelen. *In - SelfSupp aining*
- HR zaken sneller toegankelijk. De HR Portal is onderdeel van een project genaamd 'HR simplified'. Dit houdt in dat HRM binnen Philips sneller en simpeler gemaakt werd. Om HR sneller toegankelijk en simpeler te maken voor medewerkers, is de HR Portal gemaakt. *In - Accesabl*
- Het aantal fte's voor HR ondersteuning verlagen. Doordat een gedeelte van het werk van de HR afdeling naar PPS en lijnmanagers zijn verplaats, zijn er minder fte's nodig voor HR ondersteuning op de vestigingen. *In - Costs*

Het management van Philips heeft de HR Portal in gebruik genomen, omdat:
- Philips een digitale company wil zijn. Dat betekent dat veel zaken digitaal gemaakt worden, waarin HR niet achter kan blijven. *In - Digital company*
- Efficiëntie en effectiviteit. De HR Portal zorgt ervoor dat HR zaken efficiënter en effectiever geregeld kunnen worden. *In - Effi*
- Visie hoger management. Philips heeft als visie 'fit to grow', wat betekent dat er kosten bespaart moeten worden. De HR Portal zorgt ervoor dat er minder fte's nodig zijn en dat men sneller kan werken, wat zorgt voor een besparing in de kosten. *In - costs*

HRM composition
Richtlijnen die, volgens mij, het gebruik van de HR Portal waarborgen zijn:
- De General Business Principles van Philips. Dat zijn algemene gedragsregels, waaraan we ons altijd dienen te houden. De General Business Principles kunnen gezien worden als een ethics code. Hierin zijn bijvoorbeeld ook zaken als vertrouwelijkheid van persoonsgegevens in opgenomen, wat ook een belangrijke richtlijn vormt voor het gebruik van de HR Portal. *GU - BGBT*
- De How do I's in de HR Portal. Hier staat in hoe bepaalde zaken geregeld dienen te worden. *GU - FAQ*
- De CAO en richtlijnen arbeidsvoorwaarden (rav's) zijn ook richtlijnen van het systeem. De rav's zijn een uitwerking van de CAO. Ten alle tijden moet er gewerkt worden binnen de regels van de CAO en de rav's, ook binnen de HR Portal. In de rav's is bijvoorbeeld te vinden wanneer je recht hebt op overuren. Managers hebben beperkte toegang tot de rav's, ze kunnen slechts een selectie hiervan opzoeken. *GU - CAO-RAV*
- Ik denk dat managers als richtlijn gebruiken, dat wanneer er een actie op hun actielijst verschijnt of ze een verzoek van een medewerker krijgen, de HR Portal in gaan. Ook wanneer *GU - Notifi-cation*

Interview HR1

Achtergrond informatie

'r

HRM-as-intended

De HR Portal is ontworpen met de volgende doelen:

JN-ST
- Standaardisatie. Voordat de HR Portal er was, waren er verschillende informatiebronnen binnen het bedrijf. Om ervoor te zorgen dat alle medewerkers toegang hebben tot dezelfde informatie, is de HR Portal ontworpen. De HR Portal zorgt ervoor dat iedereen binnen Philips op een uniforme manier bepaalde zaken kan inzien en regelen.

JN-EE
- Faciliteren in de lijn. De HR Portal zorgt ervoor dat het mogelijk is voor medewerkers om bepaalde dingen op te zoeken en zelf te regelen.

JN-EFF
- HR zaken sneller toegankelijk. De HR Portal is onderdeel van een project genaamd 'HR simplified'. Dit houdt in dat HRM binnen Philips sneller en simpeler gemaakt werd. Om HR sneller toegankelijk en simpeler te maken voor medewerkers, is de HR Portal gemaakt.

JN-CO
- Het aantal fte's voor HR ondersteuning verlagen. Doordat een gedeelte van het werk van de HR afdeling naar PPS en lijnmanagers zijn verplaats, zijn er minder fte's nodig voor HR ondersteuning op de vestigingen.

Het management van Philips heeft de HR Portal in gebruik genomen, omdat:

JN-DIG
- Philips een digitale company wil zijn. Dat betekent dat veel zaken digitaal gemaakt worden, waarin HR niet achter kan blijven.

JN-EFF
- Efficiëntie en effectiviteit. De HR Portal zorgt ervoor dat HR zaken efficiënter en effectiever geregeld kunnen worden.

JN-CC
- Visie hoger management. Philips heeft als visie 'fit to grow', wat betekent dat er kosten bespaart moeten worden. De HR Portal zorgt ervoor dat er minder fte's nodig zijn en dat men sneller kan werken, wat zorgt voor een besparing in de kosten.

HRM composition

Richtlijnen die, volgens mij, het gebruik van de HR Portal waarborgen zijn:

GU-GBP
- De General Business Principles van Philips. Dat zijn algemene gedragsregels, waaraan we ons altijd dienen te houden. De General Business Principles kunnen gezien worden als een ethics code. Hierin zijn bijvoorbeeld ook zaken als vertrouwelijkheid van persoonsgegevens in opgenomen, wat ook een belangrijke richtlijn vormt voor het gebruik van de HR Portal.

GU-HOI
- De How do I's in de HR Portal. Hier staat in hoe bepaalde zaken geregeld dienen te worden.

GU-CAO
- De CAO en richtlijnen arbeidsvoorwaarden (rav's) zijn ook richtlijnen van het systeem. De rav's zijn een uitwerking van de CAO. Ten alle tijden moet er gewerkt worden binnen de regels van de CAO en de rav's, ook binnen de HR Portal. In de rav's is bijvoorbeeld te vinden wanneer je recht hebt op overuren. Managers hebben beperkte toegang tot de rav's, ze kunnen slechts een selectie hiervan opzoeken.

GU-RN
- Ik denk dat managers als richtlijn gebruiken, dat wanneer er een actie op hun actielijst verschijnt of ze een verzoek van een medewerker krijgen, de HR Portal in gaan. Ook wanneer

Appendix VIII: Content of the HR Portal

Main components of the HR Portal	Stakeholder group	The intention of the component	Services	Function of the component

E-HRM tool.	Employees	Enables employees to view and change their personal data and personal choices. It serves as an internal phonebook and information database.	Me@Philips:
			- Persoonlijke keuzes:
			  o A la carte.
			  o Afwezigheidsregistratie.
			  o Declaraties indienen.
			  o Mijn loopbaan.
			  o Pensioen.
			  o Persoonsgegevens (refers to Workday).
			  o Internet toegang regelen.
			- Persoonlijke informatie:
			  o Mijn e-HRM.
			  o E-HRM inrichting.
			  o E-dossier.
			  o Salaris specificatie opvragen.
			  o Jaaropgave opvragen.
				Personal and team-related administration.

	Line managers	Enables line managers to change personal data and personal choices. Also lists requests from employees that need approval.	- All services that are available to employees in the e-HRM tool. - Lijnmanagers processen: o Health and Well-being.	

	HR professionals	Enables HR professionals to change personal data and personal choices. This tool also enables HR professionals to digitally manage the in-, through- and outflow of employees.	- All services that are available to employees and line managers in the e-HRM tool.
			- Processen voor HR:
			  o Afwezigheidsregistratie.
			  o Health and Well-being.
			  o Instroom.
			  o Doorstroom.
			  o Uitstroom.
			  o Mutaties.	

PMS	HR professionals	Enables managers to view and create reports about the data of all employees.	– Employee records. – Reports.	Retrieval of information.
Concur	Employees, line managers and HR professionals	Enables all employees to reconcile corporate card expenses.	– New expense report. – Approve reports.	Personal and team-related administration.
Internal vacancies	Employees, line managers and HR professionals	Enables all employees to view internal vacancies.	– Job search. – My jobpage.	Retrieval of information.
COMplanner	Line managers	Enables line managers to register pay raises for their employees.	– Register pay raises.	Team-related administration.
	HR professionals	Enables HR professionals to view and approve pay raises.	– Approve pay raises. – View pay raises.	
People Performance Management	Employees	Enables employees to digitally complete their part of the appraisal process.	– View appraisals. – Complete own appraisal.	Personal administration.
	Line managers	Enables line managers to digitally appraise employees.	– Appraise employee.	Personal and team-related administration.
	HR professionals	Enables HR professionals to view all digital appraisals.	– View appraisals. – Approve appraisals.	
E-Care	Line managers and HR professionals	Enables line managers and HR professionals to view and register employee absenteeism.	– View absenteeism reports. – Register employee absenteeism progress.	Team-related administration.
How Do I's	Employees	Enables employees to view HR-related information	How Do I: – Personal data. – Reward and employment conditions. – Learn & Develop. – Other subjects.	Retrieval of information.

	Line managers		How Do I: − Personal data. − Reward and employment conditions. − Learn & Develop. − Other subjects. − Manager.	
	HR professionals		How Do I: − Personal data. − Reward and employment conditions. − Learn & Develop. − Other subjects. − Manager. − HR for HR.	
Guidelines labor agreements	Employees, line managers and HR professionals	Enables all employees to view the guidelines stemming from the labor agreements.	Employees can view the labor agreements relevant to their function.	Retrieval of information.

Appendix IX: Descriptive statistics three sites of Philips

	Mean	Standard deviation	Trust in HRM	Propensity to trust	Organization al tenure	Job tenure
Trust in HRM	3.366	0.560				
Propensity to trust	3.051	0.506	.497**			
Organization al tenure	20.631	9.519	0.003	.000		
Job tenure	13.871	9.370	-.153*	-.100	.581**	
*p<0.05, **p<0.01, ***p<0.001						

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