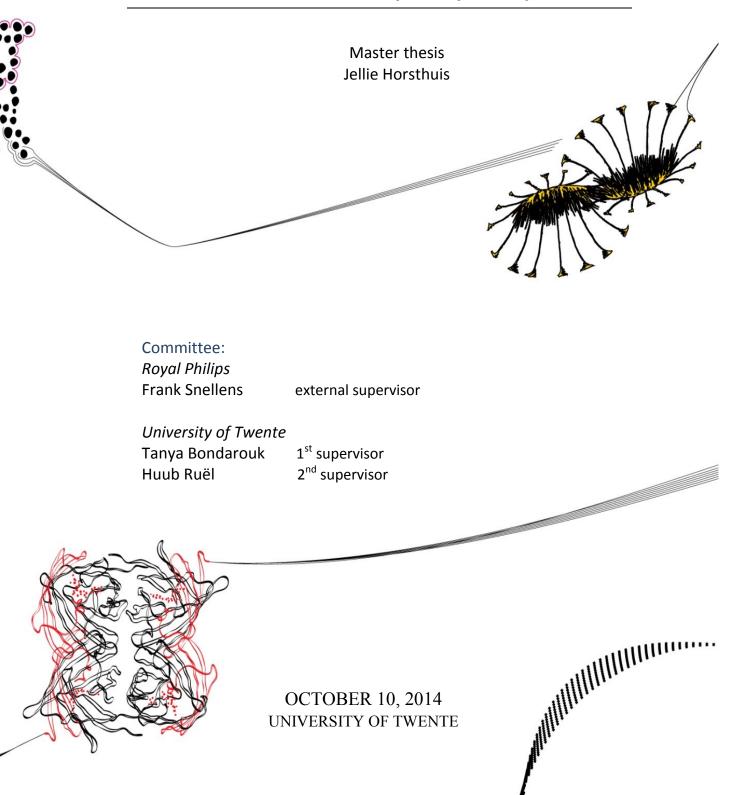


An explorative study into HRM frames and trust in HRM: results of a case study at Royal Philips.



UNIVERSITY OF TWENTE.

Management summary

Purpose of the study

It was explored whether HR professionals and line-managers shared similar expectations, assumptions and knowledge regarding HRM and whether their shared perceptions were related to employees' trust in HRM. The study was conducted within the context of a company to understand the present-day phenomena of strategically employing HRM to facilitate the devolution of tasks to the line management.

Royal Philips: the case

A business site of Royal Philips was selected as the case company for this study. In 2011, the company had taken up the program 'Accelerate!' to build a global HR organization for which a transformation of the HR business model was required. Part of this reorganization was the implementation of a global HR portal: the e-HRM system that formed the subject of this study. Management believed that online HR tools would facilitate the devolution of tasks to line management, by empowering them to work with simplified HR processes. In the end, HR professionals expected that their role would become more specialised, enabling them to provide strategic HR advice to the company.

Results

The intentions of Philips' management were achieved for the specific business site: consequences for line management and HR showed to be in line with the intentions set at the beginning of the implementation phase of the HR portal. It can thus be concluded that there was an effective implementation of the e-HRM system, after three years of effort. Findings showed room for further improvement regarding the devolution of tasks and the optimization of usage with respect to the HR portal: some line managers still viewed the extra tasks that had been devolved to them as an administrative burden that was very time consuming. The possibilities of the HR portal were also not fully used, especially the tools for training and development were hardly addressed by line managers.

Advice to Philips' HR professionals

HR professionals indicated that they were not yet able to solely focus on a strategic role, for they still needed to respond often to line management needing assistance. Further empowerment of line management in working with the HR portal can be achieved. Based on the points of improvements that were derived from the study, we offer Royal Philips the following advice:

- Organise workshops, meetings and discussions with line managers to make sure they identify themselves with the group 'line management'. It is an opportunity for them to share their perceptions and experiences regarding the HR portal. In doing so, line managers that find working with the HR portal a time consuming task can be convinced by others that are positive about working with the portal.
- Promote tools in the HR portal important for employees' training and development, such as e-Miles, e-Learning and Recognition. They are hardly used by line managers and employees, but are important for the quality of the personnel.
- Provide a clear and easy structure in the portal to prevent line managers and employees from spending excessive time in exploring HR based tools: clicking on a link in the first screen should lead quickly to the next page (as in Wikipedia).
- Increase the speed of the HR portal to prevent frustration in usage.
- Provide information via the portal in both English and Dutch.
- Remain some HR specialism at the business site (at least 0,5 FTE) in order to sustain a level of personal contact available for line managers and employees.

- Ensure that the HR-related tasks are part of the function description of all line managers to emphasise that HR responsibilities should be seen as an essential part of the job.
- If some line managers and employees keep having problems in working with the HR portal: create a manual that covers 80% of what they can encounter in working with the system. This manual is also helpful for new line managers and employees entering the company.

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Introduction

Within the last two decades, strategically employing HRM to increase firm performance has become a hot topic for companies (Gabčanová, 2012). The devolution of HR responsibilities to the line adds a new link – line managers – to the top-down delivery of HR practices and policies (Bos-Nehles, 2010). Companies are thus challenged to ensure both HR professionals and line managers contribute to HRM in a way that will lead to the accomplishment of strategic intentions. Despite growing knowledge on how this devolution is perceived by HR professionals and line management (Bos-Nehles, 2010; Nehles, Van Riemsdijk, Kok & Looise, 2006; Papalexandris & Panayotopoulou, 2004; Guest & King, 2004), no clear evidence is available to suggest that HRM becomes better after involving the line management. Drawing on the HRM stream that explores the achievement of strategic intentions by looking at organisational outcomes (Marler & Fisher, 2013) might help in discovering whether devolution helps in achieving the intended performance.

Since 2004 (Bowen & Ostroff), the research in exploring the link between HRM and firm performance took off in a new direction. This approach is the latest view in explaining how HRM leads to firm performance and states that, whether employees will show behaviours needed for the intended organisational outcomes, depends on how they make sense of the organisational reality and requests towards those behaviours (Bowen & Ostroff, 2004; Sanders et al., 2012). In this study, the strategic intentions of management, as the desired outcomes for the organisation, are studied within the process approach. This means finding out whether intentions are achieved, through an understanding of the way employees make sense of these intentions and their behaviours correspondingly.

Other research fields share the fundamentals of the process approach. For example, in IT and change management, it is an important condition that employees give meaning to an IT or change program in an identical way or by having similar so-called 'frameworks of reference', to realize a successful implementation (Orlikowski & Gash, 1994).

Combining the research streams mentioned above, the suggestion is that when an employee receives information about HR, IT or change, organisational outcomes may be dependent on how he or she will perceive this information. This insight led to the decision to explore the path of HRM and firm performance by concentrating on the concept of frames of reference (hereafter: frames) (Orlowski & Gash, 1994). Frames are known to be successfully measured in IT research (Orlikowski & Gash, 1994) and here the assumption is that the effect of HRM on firm performance depends on the way employees make sense of what management intends to achieve with HRM (Bowen & Ostroff, 2004; Sanders et al., 2012; Bondarouk, Looise & Lempsink, 2009). A few authors have explored the concept of frames of references to explain HRM sense making, also referred to as HRM frames (Bondarouk & Ruël, 2009a; Bondarouk, Looise & Lempsink, 2009; Sonnenberg, Zijderveld & Brinks, 2014). This study builds on these previous findings in HRM frames, but distinguishes itself by looking at a possible link between HRM and performance.

Our study also positions itself in the light of two major developments in companies: the devolution and strategic role of HR (Bos-Nehles, 2010; Caldwell, 2003). Both changes are accompanied with implications for employees at different organisational levels and led to three important choices for our study. First, we draw here on a macro perspective in which all relevant levels of the HRM system - philosophy, policies and practices - are taken into account (Lepak et al., 2006). In line with this, Gabčanová (2012) emphasises that strategic outcomes of HRM should be measured in terms of the entire HRM system, instead of looking at individual HR practices. Second, the devolution of HR underlines the importance of HRM frames of both HR professionals and line managers (Bondarouk & Ruël, 2009a). We assume that if these two groups are using congruent or similar frames of references to make sense of the HRM system, they might be able to implement HR policies and practices more effectively than when they are incongruent. Third, we want to explore whether the HRM frames of HR professionals and line managers are associated with the performance of the employees, who are affected by the HRM system and will behave accordingly. The scope of this study does not allow for an exploration of all possible performance indicators. Therefore, we

have chosen to use the concept of trust here (Mayer & Davis, 1995). Similar to frames, trust is a concept based on one's perceptions of the trustworthiness of another. This enables us to explore whether perceptions of HR professionals and line managers of HRM also affect their perceptions towards trust in HRM. Trust is also shown to reduce the amount of control and coordination that is needed from HR professionals when responsibilities have been devolved to the line management (Govindarajan, 1986) and to positively affect the performance of a company (Singh & Srivastava, 2013; Rafieian, Soleimani & Sabounchi, 2014; Robinson, 1996).

The findings, assumptions and choices mentioned above resulted into the final research purpose of this study: to explore the link between congruent HRM frames of HR professionals and line-managers and employees' trust in HRM.

By answering this question the study adds important insights to the link of HRM and firm performance by exploring a new way: HRM frames. At the same time, the research brings additional knowledge about HRM systems and HR devolution from a sense making perspective. From a practical point of view, more insight is created for companies with respect to the 'how' and 'if' HRM frames play a role in behaviours of trust and how seriously the sense giving of employees should be taken by companies.

1. Trust and trust in HRM

1.1 What is trust?

A lot of effort has been exerted to define trust in the context of an organisation (Dietz & Den Hartog, 2006). Owing to this, researchers nowadays have agreed on the meaning of trust. A commonly accepted and well-cited definition describes trust as 'the willingness of a party to be vulnerable to the actions of another party' (Mayer et al., 1995, p. 712). This definition points to the importance of having insights in how organisational members perceive others in social interactions in the establishment of organisational trust (Tzafrir et al., 2004). Even though Mayer et al. (1995) acknowledge the importance of perceptions in developing trust, their definition does not include the aspect of perceptions. Therefore, another well-cited definition of trust from Rousseau et al. (1998) is borrowed here describing trust as 'a psychological state comprising the intention to accept vulnerability based upon positive expectations of the intentions or behaviour of another' (p. 395).

The definition of Rousseau et al. (1998) recognizes trust as 'a psychological state' and thus involves the importance of the perceptions that one person holds about the trustworthiness of another or an organisation. Second, similar to Mayer et al. (1995), the definition states that trust might be developed between two persons or between a person and an organisation, when one party has 'the intention to accept vulnerability'. Being vulnerable means that when two people share information they depend on the actions of each other in fulfilling certain expectations (Tzafrir et al., 2004). Third, Rousseau et al. (1998) argue that trust can be found at multiple levels within an organisation: it is not only important to understand trust at an individual or interpersonal level but also to recognise the way levels of trust can be either increased or damaged by the organisational level, for example through certain structures and regulations.

Trust is constituted in interpersonal relationships in which two parties are involved: a person that trusts (a trustor) and another person or a system to be trusted (a trustee) (Mayer et al., 1995; Gould-Williams, 2003). Both parties have their own characteristics important for determining whether trust will be developed in the relationship. A trustor is characterised by a certain level of trust propensity or 'generalised trust' (Dietz & Den Hartog, 2006; Mayer et al., 1995). This propensity reflects an individual's general will or decision to trust another person and thereby accept vulnerability. This general will to trust another is shaped by values and norms and personal development (Dietz & Den Hartog, 2006; Mayer et al., 1995). Subsequently, a trustor will decide whether a person or system can be trusted based on his or her perceptions of trustworthiness of the trustee, also described as the belief in or expectation of the other party (Dietz & Den Hartog, 2006; Mayer et al., 1995; Mayer et al., 1995; Mayer et al., 1995; Mayer et al., 1995; Mayer et al., 2003).

An individuals' perception of trustworthiness is found to be based on four independent characteristics: the perceived competence of the trustee to perform a certain task, the perceived benevolence or goodwill he or she has regarding the trustor, the perceived amount of integrity and the perceived predictability of the other party in his or her behaviour (Mayer et al., 1995; Dietz & Den Hartog, 2006). If a trustor perceives the trustee to have high levels on all four factors, the trustworthiness of the trustee is considered quite high (Mayer et al., 1995; Dietz & Den Hartog, 2006).

Ultimately, based on the trustworthiness and the willingness to trust it is determined whether an intention to perform an act of trust is made (Mayer et al., 2006; Dietz & Den Hartog, 2006). Such an action is always accompanied by risk, because it remains uncertain whether the trustee will act according to the way envisioned by the trustor (Rousseau et al., 1998; Tzafrir et al., 2004). For this reason, trust is seen as a risk-taking act in a relationship (Mayer et al., 1995; McEvily et al., 2003; Dietz & Den Hartog, 2006). Such an act can be found when one party relies on another in achieving objectives, but also through the sharing of confidential information (Lewicki, Tomlinson & Gillespie, 2003). Eventually, both positive and negative outcomes of risk-taking behaviour influence future perceptions of trustworthiness (Mayer et al., 1995), because risk-taking behaviour will lead to a revised perception of the trustworthiness of the trustee, either positive or negative, that will determine whether future development of trust will take place.

There are different levels of trust that determine the quality of trust on a continuum (Dietz & Den Hartog, 2006; Rousseau, 1998; Lewicki et al., 2003). In the first stage of a trust relationship, knowledge based trust can be found in which the trustor is certain about his or her perceptions about the other party. In the later stages of the relationship, trust becomes more based on the relation or identification with a person or organisation (Dietz & Den Hartog, 2006; Lewicki et al., 2003). Mayer et al. (1995) argue that that higher levels of trust lead to more risk-taking behaviour in relationships. According to them, this risky behaviour of employees in relationship with others will lead to a better performance. For this reason, it is important not only to establish trust, but also to ensure that these levels of trust are as high as possible.

1.2 Direct relationships between trust and organisational outcomes

Research into trust shows that an organisation should create a work environment that promotes trust in order to ensure that employees perform well and deliver the best results possible (Tzafrir et al., 2004). McEvily (2003) in her article emphasises that employee outcomes will lead to beneficial organisational outcomes. Building on the conceptual research of Dirks and Ferrin (2001) she argues that trust and trust-related workplace behaviours directly affect organisational outcomes.

Empirical evidence shows that trust enhances organisational communication (Zand, 1972; Roberts & O'Reilly, 1974; Singh & Srivastava, 2013). Zand (1972) compared two groups of U.S. middle managers with high and low levels of trust and finds that members in a high-trust group show more openness in their communication. Roberts and O'Reilly (1974) exposed 171 graduate and undergraduate students of the University of California to three experimental conditions. Their results reveal that trust enhances the amount of information that students share with their superior. Not only influences trust the amount of information that is shared, high levels of trust also increase the frequency with which employees communicate with each other. This is found in the study of Singh and Srivastava (2013) who investigated the communication among 303 managers working at different organisational levels in manufacturing and service organisations in India.

Another beneficial organisational outcome that derives from high levels of trust is organisational citizenship behaviour (Konovsky & Pugh, 1994; McAllister, 1995; Robinson, 1996; Pillai, Schriesheim & Williams, 1999; Dolan, Tzafrir & Baruch, 2005; Altuntas & Baykal, 2010; Liu, Huang, Huang & Chen, 2013; Rafieian, Soleimani & Sabounchi, 2014). This behaviour is studied by looking at three different types of trust: trust in supervisor, trust in co-workers and trust in the organisation. Konovsky and Pugh (1994) analysed cross-sectional data from 475 U.S. hospital employees and their direct supervisors and find that trust positively affects organisational citizenship behaviour when employees perceive they are treated in a just and fair manner. Pillai et al. (1999) also studied trust by investigating the relationship of a supervisor and an employee and related organisational outcomes. Using a multi-sample survey of 192 employees of a U.S. service agency and 155 U.S. MBA students they find that employees' levels of trust in a supervisor influences organisational citizenship behaviour. McAllister (1995) studied organisational citizenship behaviour by looking at the role of trust in co-workers. He set up a cross-sectional study in which 194 managers and professionals from various industries in California participated. The results of this study indicate that employees' trust in their colleagues has a positive effect on organisational citizenship behaviour.

Robinson (1996) investigated organisational trust in his longitudinal study of 125 newly hired managers of U.S. graduate business school. His study shows that not only previous researched types of trust, being trust in supervisors and co-workers, stimulate the citizenship behaviour of employees but also the trust that employees have in an organisation. Later studies followed Robinson (1996) in their focus on the role that organisational trust plays in influencing organisational citizenship behaviour. Dolan, Tzafrir and Baruch (2005) find in a study using 230 respondents of the Israeli labour force that organisational trust is the mediator in the relationship between procedural justice and organisational citizenship behaviour. Aluntas and Baykal (2010) investigated whether organisational trust would be positively associated with behaviours of organisational citizenship. In their study among 482 nurses in Istanbul they find organisational trust to have a positive effect on the citizenship behaviours of conscientiousness, civic virtue, altruism and courtesy. Two recent

studies also indicate organisational trust to have a positive effect on organisational citizenship behaviour (Liu et al, 2013; Rafieian, Soleimani & Sabounchi, 2014). One of these studies was conducted among 378 employees of domestic hotels located in Taiwan (Liu et al., 2013), whereas the other study used data of 114 physical education teachers working in the west of Iran (Rafieian, Soleimani & Sabounchi, 2014).

Researchers studying processes of negotiation show that high levels of trust are beneficial for they reduce the level of conflict in such processes (Porter & Lilly, 1996; De Dreu et al., 1998; Butler, 1999). To illustrate this, Porter and Lilly (1996) analysed cross-sectional data from 464 individuals that together constituted 80 student teams working on the introduction of a new product and find that high levels of trust within these teams reduce conflicts. Furthermore, De Dreu et al. (1998) set up a 2x2 experiment in which 90 students of the University of Groningen had to perform a negotiation task. Their results also prove that high levels of trust between negotiators has a negative effect on the level of conflict. An addition to these findings comes from Butler (1999) who investigated 324 managers in the U.S. that were following a course on organisational behaviour. In an experimental setting, these managers were assigned the task to engage in a negotiation exercise. Results of this study show that not a climate of positive trust leads to a reduced level of conflict during negotiations, but also ensures that negotiations are less complex (Butler, 1999).

A lot of research on trust confirms that employees with high levels of trust perform better (Robinson, 1996; Colquitt, Scott & LePine, 2007; Davis & Landa, 1999; Mayer & Gavin, 2005). Colquitt et al. (2007) show with their meta-analysis of 132 independent samples that trust is moderately related to task performance. In addition, Davis and Landa (1999) conducted a cross-sectional study among 50 thousand Canadian employees with which they find that employees' trust in their managers has a positive effect on employees' productivity and a negative effect on the amount of stress employees perceive in their job. Additionally, a cross-sectional study among 250 employees and their supervisors in a non-union manufacturing firm in the U.S. points out that trust in supervisors has a positive effect on the ability of an employee to focus his or her attention on value producing activities (Mayer & Gavin, 2005).

High levels of trust are also associated with a better group or business unit performance (Klimoski & Karol, 1976; Davis, Schoorman, Mayer & Tan, 2000; Dirks, 2000; Gould-Williams, 2003). In line with this statement, Klimoski and Karol (1976) prove that trust in partners has a positive effect on the group performance in their experiment using 29 four-person groups of female undergraduates at Ohio University. Davis et al. (2000) in their longitudinal study surveyed employees of a chain of nine restaurants and find that an employees' trust in a general manager has a positive effect on the business unit performance. Furthermore, twelve U.S. men's college basketball teams were engaged in a cross-sectional research of Dirks (2000) who shows that trust in a team leader is positively related to the performance of these teams. Finally, Gould-Williams (2003) distributed a postal survey among 191 public-sector employees working in Wales. Results show that high levels of trust in the organisation lead to a better performance on organisational level. Nowadays, an increased efficiency in groups is very important because companies often have to deal with a workforce that is more diverse in terms of employees' backgrounds (Mayer et al., 1995).

The studies discussed in this section clearly show that trust is a key determinant for the organisational performance of a firm. A summary of the findings provided in this section can be found in Appendix I.

1.3 Indirect relationships linking trust to organisational outcomes

So far, trust is described in its direct relationship towards a number of organisational outcomes. However, trust is also found to influence outcomes of an organisation indirectly by creating employee perceptions and attitudes that lead to specific employee behaviours that strengthen positive organisational outcomes (Dirks and Ferrin, 2001; McEvily, 2003). In the next paragraphs these relationships are further explained.

Studies conducted in different settings show that commitment is an important outcome of

trust (Pillai et al., 1999; Albrecht & Travaglione, 2003; Yilmaz, 2008; Farndale, Hope-Hailey & Kelliher, 2011; Akpinar & Taş, 2013; Liu & Wang, 2013; Singh & Srivastava, 2013) which negatively influences the intention to turnover (Albrecht & Travaglione, 2003; Gould-Williams, 2003; Singh & Srivastava, 2013). Pillai et al. (1999) using a multi-sample survey to investigate the role of leader behaviour on trust and organisational outcomes, find trust to mediate the relationship between leader behaviour and commitment. Empirical evidence from Albrecht and Travaglione (2003) points out that trust in senior management has a positive effect on the emotional commitment of employees towards their organisation. In their study, a questionnaire among 750 participants was used in order to measure antecedents and outcomes of trust in two public-sector organisations. A study among 120 teachers in public primary schools in the city of Kütahya (Turkey) finds high levels of organisational trust to have a positive influence on the perceived commitment of the teachers that were involved in the research (Yilmaz, 2008). Farndale et al. (2011) investigated employee commitment in a crosssectional, multi-level study using 524 questionnaire responses from employees of four large organisations in the U.K. Their findings indicate that trust strengthens commitment as well. Another research on organisational commitment studied 531 employees working for a University Hospital in Turkey (Akpinar & Taş, 2013) of which the outcomes show that organisational trust significantly increases the affective commitment of employees. Finally, Liu and Wang (2013) conducted a study in Southern China in which 958 employees from five different hospitals participated. Their findings also find a significant influence of organisational trust on organisational commitment.

Trust influences the intention to turnover (Mishra & Morrissey, 1990; Costigan, Ilter & Berman, 1998; Alfes et al., 2012; Farooq & Farooq, 2014). Mishra and Morrissey (1990) measured perceptions of employee and employer relationships using a survey among 143 companies in Michigan area (U.S.). They find that trust in an organisation has a negative effect on intent of the employee to turnover. Costigan et al. (1998) conducted a cross-sectional study with a sample of 35 employees to test trust between focal employees in relationship with their colleagues, supervisors and top-managers. After analysing the data they find that trust has a negative effect on the employees' desire to leave the company. Alfes et al. (2012) also performed a cross-sectional study to measure outcomes of trust. They used data from 613 employees and their line managers working in a service sector organisation in the U.K.. Results prove trust to be a moderator in the relationship between perceived HRM practices and turnover intentions, where high levels of trust are found to lower the intention to quit. A study among 597 employees of private sector companies was conducted in South Asia by Farooq and Farooq (2014) showing that organisational trust has a negative effect on the turnover intentions of these employees.

High levels of trust are found to positively influence employees' satisfaction with their job (Driscoll, 1978; Rich, 1997; Chathoth, Mak, Jauhari & Manaktola, 2007; Tanner, 2007). In an early study of Driscoll (1987) data was collected on job satisfaction using a survey measurement among academics of a faculty of liberal arts in New York. Results show a positive and significant relationship between trust in organisational decision making and job satisfaction. Later on, Rich (1997) investigated 183 relationships between sales employees and their direct managers from 10 different U.S. companies by using a survey on job satisfaction. The results show that the level of trust employees have in their supervisors is found to influence their job satisfaction. A more recent study among 77 employees of four hotels in Asia provides evidence for the positive relationship between organisational trust and job satisfaction (Chathoth, Mak, Jauhari & Manaktola, 2007). Tanner (2007) finds the same relationship based on evidence coming from a study among 120 employees of a U.S. hospital.

Trust is recently found associated with employees' better acceptance of change and risktaking behaviour (Albrecht & Travaglione, 2003; Correia Rodrigues & De Oliveira Marques Veloso, 2013). As a first attempt, Albrecht and Travaglione (2013) distributed a questionnaire on outcomes of trust in public-sector organisations with 750 respondents in which they find that trust has a negative effect on cynical behaviour of employees towards change. The research of Correia Rodrigues and De Oliveira Marques Veloso (2013) shows trust to have a positive effect on employees' behaviour in risking new ideas. Their study involved 244 employees of a textile company in Portugal. Even though both studies provide empirical evidence, more research is needed to strengthen the relationship between trust and the way employees behave towards change and uncertainty.

Frome the above it is concluded that trust affects employee behaviours that are necessary for the performance of an organisation (see Appendix II for a summary). The next section will discuss a framework for establishing trust in HRM.

1.4 Trust in the HRM system

Within the framework of trust, the trustor here is defined as an employee whereas the reference of trust (trustee) is the HRM system as an entity. An HRM system consists out of HR policies that are aligned with the organisations' HR philosophy stating how the company will employ its human resources (Lepak et al., 2006). Often, HRM systems are employed on the continuum to either increase firm performance or to control employee behaviour. At a lower level, the HR policies are incorporated in HR practices in order to create the envisioned employee outcomes. Overviews of different types of HRM systems are available in the literature (Lepak et al., 2006).

Trust in a system reflects the extent to which employees have developed a level of trust in a system as an entity, despite the fact that it is not a human being with whom a relationship can be built (Gould-Williams, 2003). It is argued that investigating the perceptions of employees towards HRM can be achieved best by looking at their perception of the HRM system, because it provides the ability to capture the synergy created by the individual practices that the system incorporates. Taking into account HR practices individually would thus yield a conflicting perception of HRM, leading to a less complete understanding of how employees interpret HRM and how they behave accordingly (Alfes et al., 2012). In this study, an employee is therefore considered to have a certain willingness to trust an HRM system that, together with certain perceptions of the competence, integrity, benevolence and predictability of the system, determines the employees' belief or trustworthiness towards the system (Mayer et al., 1995; Dietz & Den Hartog, 2006).

According to the process stream of HRM, an HRM system communicates messages, either intended or unintended, to employees (Bowen & Ostroff, 2004). Sanders et al. (2012) in their research find that, if HR messages deriving from the HRM system communicate the same message every time (consistency), are interpreted by employees in the same way (consensus) and provide unambiguous information (distinctiveness), then employees will interpret these messages in the way it was intended by management. In such a case, the HRM system is considered to be strong, leading to a shared understanding among employees on what behaviours are expected and rewarded and providing management the ability to create the intended behaviours needed to enhance organisational outcomes.

A shared understanding of organisational activities, also referred to as organisational climate, leads to desired employee behaviours (Bowen & Ostroff, 2004). In our case the intended behaviours can be described as employees' actions of trust resulting from high levels of trustworthiness of the HRM system that directly and indirectly lead to organisational outcomes. Evidence from the sales and marketing field shows that organisational climate increases trust (Mulki et al., 2006; Strutton et al., 1993). To illustrate, Mulki et al. (2006) distributed a survey in a U.S. pharmaceutical company in which 333 salespeople were involved. Their results show that an ethical climate has a positive effect on the salespeople's' trust in their supervisor. Strutton et al. (1993) find six dimensions of a psychological climate to significantly relate to trust of salespeople in their managers. Their study used 223 dyads of employees and managers of sale organisations in the Southern U.S. who participated in a survey to measure psychological climate and trust.

Even though these studies on shared understandings provide some insight in how HRM might influence employees' trust in the HRM system, these findings come from the marketing area and prevent a simple transfer of the findings to the field of HRM (Mulki et al., 2006; Strutton et al., 1993). The next section further elaborates on the development of these mutual understandings and whether they can explain levels of trust in the field of HRM.

2. Frames

2.1 Frames and shared frames

Shared understandings derive from individual understandings. How an individual comes to an understanding of the world can be explained by how he or she frames certain information and events. Frames of individuals consist out of assumptions, expectations and knowledge developed in a process of sense making towards information and events and determine how an individual understands organisational reality and what actions he or she will take accordingly (Orlikowski & Gash, 1994; Gioia & Chitipeddi, 1991). The process of sense making is accompanied by the process of sense giving (Gioia & Chitipeddi, 1991). After an individual has developed an understanding of a certain situation, he or she gives sense to others by communicating this understanding, thereby influencing how these others will make sense of the situation and behave accordingly (Gioia & Chitipeddi, 1994). In an organisation, actions are thus shaped and being shaped by the interaction of different actors.

Frames are important because they explain why employees show certain behaviours. In order to create the intended behaviours envisioned by management, it is important to note that frames can either increase or hamper an individuals' understanding of organisational reality (Gioia & Chitipeddi, 1991). When frames enhance the understanding of a situation, they enable an individual to structure experiences, to interpret ambiguous situations, to be more confident in complex and changing situations and to act based on their understanding. In case frames hamper the understanding of organisational reality, an individual will use the information to reinforce his or her existing assumptions or interpret the information in such a way that it matches with established cognitions leaving no room for a change in understanding organisational reality.

In the context of an organisation, individual interpretations are affected over time by socialisation processes, interactions and negotiations that create opportunities for the development and exchange of similar points of view held by a particular group or department (Orlikowski & Gash, 1994). These similar perceptions lead to shared frames, meaning that individuals hold similar assumptions, expectations and knowledge towards information and events. Hey et al. (2007) in their study investigated the process through which individual frames lead to shared frames. By following the framing process of a project group working on a new product innovation, they find that group members first develop an initial understanding of what is expected and share their individual frames. After that, conflicts deriving from differences in individual frames arise and are eventually overcome by the group, leading to the development of a shared frame. Findings show that once a shared frame is established, the cooperation in a group becomes more effective, for group members are able to focus on the task they are assigned instead of spending time on differences in individual understandings (Hey et al., 2007).

Empirical evidence on the role of shared frames has especially been found in studies on the implementation of IT and change programs. Gioia and Chitipeddi (1991) in their ethnographic study in a public university find a positive effect between successful sense giving and sense making activities of top management and employees on the effectiveness of managing change. These findings show that frames of employees determine whether management is able to create the required changes in behaviour. A case study of Orlikowski and Gash (1994) in a large professional services firm evaluated how a new groupware technology was understood and used by different organisational groups. Their findings show that the way people frame a new technology is important for its successful implementation. Another study of Doherty et al. (2006) in a U.K. national health service setting investigated the implementation of an information system by interviewing key stakeholders in which they find that shared frames increase the similarity of interpretations among the stakeholders.

Particularly studied in the field of IT and change management, shared frames are found necessary for the successful implementation of a technology. In the same way, it can be assumed that employees of a specific organisational group or department hold perceptions about the HRM system that influence the success of its implementation in as well.

2.2 Congruence in frames

Even though shared frames lead to similar interpretations and behaviours within a group or department, differences between organisational groups can still exist. The extent to which the expectations, assumptions and knowledge between groups are aligned is described in literature as the congruence in frames. These differences in expectations, assumptions and knowledge are found to have negative consequences for the performance of an organisation, emphasising the importance of congruent frames between organisational groups (Lin & Cornford, 2000; Orlikowski & Gash, 1994; Hodgkinson & Johnson, 1994; Barrett, 199; Kaplan, 2008; Bondarouk, 2006; Gibson, Cooper & Conger, 2009; Guest & Conway, 2011; Gallivan, 2001; Park, 2008).

Lin and Cornford (2000) conducted a case study involving a bank trying to replace an old email system and their qualitative data reveals that incongruent expectations, assumptions and knowledge about aspects of a technology hampers the successful implementation of a technology. In line with these findings, Orlikowski and Gash (1994), in their study on a new groupware technology, find that congruent frames increase the effectiveness of the implementation of a technology, whereas incongruent frames lead to more conflicting situations involving different expectations, behaviours and resistance. Hodgkinson and Johnson (1994) investigated a U.K. grocery industry through interviewing twenty three managers from two organisations. They confirm the findings stated above in showing that incongruent frames are accompanied with a great variety in expectations and interpretations.

Barrett (1999) finds that incongruence in assumptions between different groups negatively affects employees' adoption of change. In this longitudinal case study, 500 owned and managed brokerage businesses of the insurance market in London were involved. Kaplan (2008) in his ethnographic study of a manufacturer of communication technology finds that incongruent frames will slow down processes of decision making. Another study of Gibson, Cooper and Conger (2009) among five companies in the pharmaceutical and medical industry, points out that if frames are not congruent, the processes and performance of teams decrease. Similar findings are found by Bondarouk (2006) in a case study on action-oriented group learning in implementing technology. The data from 87 interviews in three different companies shows that congruent frames lead to a better firm performance compared to incongruent frames. Guest and Conway (2011) in their study used a sample of 237 dyads of line managers and HR managers and find that when these two groups agree on the effectiveness of HR practices, the communication will be improved. Furthermore, Gallivan (2001) finds incongruence in frames between managers and employees to negatively affect communication between the groups. They conducted a case study in which four firms were involved that were implementing a server development. Park (2008) in a research involving 67 groups that were assigned an assembly task, finds that congruent frames lead to an improved group member satisfaction.

As the above findings show, congruence in frames between the departments of an organisation lead to a better performance of the organisation as a whole. However, the evidence for this statement is hardly studied within the field of HRM. This study will therefore contribute to a further understanding of congruence in frames in terms of an organisations' HRM.

2.3 Frames in HRM

As the previous section has shown, congruent frames are crucial for creating effective employee behaviours and their related performance outcomes. In this section, the congruence in frames is further discussed to become aware of its importance for the effective functioning of the HRM system and the organisational actors related to its processes. As a starting point, a definition of HRM frames that is available in the literature and borrowed here describes the concept as 'a subset of cognitive frames that people use to understand HRM in organisations' (Bondarouk, Looise & Lempsink, 2009, p.475).

To increase the understanding of HRM frames it should be noted that multiple findings support the relationship between congruent HRM frames and employee outcomes (Bondarouk,

Looise & Lempsink, 2009; Sonnenberg, Zijderveld and Brinks, 2014). Congruent HRM frames are found to increase the process of sense making in a seven-month qualitative case study of a construction company (Bondarouk, Looise & Lempsink, 2009). Another study of Sonnenberg, Zijderveld and Brinks (2014) finds that incongruent frames weaken the relationship between talent management, as an HR practice, and the fulfilment of psychological contract obligations. This quantitative research involving 2660 participants of 21 organisation within Europe thus shows that different interpretations of an HR practice, in this case talent management, lead to conflicting situations regarding an employees' obligations in an organisation.

Different organisational actors thus make sense of HRM through their cognitive frames (Bondarouk, Looise & Lempsink, 2009). The frames that are important to consider in terms of congruence in this study have been described by Woodrow and Guest (2013) who find in their case study of 2006 and 2007, using 491 and 404 participants of a National Health Service hospital in London respectively, that an effective implementation of an HR practice depends on three factors: the content of the HR policies and practices, the perceptions of these policies and practices of the employees and of the HR professionals and line managers, being responsible for the quality of the implementation of HRM. In line with these findings, Bondarouk and Ruël (2009a) also turn to the frames of HR professionals, line managers and employees in analysing the way HRM is understood. As HR managers and line managers are responsible for the quality of the HRM system and their implementation, their actions together with the content of the HRM system will influence the employees' perception of the HRM system and thereby its effectiveness (Delmotte et al., 2012). Thus, the HRM frames of HR professionals, line managers and employees determine the success of the sense making process of the HRM system and its effect on employee behaviours (Woodrow & Guest, 2013; Bondarouk & Ruël, 2009a).

Seen above in integration, it is considered essential here that the frames of HR professionals and line managers are congruent in order to achieve shared employee perceptions of HRM that lead to the intended behaviours. For that reason, the following part examines the role of the HR professional and the line manager in the implementation of HR policies and practices.

2.4 Frames of HR professionals and line managers

The perceptions of HR professionals and line managers concerning their understanding of HRM are often found to differ because of mayor changes in the HR function (Delmotte et al., 2012; Nehles et al., 2006; Kraut et al., 2005). Pressures of competitiveness cause HR professionals to take up the role of a strategic partner, in which they consult on how the HRM strategy can be incorporated into the overall strategy of a firm, leaving less time for executing operational HR tasks. The implementation of the HR practices is therefore devolved to line managers in many companies, providing them the power to make decisions regarding HRM on a business unit level (Bos-Nehles, 2010; Caldwell, 2003; Hall and Torrington, 1998). The devolvement of HR responsibilities to line-managers has promising organisational benefits such as decreased employees' costs, faster decision making, committed employees and more effective control (Bos-Nehles, 2010).

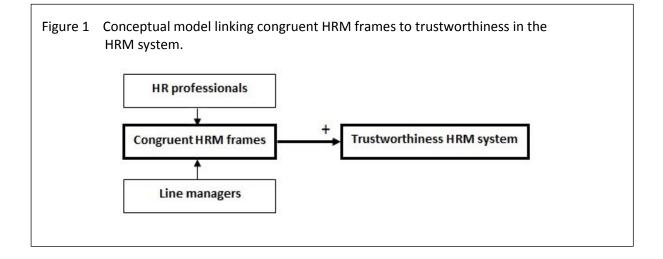
Research shows that the devolvement of HR and the new partnership between HR professionals and line managers often causes different perceptions and obstacles between the two groups of organisational actors (Kulik & Perry, 2008). Thus, line managers do not long for extra responsibilities regarding HRM and are uncertain about how to manage these tasks effectively (Bos-Nehles, 2010; Nehles et al., 2006; Papalexandris & Panayotopoulou, 2004; Guest & King, 2004). Especially balancing existing responsibilities with additional HR tasks poses a serious challenge for line management and can give rise to role conflict: not knowing how to cope with both management and employee expectations (Bos-Nehles, 2010; Papalexandris & Panayotopoulou, 2004; Caldwell, 2003; Guest & King, 2004). This lack of knowledge is explained by the fact that line managers lack the required competences to apply HR policies and practices, and fear for making the wrong choices (Nehles et al., 2006; Papalexandris & Panayotopoulou, 2004). Incompetence causes a threat to the successful implementation of HR policies and practices of which skills and motivation are key determinants (Woodrow & Guest, 2013). HR professionals are therefore expected to fulfil the needs of line managers in advising them on how to perform their new tasks, even though they experience difficulties in their attempt to train the line in operational HR activities (Papalexandris & Panayotopoulou, 2004). HR professionals may not be willing to share their knowledge and skills with line managers in some occasions, because they feel the need to protect the legitimacy of their occupation, fearing that the importance of their role will be reduced or become redundant because of electronic HR systems and outsourcing activities (Caldwell, 2003).

These obstacles in the partnership of HR professionals and line managers make it hard to coordinate the HRM activities from the top, via the line, to the employees. Line managers' lack of competence can seriously damage the quality of the implementation of HRM, because they ultimately influence the perceptions and behaviours of employees (Kraut et al, 2005; Nehles et al, 2006; Den Hartog & Verburg, 2002). To illustrate, in their empirical study using an employee opinion survey in which 3601 food service employees engaged, Den Hartog and Verburg (2002) found that employees' perceptions about the way managers evaluate their performance affected their intention to deliver a high-quality service. From the study of Nehles et al. (2006) it becomes clear that the competences of line managers regarding HR directly affect their effectiveness in HRM implementation. Woodrow and Guest (2013) find in their two-year case study on the bullying policies of a hospital in London that when line managers perceive they are provided with better policies and procedures by HR professionals, their effectiveness in implementing HRM will increase. This works because line managers in such a case will apply HR practices in the way it was intended strategically, instead of applying HRM based on their own interpretations. In examining the frames of HR professionals and line managers it should be taken into account that their role together with the way they understand HRM determines if the strategic intentions of HRM are shared and whether these intentions are transferred successfully via the line to employees.

3. Frames and trust: a conceptual model

The discussion above forms the basis for exploring the relationship between HRM and its influence on employees' trustworthiness in the HRM system. Literature on trust provides the necessary evidence to assume that high levels of trust lead to a better organisational performance. To give rise to high levels of trust, shared HRM frames play a noticeable role in facilitating intended employee behaviours, as shared HRM frames condition an effective HRM system in which the strategic intentions of HR professionals are interpreted by the employees in the way it was intended by management. As the parties important for an effective HRM are found to perceive HRM in different ways, it is interesting to examine the level of congruence in their HRM frames.

It is assumed that a high level of congruence in HRM frames between HR professionals and line managers will reflect a more effective implementation of HRM. This study explores whether the congruence in HRM frames affects employees' perceptions of trustworthiness of the HRM system as an effective HRM outcome. From the figure, it follows that two variables are the object of measurement in this study, being congruent HRM frames as the independent variable, and the trustworthiness of the HRM system as the dependent variable. Here, a positive relationship between the two concepts is proposed.



4. Methodology

4.1 Choice 1: explorative research design

To meet the research goal, an explorative research design was conducted (Dooley, 2009; Baarda et al., 2009). Both, HRM frames and trust in HRM, were approached in this study as subjective concepts that ask for measurement methods that explain the way individuals perceive or understand certain phenomena. We chose the qualitative design to emphasise and disclose perceptions and interpretations of these individuals and of groups and organisations (Dooley, 2009; Baarda et al., 2009). Compared to a quantitative approach, the chosen design allowed for answers stating how and why the presence of a concept occurred and for what conditions. Taking this into account, the explorative design was used for its possibility to gain in-depth information on how congruent HRM frames were developed, which factors were important for their presence, and how they were associated with different levels of trust. These questions were considered important in a first attempt to reflect on a possible relationship between HRM frames and trust. Another reason for the explorative design was based on the assumption that the context, in this case an organisational setting, would play a noticeable part in explaining both HRM frames and trustworthiness and their possible relationship as well. An explorative study enabled the investigation of certain phenomena in their context, grounding the choice for this design even more (Dooley, 2009; Baarda et al., 2009).

The conceptual model (Figure 1) was used as a starting point for the exploratory purpose of the study and formed the basis for unfolding a more definite model. It should be noted that the theoretical base that underlies this conceptual model was still very limited in supporting the link between shared understandings and levels of trust in the field of HRM. Only a few studies precede our research into HRM frames, of which, to our knowledge, none explored a possible association with trust. Testing the relationship was not possible at this stage of investigation and therefore the choice was made to unfold the conceptual model presented in this study. By unfolding, it was not the intention to merely describe the congruence in HRM frames and the levels of trust, but to actively explore whether levels of trust were related to congruence in HRM frames.

4.2 Choice 2: mixed methods research

Within the explorative research design, our purpose was to measure the congruence in HRM frames in such a way that it would yield in-depth information and rich descriptions, whereas our interest in trust was limited to a general level by addressing this concept as an outcome of HRM frames. The focus on both concepts clearly differed, resulting in the choice to make use of the dominant-less dominant design (Tashakkori & Teddlie, 1998), in which HRM frames were measured as the dominant concept while the less-dominant concept of trust was addressed by borrowing a quantitative measurement method from outside the qualitative framework. The choice for this design enabled an emphasis on the concept of HRM frames of which the importance was further stressed by measuring its effect on trust.

To empirically address the research goal, we employed a mixed-method approach in this study (Tashakkori & Teddlie, 1998). The goal of the mixed-method design was to further expand the scope of our study from HRM frames to trust in HRM, in line with our research goal: expansion generally uses a qualitative method to asses processes, in our case framing processes of HRM activities, and a quantitative method to asses outcomes of these processes which can be described here as outcomes of trust (Greene et al., 1989). Based on this design, we decided to measure HRM frames qualitatively and trust quantitatively. A long history in research on trust provided us the reliable scales needed to measure perceptions regarding this concept (Dietz & Den Hartog, 2006) and enabled us to distinguish between different levels of trust on top of measuring its mere presence. Using a quantitative method also reduced the complexity of the data and resulted in the possibility to engage a larger sample of employees. The concepts of HRM frames and trust were measured as separate concepts in a parallel fashion, for our research goal asked for an exploration of the two concepts by looking at perceptions of HR managers and line managers on the one hand, and

perceptions of employees on the other hand, as separate stakeholders within the organisation (Sale, Lohfeld & Brazil, 2002).

4.3 Choice 3: case study

We conducted a single case study because it suited the explorative purpose of the study and enabled the use of multiple methods (Yin, 2003). The case study was also useful here to study HRM frames and trust as contemporary phenomena in their social context and to bring about a deeper understanding of HRM frames (Yin, 2003; Bonoma, 1985; Dyer & Wilkins, 1991). We recognised important critique on single case studies in that its findings are often hard to generalise (Eisenhardt, 1989), but believed that adding more case studies would have resulted in a superficial investigation of HRM frames which was not desirable at this stage of the research (Dyer & Wilkins, 1991). Our goal was to conduct an in-depth study on a single case in order to extensively define HRM frames as a concept, as an exploration of the 'how' and 'why'. Results of the study were meant to serve as a fundament for future studies using our observations in order to generalise HRM frames to what is common for organisations (Dyer & Wilkins, 1991; Gerring, 2004).

We selected Royal Philips as our case company, based on criteria deriving from our theoretical framework. The selected case needed to have a developed HR department with an established HRM system in place in order to measure the trustworthiness of the HRM system. Another criterion was that responsibilities in HR had been partly devolved from HR managers to line managers, for we expected the congruence in frames between HR- and line managers to play a vital part in the effectiveness of HR activities and outcomes of trust, and thus assumed it would reveal a lot of relevant information (Flyvbjerg, 2006).

During the case study, we acknowledged the influence that our role as a researcher had on the gathered information. To ensure a minimum influence on the data collected, we worked on our credibility in that we talked in terms and ways of the case company and also made certain by using probing techniques, that the research was not guided by our own ideas and perspectives (Baarda et al., 2009; Emans, 2004).

4.4 Operationalization of the constructs

To measure the frames of the HRM system, we used the description of Lepak et al. (2006) which describes different levels of a system, enabling us to narrow our investigation of frames down to more specific domains. Their description of the HRM system explains that an HRM system consist out of different sub-systems that fulfill specific HR purposes (Lepak et al., 2006). Every HRM system or subsystem can be addressed on three different levels within a company from general to more specific: the HR philosophy that states how the company will employ its people, followed by HR policies that provide the strategy and intentions based on this philosophy, and, at the lowest level, HR practices as the implementation of the policies. When investigating a subsystem, in order to evaluate its effectiveness from a more holistic point of view (Lepak et al., 2006). Based on the three levels of Lepak et al. (2006) and taking into account the fit of the sub-system studied within the overall HRM system, four domains were developed in order to explore how the HRM system was perceived by HR professionals and line mangers:

- (1) HRM-as-intended the beliefs of the intended goal and managerial reasons for introducing the specific HRM sub-system; (HR philosophy)
- (2) HRM-as-composed –the organisation member's views of the set of guidelines that the HRM system is intended to deliver; (HR policy)
- (3) HRM-in-use the organisation member's understanding of how the HRM system is used daily and the consequences associated with it. It includes HR instruments and practices, to accomplish tasks and how the HRM system is organised in specific circumstances; (HR practices)
- (4) HRM integration the beliefs of how the specific HRM sub-system is positioned in HRM within an organisation.

As the definition of HRM frames indicated, we were interested in the cognitive frames, thus the assumptions, expectations and knowledge, that HR professionals and line managers used to understand these four domains of the HRM subsystem of the organisation (Bondarouk, Looise & Lempsink, 2009, p.475). We adapted the definition of frames from Orlikowski and Gash (1994) to the field of HRM, resulting in the definition of congruent frames as 'HRM frames that are related in ways that imply similar expectations of HRM systems' and incongruent frames as 'important differences in expectations, assumptions or knowledge about some key aspect of HRM systems' (Orlikowski & Gash, 1994).

Our second concept, the trustworthiness of the HRM system was operationalised using five dimensions of trust borrowed from the literature, being competence, benevolence, integrity predictability and trust propensity (Dietz & Den Hartog, 2006; Mayer & Davis, 1995). Every employee was considered to hold certain perceptions of the HRM subsystem (Gould-Williams, 2003) and to have a certain level of trust propensity (Mayer & Davis, 1995). Definitions of the dimensions were borrowed from Dietz and Den Hartog (2006) and Mayer & Davis (1995) and were adapted from an interpersonal situation towards a situation between an employee and an HRM system (see Table 1).

| Table 1. Operationalization of the constructs | | |
|---|--------------------------|---------------------------|
| | A Frames | |
| 'a subset of cognitive frames that peop | | A in organisations' |
| · · · · | & Lempsink, 2009, p.475) | |
| Dimensions and definitions | Research instrument | Sample of interview |
| | | questions |
| HRM-as-intended | Semi-structured | Why do you think the |
| the beliefs of the intended goal and | interview with cluster | [HRM sub-system] was |
| managerial reasons for introducing the specific | manager, HR manager, | introduced? |
| HRM sub-system. | line managers. | |
| | Document analysis. | |
| HRM-as-composed | Semi-structured | Do you know what this |
| the organisation member's views of the set of | interview with cluster | [HRM sub-system] is |
| guidelines that the HRM system is intended to | manager, HR manager, | supposed to do? |
| deliver. | line managers. | |
| | Document analysis. | |
| HRM-in-use | Semi-structured | Could you describe how |
| the organisation member's understanding of | interview with cluster | the [HRM sub-system] |
| how the HRM system is used daily and the | manager, HR manager, | does work? |
| consequences associated with it. It includes HR | line managers. | |
| instruments and practices, to accomplish tasks | Document analysis. | |
| and how the HRM system is organised in | | |
| specific circumstances. | | |
| HRM integration | Semi-structured | What role do you think |
| the beliefs of how the specific HRM sub- | interview with cluster | this [sub-system] play in |
| system is positioned in HRM within an | manager, HR manager, | overall people |
| organisation. | line managers. | management in your |
| | Document analysis. | organisation? |
| Trust in HRM | | |
| 'a psychological state comprising the intention | | |
| positive expectations of the intentions or behavior | | (adapted from Rousseau et |
| | 998, p. 395) | |
| Dimensions and definitions | Research instrument | Sample of items |
| Competence | Survey | This [sub-system] is |
| the HRM systems' capabilities to carry out its | | capable of meeting its |

Table 1: operationalization of the constructs

| obligations (Dietz & Den Hartog, 2006). | | responsibilities (<i>Searle et al., 2011</i>) |
|---|--------|---|
| Benevolence the HRM system reflects benign motives and a personal degree of kindness towards employees, and a genuine concern for their welfare (<i>Dietz & Den Hartog, 2006</i>). | Survey | This [sub-system] is concerned about the welfare of its employees. (Searle et al., 2011). |
| Integrity the HRM system adheres to a set of principles acceptable to the employee, encompassing honesty and fair treatment, and the avoidance of hypocrisy (<i>Dietz & Den Hartog, 2006</i>). | Survey | This [sub-system] would never deliberately take advantage of its employees (Searle et al., 2011). |
| Predictability consistency and regularity of the HRM systems' behaviour (<i>Dietz & Den Hartog,</i> 2006). | Survey | I think that [the sub- system] meets its negotiated obligations to our department (Cummings & Bromiley, 1996). |
| Trust propensity the general willingness to trust others (<i>Mayer & Davis, 1995</i>). | Survey | Most experts tell the truth about the limits of their knowledge (<i>Mayer & Davis, 1999</i>). |

To determine the level of trust, we defined five different levels of trust along a continuum: distrust, low trust, confident trust, strong trust and complete trust. Following Dietz and Den Hartog (2006) we assumed real trust to be based on positive expectations and a high quality relationship with the HRM system, which starts to develop from placing at least a confident amount of trust in the system. Distrust and low trust levels were assumed to occur when personal benefits accompanied the act of trusting, in which the relational aspect towards the HRM system remained absent.

4.5 Semi-structured interviews: data collection and analysis

Among the qualitative research methods we chose for conducting interviews because it allowed us to directly ask for individuals' knowledge, expectations and assumptions towards the HRM system, which are hard to derive from mere observations (Baarda et al., 2009). Because we wanted to understand the HRM frames of HR professionals and line managers, we decided to conduct semistructured interviews that provided us the flexibility to ensure that unanticipated fields of HRM frames could be explored as well, on top of the four domains of HRM frames we were interested in based on theory (Fontana & Frey, 2000). To collect information about HRM frames, an interview protocol was set up that acted as our guideline during the conversations with the respondents (see Appendix III). We developed one opening question for every domain of HRM frames, that made clear what kind of information we wanted to obtain for this specific domain. After the opening question, probing techniques were used to ensure all aspects of the domain were covered, while not steering the answers of the interviewee's perceptions into a specific direction (Emans, 2004). Before introducing the questions to the interviewee, a short introduction was given in which the purpose of the interview was explained and in which we assured confidential treatment of the information provided during the conversation. After each conversation the interviewee was asked whether all aspects of the HRM system were taken into account, thereby giving room to elaborate on aspects that might be important for his or her understanding of the system as well.

The interviews were conducted within the setting of an organisation with an established HRM system, providing a clear structure in which the HR professionals and line managers, as participants for the interview, were identified. In order to select participants for the interview, we

used non probabilistic and purposive sampling; participants were selected based on their role within the organisation of being either an HR professional or a line manager (Dooley, 2009). Important was to define the sample size of both groups needed to identify all aspects of HRM frames. Because there was only one HR professional working at the case company, we decided to also include the cluster manager responsible for multiple business sites in our sample to collect as much as information as possible from this group. We based the size of the line manager group on a general rule borrowed from the research from Guest et al. (2006) in which they found that after analysing 12 semistructured interviews, the adding of new data no longer leads to new aspects of a phenomenon. Based on their study, we thought it would be best to interview at least 12 line managers. To gain enough in-depth information on HRM frames, the length of the interview was set to one hour per respondent. By doing so, enough room was created to dive deeply into the four domains of the HRM system while respecting the personal time and schedule of the participant.

Our approach resulted in a total amount of 17 interviews: one with the HR cluster manager, one with the local HR professional and 15 interviews with line managers. Interviews were conducted during 13 hours spread out over the period of one month. After that, all interviews were entirely transcribed in 33 hours.

To interpret the transcripts, we used the definitions of HRM frame domains derived from the literature in order to cluster the transcript according to these dimensions (Kvale, 1996). This way of interview analysis is often referred to as meaning categorization, which allowed us to code the interviews by looking at expressions of knowledge, assumptions and expectations of participants, constituting their frames towards the HRM system (see Appendix IV for a list of the codes). By categorizing the transcripts of the interviews, it was possible to investigate the congruence or incongruence in HRM frames among HR professionals and line managers (Kvale, 1996). Facilitating the meaning categorization, we taped and transcribed the interviews in order to enable a digital coding of the interviews using the software program Atlas/ti. During the analysis, the quality of our analysis was guaranteed by constantly looking at interview data that contradicted the congruence in HRM frames. Furthermore, data from all interviews was used for the analysis, also when the case did not supported congruence in HRM frames (Gibbert & Ruigrok, 2010).

4.6 Questionnaire: data collection and analysis

To measure the perceptions of trust, a cross-sectional survey was conducted, as we expected that it would result in relevant data reflecting levels of trust over a longer period (Gould-Williams, 2003). We included all employees in our population that used the HRM system and worked for the departments that were supported by the line managers we interviewed. Following these criteria, we ended up with a population of 124 employees and decided to engage them all in our sample.

In this study, we combined two existing questionnaires, together measuring the five dimensions of trust (Dietz & Den Hartog, 2006; Mayer & Davis, 1995). We used the scale of Searle et al. (2011) to measure competence, benevolence and integrity, and measured predictability using the corresponding items of Cummings and Bromiley (1996). Both scales were selected for their high consistency and reliability. In order to control for the degree employees were driven by their personality to place trust in an HRM system, we added the trust propensity scale of Mayer and Davis (1999) to the questionnaire. Questions revealing background information were also included in order to rule out possible differences in trust based on gender, time spent in the company, function, and knowledge and use of the HR portal.

For the spoken language in the case company was Dutch, we asked native speakers to translate the items of both measurement scales into Dutch and to translate them back into English. Eight researchers were involved in the translation process, in which they reached a consensus on a Dutch version of the questionnaire (see Appendix V). The translation of both scales was sent to two HR professionals of the case company in order to check whether employees would understand the items. Feedback showed that employees would not understand item number 10 :'*This HRM system does not exploit external stakeholders'*. We decided to leave this item out of the scale, since

reliability of the existing scale was shown to be high in previous research (Searle et al., 2011; α =0.83). We also discovered in conversations with management that some of the items of the trust scale were formulated as if the HRM system would be able to take actions and show human emotions. We changed these items in such a way that the system was interpreted by employees as a passive thing without emotions. After these changes, an agreement with HR professionals was achieved.

All efforts resulted in a short, 20-item questionnaire, assumed to enhance the engagement of the participants (see Appendix VI). Participants were provided a short introduction in which the confidentiality and anonymity of their responses was guaranteed. After that, they were asked to fill-in the questions related to their background information in part one. The second part requested participants to fill-in the items on both trust propensity and trust related to the HRM system on a 5-point Likert scale, ranging from 'strongly agree' to 'strongly disagree' (DeVellis, 2003). Questionnaires were distributed by the line managers in order to ensure all employees were asked and encouraged to engage in the survey.

In total, 76 completely filled-in questionnaires were received, giving a response rate of 61%. The response provided a good reflection of the gender distribution at the business site, with 72 men (95%) and 4 woman (5%) engaging in the survey. The group was working at Royal Philips for 21 years on average (between 3 - 42 years) and occupied their current functions about 14 years (between 1 to 40 years). All employees had a contract for an undefined time period, of which 95% worked full time and 5% part time. The non-response for the questionnaire was a matter of sensitivity: some employees doubted the true anonymity of the questionnaire because they had to fill-in their function. Generally, employees believed the research would not result in any differences for them: Royal Philips had chosen for a specific HRM system and nothing could change that decision.

To analyse the level of trust for the group of employees, we computed the Cronbach's coefficient Alpha for our measurement scales. The trust propensity scale showed the respectable alpha of 0.70 and alpha for the general trust scale was found to be very good: 0.89 (DeVellis, 2003).

4.7 Research techniques: document analysis

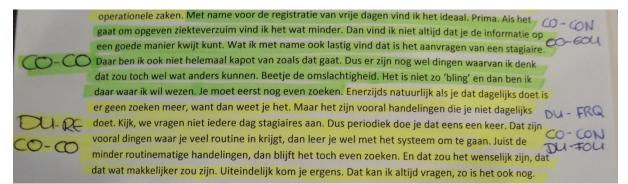
To ensure a critical interpretation of the information provided in the interviews, we used organisational documents that allowed us to interpret interviews within the context of the HRM system more accurately. We used available documents describing general information about the case company and more specifically, about the HRM system and the companies' ideas about employing HRM. An overview of the documents used and analysed can be found in Appendix VII. The documentation was used to see whether our interpretations of the interviews were confirmed or contradicted by organisational information. Together with the interviews, the documentations enabled a more holistic method and interpretation of the data on HRM frames as it allowed us to explain differences within business units (Yin, 2003).

4.8 Trustworthiness of the study

The quality of the collected data was guaranteed by using probing techniques in our interviews. In doing so, we prevented the use of directive questions and ensured that the conversation only followed the direction given by the interviewee (Emans, 2004). After the interview, we conducted a member check in which every interviewee was asked to check the transcript for accuracy of our interpretation to establish a correct understanding of the conversation (Gibbert & Ruigrok, 2010). Interviewees were provided one week to read and comment on the transcript. The remarks received were used to improve the transcripts, resulting into the final transcriptions. Full transcripts are not included here for confidential reasons, but are available on request.

Building on the member check, further quality of interpretations was achieved by engaging three coders who coded six interviews independently (see Figure 2 below). An agreement of 90% was achieved, resulting in a trustworthy interpretation of the transcripts.

Figure 2 Three different researchers were engaged in the coding process.



The quality of the findings and conclusions we made was secured by using multiple sources of data. This enabled us to verify the accuracy and consistency of our perceptions based on both the personal interviews and the documentation (Gibbert & Ruigrok, 2010; Yin, 2003). As an addition to these methods, discussions were held within a group of 8 researchers that eventually led to a consensus on the interpretation of the results and conclusions of the study (Yin, 2003).

5. Findings

5.1 Philips and its HR operating model

The case company of this study is Royal Philips (hereafter: Philips) that was founded in 1891 in Eindhoven, the Netherlands (Philips, 2014a). It is a multinational company with business sites all over the world, employing 116,881 employees by the end of 2013 (Philips, 2013). Through history, the company has always been focusing on research and innovation in the Lighting, Healthcare and Consumer Lifestyle industries (Philips, 2014a). The company beliefs it is essential to innovate based on clear needs from people living in this world. Therefore, Philips has embraced the mission to *'improve the lives of people with useful innovations'*, in order to make the world and the lives of people healthier and more sustainable (Philips, 2014b).

In 2011 the company launched Accelerate!: a transformation program aimed at becoming more flexible, customer focused and entrepreneurial (Philips, 2013; Philips, 2014a). The goal of the program was to introduce new products adjusted to local needs in an efficient way to overcome competition. One of the five pillars that constitutes Accelerate! is 'the implementation of a simpler, standardised operating model for the company' (Philips, 2014a). This part of the program caused an important change in the HR operating model.

Directly after the introduction of Accelerate!, Philips introduced a new HR operating model with the ultimate goal to '*build a World Class HR Organisation to support the business*'. Management of Philips felt the need to simplify HR, increase its efficiency and empower employees, managers and HR teams as soon as possible (Philips, 2012). In order to achieve its goal, the company devolved its common and standardised HR tasks to line managers and to Philips People Services (PPS), a centralised HR contact centre. In doing so, HR would be empowered to focus more on the alignment of HR with the business' strategy (Philips, 2012).

To simplify the responsibilities for line management, an e-HRM system was implemented in the form of an HR portal. The portal was supposed to provide a standardised, one-stop shop service for line managers in executing HR tasks for their employees (Philips, 2012). Actions related to administration, assessment conversations, appraisals, declarations and personal development were all included in the HR portal. Within the new operating model, the contact centre PPS was set up to assist and increase the ease of use for line managers and employees in coping with their HR tasks via the portal (Philips, 2012). The centre should consist out of HR specialists that would be able to answer questions related to the portal and use their expertise to fulfil an important part in, for example, the hiring process. To make sure line managers and employees were supported in using the portal for their operational HR activities, the HR manager(s) at every business site were assigned the task to implement the People Strategy in which the role of HR portal and PPS played an essential part (Philips, 2014c; Philips, 2012).

5.2 The business site

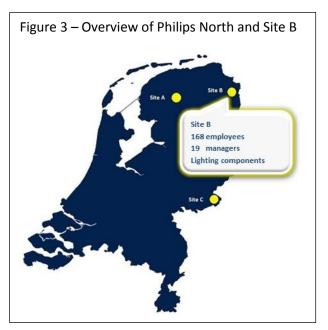
This case study focused one of the business sites of Philips situated in the Netherlands (hereafter: site B). The business site is part of a consortium of Philips business sites in the North of the Netherlands and produces semi-finished quartz and special glass products for lighting applications (Figure 3). Half of the produced glass tubes and bars are used by Philips itself, while the other half is sold to other companies. At site B there is a 24/7 production and the work is therefore divided into five shifts. The site is rather small with 168 employees and 19 managers contracted via Philips. Site B makes use of the in-house employment agency of the company, which attracts yearly 40 up to 75 contingent workers.

Conversations with the HR manager revealed that site B started working with the HR portal in 2011. Unique to site B within Philips is that all operators in production make use of the system, whereas in other companies and business sites (within Philips) HR portals are solely used by office workers. After introducing the system, it took the HR manager three years to educate the people in working with the system. Resistance accompanied to the portal weakened during this period. Because the business site is rather uncluttered, the HR manager was able to have close contact with

the employees. From this position, the HR manager ensured that everyone was able to work with the HR portal, even though the professional noticed that line managers and employees still had to get used to the new HR operating model:

"At first, HR did everything. The entire HR operating model has changed. One part is devolved to Philips People Services, and another part to the line. Both are important. I also tell people to call Philips People Services to make sure line managers actually meet their responsibilities by using this service, instead of asking me." - HR professional

At the moment of this research (May 2014), site B was preparing for a new e-HRM system called 'Workday'. The intention that the Philips'



management had with Workday was to integrate the 15 different applications of the current HR portal, into one single global HR portal. Workday would be implemented from May 1, 2014 in phases, to run a smooth transfer from the existing systems into Workday.

5.3 Defining the HRM system

From this case description, we decided to focus on the HR portal. In line with the context of our research question, the system is clearly linked to the strategic intentions of management and the process of devolution in the company. To define the e-HRM system of Philips, we borrowed the definition of Ruël, Bondarouk and Looise (2004) and agreed to a final version in conversations with HR professionals of Philips and a group of three researchers. These efforts resulted in the following definition:

'The HR portal, which is available for all employees of Philips through the intranet, and all information and functionalities this portal contains'.

In our definition, we respect the combination of both technological and HRM aspects that constitute the e-HRM system (Bondarouk & Ruël, 2009b; Strohmeier, 2009; Marler & Fisher, 2013). It also emphasises the engagement of all stakeholders, needed for a full understanding of the congruence or incongruence in frames (Bondarouk & Ruël, 2009b).

5.4 Frames of the e-HRM system

Based on the theory (Lepak et al., 2006), four frames were distinguished: HRM-as-intended, HRM-ascomposed, HRM-in-use and HRM integration. During our analysis of HRM-in-use, we found another frame: consequences. HR professionals and line managers clearly experienced the consequences of the HR portal in their daily use. HRM-in-use was therefore divided into two frames: daily use and consequences. In this section, the findings for each frame are described.

5.4.1 HRM-as-intended

Within this frame we distinguished eight subtopics that together reflect the knowledge, assumptions and expectations of HR professionals and line managers in respect to the goals and managerial reasons for introducing the HR portal: cost reduction, automation, devolution, disclosure of information, standardisation, centralisation, efficiency and convenience. Subtopics were found similar for HR professionals and line management, with the exception of 'convenience' that was only mentioned by line management as an intention for implementing the HR portal.

Cost reduction

According to the HR professionals, the most important goal for the implementation of the HR portal was to cut costs on the HR function, while remaining a similar performance. The ultimate goal was to employ HR at a higher, more specific level. This means less operational HR, and more specific HR functions (e.g. salary and payroll specialist). At the time of our case study, HR professionals noticed that the implementation of the HR portal had reduced the operational HR function from a quarter to a third – or even a half.

The large majority of line managers thought that cost reduction was the main driver for management to implement the HR portal. They understood that it was an essential step for the company in order to remain competitive in the market. They perceived the HR portal to facilitate the execution of the same HR work, with less HR people. One line manager even expected that the HR portal would enable HR to specialize on different areas (such as recruitment). Most of the line managers were not surprised by the implementation of the HR portal and saw it as a way to reduce costs that fitted the digital developments in the world.

Automation of HR processes

One of the goals Philips' HR professionals wanted to achieve by introducing the HR portal was to digitalize HRM. In order to do that, changes in HR processes were needed to enable the automation of all administrative and transactional HR activities. A majority of line managers thought it was a logical choice of the company to implement the HR portal because they understood that they could not leave behind with respect to the developments in e-HRM systems.

Devolution

The HR professionals made clear that another goal of the HR portal was to facilitate the devolvement of administrative responsibilities to the line. They held line managers responsible for their own employees. An advantage of the portal would be that line managers could easily perform HR tasks, because they know what is at stake within their team. The professionals perceived no added value of being involved in these processes.

Half of the line managers reported that the goal of the HR portal was to enable the shift of HR responsibilities from HR to the line. They accepted that they would have more administrative HR responsibilities - they were not necessarily negative about it - and believed they would be able to perform most of these HR activities themselves.

Disclosure of information

Accompanied with the devolution of HR tasks to the line, the HR professionals intended to use the HR portal to provide information to line managers and employees in order to make sure they were able to retrieve the required data from the system. HR professionals perceived it as their task to guide the line managers and employees towards this information. This intention was recognized by line managers, who viewed the HR portal as a tool that would provide them a lot of information about their employees, their personal choices and the terms of employment.

Standardisation

HR professionals wanted to create a standardised way for the execution of HR tasks and processes on a global level. They incorporated the processes in the HR portal in such a way that it forced line managers and employees to perform tasks in only one pre-determined manner:

"The reason is that you can easily standardise by implementing a system. To say: we do not allow other ways (...) the system extorts that. The structure extorts that." – HR professional (1) Line managers thought that the HR portal would create uniformity and clarity: everyone should work in the same, standard, way and it would be the only way. They thought it would prevent differential treatment of employees in similar situations.

Centralisation

Another intention of the management with the HR portal was to centralise HR processes. Centralisation was possible because of the standardisation. HR professionals explained that working according to a certain standard would enable the company to centralise business units and eventually save money on HR functions. The HR portal and the centralised Service Centre were both part of the centralisation of HR tasks on a global level. These two components of the new HR operating model would ensure that changes could be steered centrally - at one point - instead of having to apply the same changes for each business unit individually.

Line managers perceived that it was a logical and a good idea to have one HR system, if it would be accompanied by a service desk that could provide them with information if needed.

Efficiency

If the goals of standardisation and centralisation could be achieved, HR professionals expected that it would lead to an increase in efficiency in working with information (e.g. regarding CAO). Also, efficiency could increase by archiving personal data in the HR portal to decrease the amount of paper work. The majority of the line management confirmed the expectations of the HR professionals: the perception was that the HR portal would provide a more efficient way to deliver information coming from employees and line managers to HR.

Convenience

Some of the line managers also thought it was the intention of management with implementing the HR portal to increase the convenience with which line managers would be able to execute HR tasks. From the side of HR, no such intention was mentioned in the interviews. The HR operating model is focused at simplifying HR tasks through standardisation (Philips, 2012). Convenience could be a consequence of such intentions.

| nkivi frames of nk professionals and line managers | |
|--|--|
| HR professionals | Line managers |
| - Intention to cut costs on HR function to | - HR portal is a way to reduce costs that fits with |
| eventually employ HR at a more specific level. | current digital developments. |
| - One goal of the system is to automate all | - Automation of HR tasks to follow the |
| administrative and transactional HR processes. | developments in e-HRM systems. |
| - The HR portal secures that administrative | - Goal of the HR portal is to enable the |
| responsibilities can be performed by the line. | devolvement of HR responsibilities from HR to |
| | the line. |
| To provide line managers information about | - The HR portal is a tool that will provide HR- |
| HR. | related information. |
| - The global scale of the HR operating model asks | - The HR portal will be implemented to create |
| for a standardisation of HR processes. | clarity: everyone works in one standard way. |
| - Centralisation of business units for HR to create | It is a positive development that HR will be |
| efficiency and to reduce costs. | centralised. |
| - Centralisation and standardisation will increase | - Standardised processes will increase the |
| the efficiency of working with information. | efficiency of performing HR-related tasks. |
| | |

Table 2: intentions of the HR portal implementation HRM frames of HR professionals and line managers

5.4.2 HRM-as-composed

Five similar subtopics were distinguished for both HR professionals and line management in analysing the findings for HRM-as-composed: guidelines embedded in the portal, knowledge, centralisation, flexibility and control. The topics constitute the views of HR professionals and line management on the set of guidelines the HR portal was intended to deliver.

Guidelines are embedded in the portal.

HR professionals revealed that the HR portal was organised in such a way that it was clear who should be doing what in which process. Privacy issues and authorisation issues were also captured in the system: what people can see and do, based on their role in the company. Most importantly, there was a clear process flow that would guide line managers in checking the right boxes and filling in the correct information. Therefore, it was not needed for line managers to fully understand the guidelines behind the system to understand what needs to be done. The same reasoning could also be found in interviews with line management. The majority of them perceived the system to be logic in that it guides them in what they have to do, including instructions about the phase of a certain process and the steps to be taken:

"The COMplanner itself knows to what department an employee belongs and knows what assessment that employee has received. The system knows what an employees' current salary is. Then it becomes clear if there will be a raise in salary and if so, to what extent. The guidelines are already enclosed in the COMplanner". - Line manager (1)

Prominent in guiding the line management in their actions were the notifications via email that triggered and forced them to execute certain tasks in the portal. The majority of line management said they worked with the HR portal if a notification informed them that action was needed. In doing so, they were meeting the expectations of HR professionals that viewed these notifications as a way to make line managers think: 'now I have to do something'.

Knowledge about the guidelines

As HR professionals explained, the guidelines for the system were based on the CAO and on Philips its own guidelines for terms of employment. Most HR processes could only be executed following these rules; especially administrative processes follow strict rules of law. Within Philips' own guidelines there was some room for flexibility, but even here it was hard for a line manager to deviate.

Some of the line managers recognized that the guidelines of the system were based on the CAO or Philips' own guidelines. Some had to look up a certain law or otherwise ask for help from HR in case it was not clear which rule had to be applied. The majority of this group, however, had no idea about the presence of guidelines or where to find them. One line manager mentioned that the logic of the portal would prevent him or her from reading specific guidelines. This might explain the lack of knowledge with respect to the guidelines:

"It is now all a system. And you have to look things up yourself. Because the system is so easy to work with, you forget to search for the guideline, making you busy looking it up afterwards." - Line manager (12)

HR professionals perceived line management to sometimes lack sufficient knowledge in working with the portal. They believed that it was not always clear to line managers what processes and steps they had to undertake in specific or new situations. For performing more routine actions in the portal, their knowledge was perceived as sufficient. HR professionals viewed it as their task to make sure line managers were equipped with the right knowledge.

Few line managers said that they were not educated to perform HR tasks and perceived HR

to be more capable and efficient in handling these issues. However, the majority of line management would try to look up a guideline that explained how they had to cope with a certain issue. Despite their efforts, they were not always able to find the right guideline, especially in cases that were new or very specific. In such a case, line managers would attend the local HR manager for help.

Centralisation of guidelines

HR professionals mentioned that, where possible, all local guidelines were replaced by central rules: the General Business Principles. An example of such a rule is the 70-20-10 model that explains how Philips wants to train and develop their employees: 70% learning by doing, 20% coaching from the line manager and 10% training or e-learning. Based on this model, HR professionals expect a coaching role from the line managers towards their employees.

The majority of the line management perceived a replacement of local guidelines by central guidelines. They were positive about this development because it ensured clarity – 'this is it' – efficiency and a similar treatment for all managers and employees. An example of a central guideline that line managers noticed was the format for the job assessment tool that had to be filled in according to the three Philips behaviours: eager to win, take ownership and team up to excel.

Flexibility in guidelines

HR professionals explained that because of the centralisation of guidelines, line managers could not perform HR processes in another way than was stated in the CAO. However, line managers perceived that within the group of line managers there were still differences in interpretations of guidelines that could cause employees to receive a differential treatment. For example, the distribution of bonuses had significantly differed in separate parts of the business units. Some line managers were providing more bonuses than others. This example clearly shows that, within the compensation tool of the HR portal, there was room for flexibility. The same goes for the job assessment tool: HR professionals admitted that the job assessment document could be filled in as desired, as long as employee and manager agreed on it. Similarly, line managers perceived that within the PPM tool both employee and manager had the flexibility to decide on whether they wanted to define job- and training related goals or not.

How HR controls the guidelines

Taking into account the room for flexibility in interpretations, line managers found it hard to control how other line managers dealt with bonuses and paid leave. They did not know whether differences regarding these issues were controlled or corrected by HR professionals. Some of the line managers thought it would be best to trust these processes, rather than to control them:

"You have to get used to the fact that you do not have this control function anymore. I used to control those things: is this the exact information? And now you don't. You have to learn that you place some trust in it (...) no system is waterproof." - Line manager (4)

So, the overall expectation of the line was that HR professionals controlled how the system worked and how people worked with the system. If a line manager would not follow the rules correctly, it was expected that HR would point out to them that their action was not desirable.

The HR professionals did not mention any issues regarding differences in interpretations of line managers. However, they did view it as their role to exert control on the guidelines and to monitor, for example, fluctuations in the personnel file. In order to do this, HR professionals were dependent on the correct input from line management and therefore thought it would be important to control and assist them regarding the central guidelines if needed.

Table 3: guidelines that the HR portal deliversHRM frames of HR professionals and line managers

| HR professionals | Line managers |
|--|---|
| - The design of the system is organised around a | - The guidelines are embedded in the system |
| clear process flow that guides line managers in | and guide in what you have to do through |
| what needs to be done. | instructions. |
| The CAO together with Philips' own terms of employment provide the guidelines of the | The guidelines of the system are based on the CAO and Philips' own terms of employment. |
| system. | cao and minps own terms of employment. |
| - Line managers still lack sufficient knowledge in | Majority has no idea about the presence of |
| working with the system. | guidelines or where to find them. |
| All local rules have been replaced by central | Replacing local by central guidelines is a |
| guidelines. | positive development. |
| - It is expected that line managers follow the | -The danger of flexibility in guidelines is that it |
| centralised guidelines that will leave little to no | can be accompanied with different |
| room for flexibility. | interpretations within the organisation. |
| By having one system it is easier to exert | - Expect that HR monitors how the system works |
| control. | and how people work with the system. |

5.4.3 HRM-in-use: daily use

The daily use of the HR portal was reflected in four subtopics, reflecting how HR professionals and line management used the HR portal in their daily practice: assistance, frequency of use, convenience and Workday. Findings showed that both the perceptions of HR professionals and line managers reflected these topics.

Assistance

Guiding line managers to the portal

To make the HR operating model work within the business site, HR viewed it as their responsibility to guide line management to the portal in case they had questions. They tried to accomplish this by pointing line managers at the support they could receive via the portal and Philips People Services (PPS). If things would remain unclear after contacting PPS, HR would be available for questions.

Some line managers had to get used to asking their questions via the HR portal instead of going directly to HR. Around half of the line managers perceived the PPS specialists to provide useful support. In case questions regarding an HR task would not have been answered via the portal or PPS, the large majority of line managers would attend local HR, whom was willing to help. Most of the managers were positive about the help provided.

During the weekends, some line managers experienced that PPS specialists and local HR and were not available for questions. Even though they clearly understood that their availability was dependent on office hours, they perceived it sometimes as a hindrance in performing actions with the HR portal.

Empowering the line managers to work with the portal

In line with the intentions, HR professionals wanted to empower line managers. To do this, they communicated clear responsibilities for HR professionals and line managers. The role of HR would be to equip the line managers with enough assistance to tackle their problems: at the moment they would not able to cope with a certain task or would feel uncertain about the 'how to', they were requested to attend local HR. The idea of HR professionals with this assistance was to make the line management more independent, making sure that the next time they performed the same action they would be able to do it themselves.

As stated above, the line managers perceived HR to be of good help in working with the system. A remarkable finding here was that line managers copied the approach of HR to empower

their own employees: going through processes together at first and provide assistance, to ensure employees would be able perform the tasks themselves the next time. Line managers felt responsible to help employees when things would go wrong, in case, for example, a request from an employee was incorrect.

Providing information to line management

HR professionals thought it was important to keep line managers up to date with new or changed information regarding specific tasks. For example, to draw attention to a change in pension guidelines. HR professionals also briefed line managers when they perceived certain things to be unclear by sending an email or by organizing a workshop.

Line managers indeed perceived that HR would provide explanation whenever there were novelties. Some line managers had received training during the implementation phase of the portal, to work with the e-HRM tool. Here, it was explained how to enter the portal and where to find, for example, the payroll. Other line managers said they never received such training and that the introduction and explanation of the HR portal had not been sufficient.

Computer experience

HR professionals supported the few line managers that needed help in working with computers. Similarly, line managers assisted their employees that needed extra assistance in working with systems. They perceived this was especially the case for some of the elder employees, having difficulties with computers and also digital HR processes.

Frequency of using the HR portal.

HR professionals used the HR portal as a routine task in their daily practice. HR professionals believed that if line managers would also force themselves to have a routine in opening the portal daily, they would be able to execute their tasks easier and faster.

Some line managers indeed opened the HR portal every day as a routine task. Others use the HR portal only in case they received a notification via email that triggered them to perform an action in the portal. In the latter case, the frequency of use differed from daily to a few times a month. The tools of the HR portal that were attended most by line managers are shown in table 4.

| HR portal tool | Frequency of use |
|----------------|---|
| e-HRM | Very frequently, approving employee requests for paid leave, holidays and |
| | overtime. |
| e-Care | When needed, filling in information about sick leave of an employee. |
| CONcur | When needed, declare traveling costs |
| PPM | Twice a year for job assessment conversations. |
| COMplanner | Once a year for compensation purposes. |

According to the line managers, the frequency with which they used certain tools affected the ease with which the HR portal could be used. The majority of line managers agreed that, if you were responsible for more employees or had to perform actions more often, one would become more familiar with the system making it easier to use. If one did not frequently perform a certain task, ease of use was considered low, because it asks for searching information on how to perform a certain action. Non-routine tasks were thus perceived more time-consuming for line managers.

The convenience with which HR tasks can be executed

HR professionals perceived the portal as convenient and comfortable to work with because it enabled them to perform actions within a few clicks. The portal included easy search options and a clear overview for HR of information regarding headcount.

Line managers also experienced that the HR portal was accompanied with a number of advantages. The HR portal was accompanied with less paper work: the time needed for their administration had decreased, because they no longer needed to double check on what had been mutually agreed on. They thus perceived that the HR portal provided a fast way to archive information, making own administration unnecessary. For example, line managers could easily check what had been discussed in earlier job assessment conversations or what had been agreed on with employees. Line management also believed that the system was easy to understand and to work with – performing tasks and search for information within a few clicks. The notifications via email were convenient for them, because it was no longer needed to check whether their employees' requests were in line with the guidelines. For themselves, line managers perceived it as an advantage being able to make their own choices in the portal regarding their secondary terms of employment and doing this anytime and anywhere (e.g. at home). In general, line management experienced hardly any problems in working with the HR portal after getting used to it: "you have to get acquainted with the system". Once they knew how the system worked it saved the time they spend on HR tasks.

Negative user experiences with the portal revealed that the portal could be very slow in some cases. Line managers then had to wait a long time before an action was performed by the system. Another remark from their side showed that line managers had to maintain their own administration if the portal was out of use. Few managers also mentioned that the information provided in the system was only available in English, not in Dutch, which they perceived as inconvenient.

Experiences of line management in working with the specific tools of the HR portal are reflected in table 5.

| HR portal tool | Perception of line management |
|----------------|---|
| e-HRM | User-friendly: it provides an overview of the different employee arrangements that are present within Philips. Activities of approving paid leave, holidays and overtime are performed in this tool. Also in case of an intern, a new employee, an employee leaving the company or a jubilee: arrangements have to be made via e-HRM. Contract extension and the transferring of employees are also actions line management performed via this specific tool in the HR portal. |
| e-Care | Some line managers had experiences with sick leave activities. The system would send a notification if an employee was on sick leave. Managers would then contact their employee to talk about the situation. In cases where the complaints of the employee lasted for a longer period, managers had contacted the company doctor. |
| CONcur | A few managers mentioned that they used the CONcur tool. A specific remark here was that after a line manager had approved a declaration from an employee, it could take a long time before the money was deposited. |
| ΡΡΜ | Line managers know how to work with the PPM tool. They are very positive about this way of performing a job assessment, because it saves paper work and it is easy to look op previous conversations. The structure - which steps need to be taken by whom - is also clear and questions are formulated in a very concrete manner. Some managers experienced that their employees need a lot of assistance in filling-in the PPM document with the HR portal. They provide this assistance, but it consumes a lot of their time which is perceived as a disadvantage of the tool. |
| COMplanner | Line managers see this as an important tool because it has consequences for the compensation that their employees receive. They use it once a year and think it is easy to use, even though some specific guidelines are not always a hundred percent clear. For example, one line manager mentioned that COMplanner now used a different standard for salary raises than a few years ago. |

Table 5: line managements' perceptions of specific HR tools

Others Other tools such as e-Miles, e-Learning and Recognition were hardly used by line managers and their employees. One line manager pointed out that these tools should be better promoted, because they are important for the development of employees.

Workday: an integrative portal

Even though Workday was only recently implemented at the business site, the majority of line managers thought that Workday would integrate all the HR tools into one, making HR tasks simpler and more efficient to perform. They believed they would gain more insight in the composition of their team and also the contingent workers: an integrated overview of an employees' sick leave, job assessments and paid leave. Line managers knew that Workday could be used as an app on their mobile phone, which they thought would allow them to perform their tasks faster: *"you do not need to log in, you are constantly online"*. The majority of line managers expected that they would get used to Workday very quickly and, after habituation, they expected it to work just as easy as – or even more user-friendly than - the current HR portal.

Comparing these initial ideas to the intentions of HR professionals, it can be concluded that they are realistic. HR professionals wanted to replace the current HR systems by Workday as one system that could work more efficient. They also confirmed that line managers could use Workday on their mobile phone. Only line managers without a laptop or app-based phone would have to solely perform the tasks at work. HR professionals expected, in line with management, that employees would have to get used to Workday. For their own profession, they expected Workday to provide more insight into the numbers behind certain HR processes.

| HR professionals | Line managers |
|---|--|
| Perceive it as their role is to guide line management to the portal and support them. | Positive about the support they receive from local HR and the Shared Service Centre (PPS). |
| Assist line managers in working with the portal to ensure they are empowered to do it themselves. | -Empower employees in going through processes in the HR portal independently. |
| Provide clarifications and assistance to line managers in performing specific HR tasks. | HR provides information and training about novelties and specific actions in the HR portal. |
| Support a few line managers in working with computers. | Support elder employees that experience difficulties in working with the HR portal. |
| Use the portal every day based on a daily routine. | Use the portal either every day as a routine or when triggered by notifications via email. |
| Perceive the portal as very convenient in their daily usage. | Perceive the portal most of the time as convenient, but have negative user experiences as well. |
| -Workday is one global system which will be more efficient. It will provide better insight in HR processes. | Workday will integrate all systems into one, making HR tasks simpler and more efficient. It will give a clearer overview of an employee. |
| Line managers will have to get used to Workday. | Will get used to Workday very quickly, performing tasks will be as easy as with the current tools. |

Table 6: daily use of the HR portal

HRM frames of HR professionals and line managers

5.4.4 HRM-in-use: consequences

The consequences associated with the daily usage of the portal are described in this section. Seven subtopics have been found indicating the consequences that HR professionals and line management experienced in accomplishing their HR tasks using the HR portal. Similar topics were addressed by HR professionals and line managers regarding consequences: automation, centralisation, convenience, sharing confidential information, devolution, empowerment and standardisation.

Automation of HR processes

After the changing and automation of HR processes, HR professionals found out that their involvement was no longer essential in some of the processes, whereas they used to think they were adding value in, for example, compensations:

"We paid a lot of attention on the guideline for compensations, together with line managers. This was very time consuming. We viewed this process not solely as something that could be performed by a system because we thought we were also adding value. The process is now more digitalized and asks for less consideration from our side. So, some of the things we used to spend a lot of time on are now absent, by shifting our view on the process and its automation." – HR professional (1)

In the eyes of line management, HR processes had become more formal since the introduction of the HR portal and they recognized that the registration of information (e.g. working hours of employees) could be performed automatically. Similar to HR professionals, line managers experienced that an HR manager was not always needed in fulfilling their HR responsibilities. Some of them were positive about this aspect because it saved the time they used to spend on conversations with HR.

Centralisation

In line with their expectations, HR professionals experienced it as convenient to access HR at one point, because it allowed for performing HR-related tasks within a few clicks. HR had, in their eyes, become more centralised in that it was not only accompanied with local responsibilities for them, but also with cluster-related obligations. They perceived it positive to have more contact with other HR professionals from different business sites within the cluster and on a national level. The largest step of the centralisation process and reducing the HR function had been achieved.

Line managers had experienced the centralization of HR especially because of the central rules that were in place, such as global function descriptions. They believed that standardisation was an important condition for centralisation:

"Now the central rules are applied. It cannot be the case that an employee from one business unit receives a better mileage allowance than an employee working at another. I can understand very well why they centralised it." - Line manager (14)

Centralisation also meant seeing that the HR functions present at the business site had strongly reduced. In case line managers had questions or came across novelties in working with the portal, they felt a need for assistance from HR specialists to explain them which steps should be taken. Therefore, they perceived it as important that Philips would maintain some HR specialism at the business site.

Convenience

Line managers had experienced that performing HR tasks was simplified since the HR portal had been implemented. Especially routine tasks such as the registration of hours and paid leave could be performed faster. One line manager mentioned that HR activities had become clear and structured processes in the portal: the starting conditions and the role for line managers were well-defined.

An increase in the accessibility of information for line managers also increased the

convenience with which they could perform HR tasks. It had become easier to find information about, for example, which guidelines were in place and what this could do for an employee. Line management also experienced that they were no longer dependent on their working hours with respect to when and where they performed HR activities. Especially for their personal choices, line managers were able to perform tasks at home without HR involvement.

HR professionals had experienced that the accessibility of the system was increasing for line management. Workday would also provide them the possibility to perform tasks via their phone, not only via the computer.

Sharing confidential information

Contact with HR is less personal.

Majority of line managers experienced that the contact with HR had become less personal since the implementation of the HR portal. Some line managers perceived a distance between them and the company. They missed a face or a feeling when talking to an HR specialist of the Philips People Services: "*I do not know the specialist and the specialist does not know what employees I am dealing with*". Therefore, they perceived it as very important that a local HR manager would be available, standing 'closer' to the employees and knowing better what is at stake. At the moment of our study, a local HR manager was available for line managers to address. Most of the line managers believed that the minimum of the desired HR function on the business site had been reached.

Personal communication with HR professionals was important to this group of line managers, because they believed it improved their commitment with Philips as a company. Calling a helpdesk or asking for help via a portal was not preferred by this group, because it was seen as an obstacle for employees who perceived it as more safe and trusted to address a local HR manager. Especially private issues should not be handled via the system or over the phone (PPS) in the eyes of these line managers, but personally via an HR specialist.

Even though contact with HR had become impersonal according to the majority, there were other sounds as well. One line manager, for example, indicated that the contact between employee and line manager had become more personal. Employees had to get used to the fact that they now had to communicate about their HR with their line manager, instead of an HR professional. Another line manager also confirmed that it took some time to get used to contacting HR via the phone or a link in the HR portal. The fact that personal contact had decreased was perceived as a logic development in a digital society.

HR professionals agreed that the digitalization of HR meant communicating at a distance and indicated that line managers and employees had 20 hours of local HR specialists available for them. More specialists would not fit with the intentions of the HR portal to save costs on the HR function.

Line managers are responsible for personal issues of employees.

HR professionals stated that the personal issues of employees were also part of the responsibility of a line manager. According to them, if line management was confronted with employees having personal problems that asked for professional help, they could forward these people to a number of social workers available within Philips.

Line managers perceived personal conversations with employees needing help and situations of malfunctioning as very complex. Not all line managers had the feeling they were the right person to deal with such tasks: it was not their core business or they needed more support in order to cope with these complexities. They perceived those issues to be the task of an HR function. Other line managers were very enthusiastic about the more personal responsibilities of HR and perceived it as an extra part of their work and said they liked this type of working with people. It gave them the opportunity to be fully aware of what is at play in the working and private lives of their employees and to better meet employee's needs. These differences within the group of line managers could be explained, according to a line manager, as follows: *"how a line manager approaches these personal tasks depends on the time the line manager has and makes for these issues, his or her personality and physical location at the business site - near the employees or at a distance" – Line manager (8)*

Confidential information is safe within the HR portal

Line managers had the feeling that confidential information was locked away safely in the system behind a password and a user name. They perceived that authorisation rights would prevent people to read confidential information that was not meant for them to see.

Devolution

How the line perceives their new tasks:

The line managers perceived they had taken over the administrative responsibilities, the most simple tasks, of the HR manager. The entire administrative part of HR had, in their eyes, been replaced by the HR portal. They assumed HR was now focusing on areas where the HR function could be of added value: talent development, organisational modelling and, training and support. The experiences of line managers with these extra tasks can be divided into a negative and positive stream:

- "I am not an HR person, but I do need to work more as an HR manager for my own employees (...) it takes more of my time". – Line manager (5)
- "The tasks belong to my work. I like being busy with other people. It is our responsibility to make sure employees receive the attention they need and to make sure they feel committed to the company". – Line manager (11)

HR professionals wanted to make sure line managers perceived the extra tasks according to the second stream: it is an essential part of a line managers' function that he or she works with the HR portal. Line managers themselves are responsible for the consequences of their actions in working with the HR portal and performing their HR tasks. They can no longer say: HR should arrange that.

How HR perceives their new tasks:

Not only the work of the line managers, but also that of HR professionals had changed because a lot of their tasks were moved to the HR portal and the Philips People Centre. Line managers were more and more equipped to perform these HR activities independently, transferring the contact with PPS as an expertise centre to the line management as well.

Since operational HR functions had been reduced at the business site, the local HR manager had gained their tasks, for example when it came to training employees in safety at work. Other tasks of the HR manager that were not related to the HR portal were: employee development, change processes, providing communication, ensuring good relationships with unions, coaching, and supervising events. HR professionals believed that when line managers had become independent of HR in performing HR activities, HR professionals themselves would take up a more advising role in the company.

Empowerment

A consequence of the HR portal was that line managers and employees were empowered to take actions themselves regarding administrative HR tasks. Line managers perceived that they were able to perform a large part of these tasks without the assistance from an HR professional. This increased their independency because they were now able to plan the execution of tasks within their own time.

HR professionals stated that every employee had received a username and password, enabling them to enter the portal from any computer. In the eyes of the HR professionals, managers and employees were hereby enabled to arrange their own terms of employment, giving them a certain level of ownership. Next to that, they offered assistance when needed.

Standardisation

According to HR professionals, the consequence of standardisation was that line managers knew better what they needed and what HR would do for them in a certain HR process. They also expected that the standard jobs of the future would ensure that line managers and employees paid attention

to all aspects of their function equally. Line managers had experienced the standard guidelines as a way for the group 'line management' to perform tasks in a similar fashion. According to them, the HR portal with its standard through-flow had made especially the job assessment and the hiring process have much clearer.

| HRM frames of HR professionals and line manage | ers |
|--|--|
| HR professionals | Line managers |
| - No longer adding value in certain HR processes | - HR professionals are not always needed when |
| after automation. | performing HR tasks via the portal. It saves time. |
| The HR function has become centralised: responsibilities and contact within the cluster of business sites. | Centralisation is good, as long as there remains some HR specialism at the business site. |
| - Line managers and employees increasingly | - Faster access to information, clear and |
| accessed the HR portal. | structured processes, decide when to perform HR activities independent of local HR. |
| The HR portal is accompanied with providing assistance and answering questions from a distance. | Less personal contact with HR because of the portal. Personal contact is preferred to calling the Shared Service Centre. |
| - Line managers are responsible for the personal contact with their employees. | Changed contact between line manager and employee, both positive and negative experiences. |
| It is part of a line managers' function that her or she works with the HR portal. | Extra HR tasks are both liked and disliked by line management. |
| Provide line managers a level of ownership, together with assistance to empower them. | Can perform large part of the HR tasks independently. |
| Think the line manager knows better what is needed and expected in an HR process. | HR processes have become more clear and structured. |

Table 7: consequences of using the HR portal HRM frames of HR professionals and line manage

5.4.5 HRM integration

Within this frame, we distinguished four subtopics that constitute the perceptions of HR professionals and line managers with respect to role that the HR portal has within the personnel management as a whole: question bank, support, transparency and importance of the portal. The latter topic was only discussed by line management. HR professionals were able to mention a clear and well-defined role for the portal, whereas some line managers could not explain its specific role and therefore reflected on the importance of the portal for HRM as a whole.

Question bank

According to HR, one of the roles for the portal within the company was to provide information to line managers about HR-related information. If managers would have questions, they could be directed to the portal, as the first entrance for all HR questions. This challenged HR professionals to make sure the information in the portal was aligned with the questions of line managers. So far, they experienced that the number of questions from line managers directed to them had decreased and assumed that the portal thus provided useful information.

Line managers perceived the portal to have an information-providing role, because it enabled them to access the information they wanted to know about, for example, their working hours, the CAO and paid leave. They experienced the HR portal to function as the access point for information and had thereby replaced this role for HR professionals.

Support

HR professionals perceived the HR portal to play an important role in making the HR operating model work. According to them, it supported the offering of HR processes in a simplified manner and enabled HR to focus on other areas. Line management, similarly, perceived the HR portal to support certain HR processes. They perceived the portal as a facilitating tool, helping them to perform actions needed:

"It enables me to do the things I have to do from an HR perspective, for me and for my employees." – Line manager (13)

Transparency

HR professionals indicated that the HR portal had provided them more insight in HR of the entire organisation. Also numbers behind certain processes had become clearer. They believed line managers to have more real-time insight in their own team, regarding costs, age, contracts and assessments. Line managers indeed perceived a better and also faster insight in what happened within their team and what had been agreed on with their employees.

Importance of the portal

Line managers thought the HR portal to be of importance within the personnel management as a whole, because they perceived it as the centre of their HR. Line managers also believed that the communication about HR with their employees – outside the system - played an essential part. For example, one line manager indicated that meetings were held first to agree on a holiday planning. Some line managers perceived that the added value of the HR function was not to perform administrative tasks and that an HR portal was a good way for them to fulfil these tasks.

| HRIVI frames of HR professionals and line manage | |
|---|--|
| HR professionals | Line managers |
| Everything that has to do with basic HR processes should be executed by the line manager. | Increased independency: decide for yourself when you want to execute the tasks. |
| Managers have more and real-time insight in their own team. | Insight in what happens within the team and what has been agreed on before. |
| The HR portal supports the offering of HR processes in a simplified manner. | - The HR portal facilitates certain HR processes. |
| - The HR portal is the first entrance for all HR questions. | The HR portal functions as an access point for information. |
| The HR portal supports the operating model and enables HR to focus on other areas. | The HR portal plays an important role as the centre of HR, together with communication outside the portal. |

Table 8: role of the HR portal within personnel management HRM frames of HR professionals and line managers

5.5 Congruence in HRM frames: reflection

Returning to our definition based on Orlikowski and Gash (1994) we find that:

'HRM frames are congruent if they are related in ways that imply similar expectations, assumptions or knowledge of an HRM system and incongruent if there are important differences in expectations, assumptions or knowledge about some key aspect of an HRM system'.

From this definition we find that frames do not have to be identical to be congruent, but similar in a way that HR professionals and line managers give the same meaning to a key aspect of the HRM system. Important differences in sense giving can lead to incongruent frames, for which there are three important indicators (Orlikowski & Gash, 1994). Expectations between the two

groups can be misaligned, for example, when HR professionals intend to improve HR by simplifying HR processes, while line managers perceive their tasks as more difficult after these efforts. Contradictory actions also point out incongruence in frames, when line managers are not able to perform tasks according to a new HRM system implemented by HR professionals. Resistance and a skeptical attitude from one of the two groups in working with a new HRM system can impede the development of congruent frames as well (Orlikowski & Gash, 1994; Bondarouk & Ruël, 2009a). As we based our definition of frames on the core factors of the HRM system - intentions, composition, usage and integration - we check for (in) congruence on a frame level (Lepak et al., 2006; Orlikowski & Gash, 1994; Bondarouk & Ruël, 2009a).

Based on our definition, we found congruent frames between HR professionals and line management with respect to intentions, composition, usage and integration of the system. For the new frame 'consequences' that had been discovered, incongruences were found within the group of line managers showing contradictory actions. The highest incongruence for this group was found for the topic 'devolution'. HR professionals had provided line managers with the responsibility to cope with administrative HR tasks, including dealing with personal issues of employees. Line managers reacted differently towards this action of the HR professionals: some line managers viewed these tasks as a part of their work, while others clearly stated that they did not perceived it as their task because it was too complex or consumed too much of their time. They did not believe they were the right person to perform these tasks. For other topics, line management showed a somewhat stronger level of congruence. The highest congruence within the group of line management was found for the topics 'standardisation' and 'centralisation'. Throughout different frames, being intentions, guidelines and consequences, all line managers were positive about standardizing HR processes and the central guidelines accompanied with it. Both because they provided clarity, efficiency and a similar treatment for all employees.

The findings confirm that new frames can develop over time. The four frames, established in theory, were found to be congruent, probably because HR professionals and line managers had engaged in a lot of interactions regarding each other's perspective of the intentions, composition, usage and integration during the three-year implementation period of the HR portal. Interactions between groups are found to reduce the differences in frames (Orlikowski & Gash, 1994; Weber & Mayer, 2014). It also could explain why there is still some incongruence in the frame 'consequences': because this frame is developed in a later stage of the implementation, it has not been as extensively discussed yet.

The most remarkable finding here is that the incongruence within the group of line managers shows a new dimension within the research of frames. Apparently, differences in frames do not only exist between social groups but also within social groups. Bondarouk & Ruël (2009b) already mentioned that there might be differences in needs within subgroups regarding e-HRM. An explanation for this finding in our case could be that the differences between individual frames of line managers have not yet been overcome to make room for a shared understanding of the consequences of the HR portal (Hey et al., 2007). This may explain why frames of certain line managers still hamper the understanding of the intentions of HR professionals when it comes to the consequences of devolution (Gioia & Chitipeddi, 1991). More specifically, the different line managers did not fully categorize themselves to the group 'line managers' (Weber & Mayer, 2014), whereas HR professionals clearly felt that the contact with other HR professionals had intensified. During the interviews it became clear that line managers strongly identified themselves with the department they worked for, instead of focusing on their role as a line manager. This lower level of identification may have hampered the development of a common frame towards the consequences of the devolution of tasks (Weber & Mayer, 2014). It also explains why HR professionals show a stronger internal congruence in general compared to the line management.

Overall, it can be concluded that the congruence in frames between HR professionals and line management is very high. This is a positive finding, because congruent frames are an important condition for an effective implementation of a technology – in our case the HR portal (Gioia & Chitipeddi, 1991; Orlikowski & Gash, 1994; Doherty et al., 2006). Comparing the intentions of the HR

portal with its consequences, we find that intentions have been achieved during the implementation phase, indicating an effective implementation of the portal at the business site (see table 9). Our findings thereby confirm the literature, stating that congruent frames between social groups can facilitate a successful implementation of a technology.

| Intentions | Consequences |
|------------------|--|
| Cost reduction | Costs for the operational HR function have been reduced. |
| Automation of HR | Automation has made clear on what areas HR professionals add value and |
| processes | where line managers are empowered to perform HR tasks independently. |
| Devolution | Administrative HR tasks have been devolved to line management. |
| Disclosure of | The provision of information via the portal has increased the accessibility of |
| information | information for line managers. |
| Standardisation | In the portal, HR processes are offered in a standardised manner. |
| Centralisation | Central rules are in place and HR can be steered from one point. |
| Efficiency | Working with the HR portal is indeed a more efficient way to perform HR |
| | activities. |

Table 9: comparing intentions and consequences of the HR portal

5.6 Trust in HRM

General trust

We found an average level of trust of 3,35 (σ = 0,5), showing a knowledge-based level of trust. With a standard error of only 7%, the general level of trust would remain at a knowledge-based level between 3,18 and 3,53 in case the entire population would have engaged in the survey. This confident level of trust indicates that, based on their experiences with the portal, employees had developed positive expectations about the system, including its ability, reliability and predictability (Dietz & Den Hartog, 2006).

Trust propensity

Controlling for trust propensity, a mean of 3.0 was found ($\sigma = 0, 47$), indicating that employees did not have significantly low or high levels of trust propensity. After conducting the Pearson correlation test, a positive and significant correlation of 0,53 was found between trust propensity and trust (p<0.01; two-tailed). Regression analysis (one way ANOVA) showed that trust propensity indeed caused a change in general trust and not the other way around (p<0.001). Trust propensity was found to be responsible for a 36% variance in general trust ($\eta^2 = 0,364$).

Other control variables - tenure (organisational and functional), contract type, gender, type of function (office or production) and line manager - showed no significant correlation with the general level of trust.

6. Discussion

Reflection on the purpose of the study

Returning to the purpose and assumptions of this study, it was expected that when congruence in frames between HR professionals and line managers was high, the level of trust in HRM would also be high. Our exploration revealed a high level of congruence in frames and a confident level of trust, providing strong empirical support for the assumption of both concepts to be related. Recently, Weber and Mayer (2014) also expressed the assumption that low levels of trust might lead to negative perceptions of a person that will prevent the development of a shared frame. There is thus sufficient support for future studies to look for a possible linkage between HRM frames and trust in HRM.

Since this study used a mixed-method approach, it lacked the opportunity to reflect on the possible relationship between congruent HRM frames and trust in HRM. In order to do so, future research can use the findings on frames of this study to quantify the congruence into different levels (e.g. high, medium or low). In doing so, it is possible to translate the qualitative concept of frames into a quantitative scale that can be used to statistically reflect on a possible link with trust in HRM.

Another important limitation was that the measurement scale for trust had to be adapted from an interpersonal situation to the specific characteristics of an electronic system. One could speculate that the confident level of trust that was found, being the highest cognitive type of trust, may indicate the maximum level of trust a person might have in an e-HRM system (McAllister, 1995). Higher levels of trust are based on emotions and, with respect to the feedback on the questionnaire received from the company; it was shown that emotional aspects were not associated with an e-HRM system. Future studies are thus needed to look into the concept 'trust in a system' in order to find out whether the concept should be considered as being different from interpersonal trust.

Challenges for e-HRM at the business site

Previous research shows that for a production plant, similar to the business site of our study, there are specific challenges for e-HRM implementation regarding accessibility and system related skills (Ruël, Bondarouk & Looise, 2004). The business site of Philips provided access to computers in the production hall, essential for a successful implementation of the HR portal in a production setting. PC-related skills and the time to work with the HR portal were found to be less apparent in the production part of the business site compared to its office environment. Line managers steering the production said it was hard to make the time to fulfill HR-related tasks next to their production work. They were therefore not able to use all tools the HR portal provided and thus focused on the ones considered most essential.

Not only for production, but also for HR professionals and line managers in the office area of the business site, the implementation of the HR portal posed a need for change in the way they perceived HRM. According to Bondarouk and Van Riemsdijk (2004), most of these actors experience in the implementation phase that performing HR-related tasks is time consuming. They also do not realise right from the start that performing these tasks is important. All HR professionals and some of the line managers at the business site had changed the way they perceived HR processes during the implementation of the HR portal. However, part of the line management group still perceived that working with the HR portal was taking a lot of their time and therefore only used the portal when action was demanded via a notification.

In both production and office, some line managers clearly had their reasons to not fully use the possibilities of the HR portal. It could be that these line managers had not fully adapted to a new way of thinking about their HR responsibilities as Philips wants them to think: as an essential part of their job. Taking into account the time period of three years that it takes to fully implement an e-HRM system, we find that the business site at Philips is clearly on its way in changing the mindset for its HR professionals and line management. However, some line managers still have to be convinced to increase the effective use of the portal in all its possibilities.

Contributions to the literature

As expected from this study, new insights can be added to the field of strategically employing e-HRM, facilitated by the devolution of tasks to the line management. What was found in this study confirms the existing assumptions in literature in that e-HRM does not make HRM more strategic (Bondarouk & Ruël, 2009b). HR professionals in our study clearly indicated that they were not able to completely take on the role of a strategic advisor, as long as responsibilities in devolving their tasks to the line had not been fulfilled. Solely implementing an HR portal is not enough to successfully devolve tasks to the line, as shown in this study: line managers expressed the need for help from an HR professional or a helpdesk. Therefore, it is essential to provide assistance at the business site or at a distance (e.g. shared service center). The case study also shows an example of how a company changes its entire HR operating model while effectively incorporating e-HRM. Probably, modifications in HR are needed at all organizational levels to achieve an effective implementation of an HR portal. This finding is in line with previous research, stating that an e-HRM system cannot stand alone, but should be accompanied by a clear vision and modifications to the business model as well (Bondarouk & Ruël, 2009b).

This study also contributes to the literature of HRM frames in that it confirms studies that found congruent frames to develop over time (Orlikowski & Gash, 1994; Hey et al., 2007). Our study adds to this that new frames develop over time, by providing new insights into the alignment of frames when it comes to the consequences of using an e-HRM system. So far, studies have not answered the question as to what the consequences of e-HRM are, because it is hard to predict how the system will be used by the actors involved (Stromeier, 2009; Marler & Fisher, 2013).

We also add here that frames are not solely (in) congruent on a group level, but that differences in frames within groups can occur. In our case, HR professionals' frames were internally highly congruent, whereas line managers showed a lower level of congruence within their group. It seems to be important that, even though the organisation may have given employees the functional name of 'line managers', this does not automatically lead to the development of shared frames between all actors. Socialisation processes are important for them to identify themselves with the group of line managers and to facilitate the sharing of a common frame.

A final contribution here is that we add a case study to the literature of HRM frames that is based on a tangible HR portal, making observations of congruence more clear. HR professionals and line managers all provided information related to the similar topics of the portal, providing a good base for comparing the two groups in their frames. Future research could build on our efforts within the process approach, by combining the findings with important insights about content and nature of an e-HRM system. For an effective HRM system it is namely also important that employees perceive the HRM-system as fair (Woodrow & Guest, 2013; Bowen & Ostroff, 2004). If the e-HRM system itself is perceived to incorporate policies and practices that have negative consequences for employees, this might decrease their level of trust in the system as well. In this study, we did not explore the concept of trust in (e-)HRM from a content approach, but future studies should definitely take this research stream into account.

Recommendations to the business site at Royal Philips

Even though our evaluation showed that the implementation of the HR portal was quite effective, several recommendations are useful for the business site to further increase the congruence in frames and the empowerment of line management:

- The congruence in frames within line management can be encouraged through group socialisation (e.g. workshops, meetings, discussions) to ensure that line managers identify themselves with the group 'line management' (Weber & Mayer, 2014).
- Promote tools in the HR portal important for employees' training and development (e.g. e-Miles, e-Learning and Recognition). They are hardly used by line managers and employees.

- Provide a clear and easy structure to prevent line managers and employees from spending excessive time in exploring HR based tools: arrange the system should in such a way that, when looking for information, one can easily click on a link in the first screen that will lead him or her to the next page (as in Wikipedia).
- The speed of the HR portal itself should be increased to prevent frustration in working with the portal.
- Provide information via the portal in both English and Dutch.
- Remain some HR specialism at the business site in order to sustain a level of personal contact available for line managers and employees.
- For the long term ensure that the HR-related tasks are part of the function description of a line manager, to facilitate the change in mindset: the responsibilities are seen as an essential part of the job.
- For the long term if some line managers and employees keep having problems in working with the HR portal, create a manual that covers 80% of what they can encounter in working with the system. This manual could also be helpful for new people entering the company.

An important remark is that the phased implementation of Workday will replace the current tools of the HR portal. The company should thus be aware of the fact that changes in the HR portal may be accompanied with slightly different problems and needs from line managers and employees than have been described in this study. Recommendations provided are very useful within the current context of the business site, but may not reflect a complete list of what the company will have to encounter during the implementation of Workday. There is no need to fear, however, because HR professionals and line management revealed a high congruence in frames towards Workday in the initial phase of implementation (May, 2014).

7. Conclusion

The concepts of congruent HRM frames and trust in HRM were explored in this study. Strong empirical support was found for further exploring both concepts and their assumed relationship. In doing so, attempts are needed to quantify the congruence in frames into different levels or intensities. As we can see from the concept of trust, it is definitely possible to translate a qualitative concept into a quantitative measurement scale, though it is a challenging task and it takes time to develop and optimise such a scale. Taking into account the growing field of research in the process approach, quantifying congruence in frames can be very useful and rewarding for its wide applicability.

The most remarkable finding of the study was that different levels of congruence were found within the groups of HR professionals and line management. These results indicate a new dimension of (in) congruence in frames, creating opportunities for future research to deepen the understanding of the development and intensity of shared frames within social groups. It is especially interesting to find out why one social group has a stronger internal sharing of frames compared to another. We attributed these differences to socialisation and interaction processes and the level of group identification, based on the literature on shared frames. More research on this issue could provide a more accurate explanation for this phenomenon.

This study was specifically positioned within the field of e-HRM, providing a tangible and clearly defined HRM system for measurement, but also a few challenges that future research could tackle. Findings clearly ask for an improved measurement for trust in a system to find out to what extent the concept differs from interpersonal trust: can employees have an affective level of trust in a system? Also more research is needed to clarify perceptions of the nature and content of e-HRM systems, to find out how they relate to HRM frames and trust in HRM. It could be the case that some line managers will never perceive intentions of an e-HRM system similar to HR professionals, simply because they perceive the e-HRM system itself as negative. Even though new challenges occurred, the case study provided a successful example of how an HR portal can be incorporated within an overall HR strategy, providing useful insight for practice on how management could strategically employ e-HRM to devolve tasks to line management.

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Appendices

| Author | Primary findings | Research method |
|---|---|---|
| | Communi | cation |
| Zand (1972) | Trust has (+) effect on openness in communication in group. | Experimental research with two different groups of middle level managers (low and high trust) in an US international electronics company. |
| Roberts & O'Reilly (1974) | Trust has (+) effect on amount of information sent to superior. | Experiments with three experimental conditions, were 171 graduate and undergraduate students at the University of California. |
| Singh & Srivastava (2013) | Organizational trust has (+) effect on employee knowledge sharing. | Studied among 303 managers from top, middle and lower managerial levels from manufacturing and service organizations in India. |
| | Organisational Citizensl | hip Behaviour (OCB) |
| Robinson (1996) | Trust in organisation has (+) effect of organisational citizenship behaviour. | Longitudinal study of 125 newly hired managers (alumni) of US Midwestern graduate business school. |
| McAllister (1995) | Trust in co-worker has (+) effect on OCB and commitment. | Cross-sectional research with 194 managers and professionals from various industries in California. |
| Colquitt et al. (2007) | Trust is moderately related to OCB. | Meta- analysis of 132 independent samples. |
| Pillai et al. (1999) | Trust has a (+) effect on organisational citizenship behaviour. | A multi-sample survey, investigating leader behaviour on trust and organisational outcomes, that involved a group of 192 full- time employees of a service agency and a group of 155 MBA students of two universities. Both samples came from the U.S. |
| Konovsky and Pugh (1994) | Trust in superior mediates the relationship between justice and OCB. | Cross-sectional data from 475 US hospital employees and their supervisors. |
| Altuntas & Baykal (2010) | Organizational trust has a positive influence on behaviours of conscientiousness, civic virtue, altruism and courtesy. | Studied among 482 nurses in Istanbul. |
| Rafieian, Soleimani & Sabounchi (2014) | Organizational trust has (+) effect on organizational citizenship behaviour. | Studied among 114 physical education teachers in West of Iran. |
| Liu, Huang, Huang & Chen (2013) | Organizational trust has (+) effect on organizational citizenship behaviour. | Studied among 378 employees of domestic hotels located in Taiwan. |

Appendix I – Trust and organisational outcomes (direct relationships)

| Dolan, | Organizational trust mediates the positive | Studied among 230 participants in the |
|-----------|--|---------------------------------------|
| Tzafrir & | relationship between procedural justice | Israeli labour force. |
| Baruch | and organizational citizenship behaviour. | |
| (2005) | | |

Negotiation processes / Conflict management

| De Dreu et al. (1998) | Trust between negotiators has (-) effect on conflict. | 90 business students of the University of Groningen engaged in (2x2) experimental sessions in which they performed a negotiation task. |
|--------------------------|--|--|
| Butler (1999) | A climate of positive trust will lead to more effective and less complex negotiations. | The study was conducted using data from 324 managers in the U.S. that followed a course on organisational behaviour. Participants engaged in a negotiation exercise called 'Ugli Orange'. |
| Porter & Lilly (1996) | Trust within group has (-) effect on conflict in team. | Cross-sectional data from 464 individuals in 80 student teams of Indiana University working on a new product introduction case project. |

| | Individual per | formanco |
|---------------------------------|---|---|
| Davis & Landa (1999) | Trust in managers has (+) effect on productivity and (-) effect on stress. | A cross-sectional study among 50.000 Canadian employees. |
| Mayer and Gavin (2005) | Trust in plant and top managers has (+) effect on employees' ability to focus attention on value-producing activities, and is subsequently related to a multi- faceted treatment of performance. | A cross-sectional study in a small nonunion manufacturing firm headquartered in the Midwestern United States among around 250 employees and their supervisors. |
| Colquitt et al. (2007) | Trust is moderately related to task performance. | Meta- analysis of 132 independent samples. |
| Group/business unit performance | | |
| Dirks (2000) | Trust in leader has (+) effect on group performance. | Cross-sectional research on team level from a sample of 12 US men's college basketball teams. |
| Klimoski & Karol (1976) | Trust in partners has (+) effect on group performance. | Experimental research with members of 29 four-person groups (116 female undergraduates of Ohio State University). |
| Davis et al. (2000) | Trust in general manager has (+) effect on business unit performance. | A longitudinal study among employees in a chain of nine restaurants using surveys. |
| Gould- Williams (2003) | Systems trust has a (+) effect on organisational performance. | A postal survey among 191 public-sector employees working in Wales. |
| Porter & Lilly (1996) | Trust within group has (-) effect on conflict in team. | Cross-sectional data from 464 individuals in 80 student teams of Indiana University working on a new product introduction case project. |

| Author | Primary findings | Research method |
|-------------------------------------|--|---|
| | Commitment | |
| Farndale et al. (2011) | Trust in senior management strengthens the link between performance management dimensions of HC work practices and commitment. | A cross-sectional, multi-level study with 524 questionnaire responses collected from four cross-sectional large UK organisations. |
| Pillai et al. (1999) | Trust in leader mediates the relationship between leader behavior and commitment. | A multi-sample survey, investigating leader behaviour on trust and organisational outcomes, that involved a group of 192 full-time employees of a service agency and a group of 155 MBA students of two universities. Both samples came from the U.S. |
| Albrecht & Travaglione (2003) | Trust in senior management has a (+) effect on employees' emotional commitment to their organisation. | A questionnaire on antecedents and outcomes of trust in two public-sector organisations with a total of 750 respondents. |
| Liu & Wang (2013) | Organizational trust has (+) effect on organizational commitment. | Studied among 958 employees at five hospitals in Southern China. |
| Singh & Srivastava (2013) | Organizational trust has (+) effect on affective commitment. | Studied among 303 managers from top, middle and lower managerial levels from manufacturing and service organizations in India. |
| Akpinar & Taş (2013) | Organizational trust has (+) effect on affective commitment. | Studied among 531 employees from Kocaeli University Research Hospital in Turkey. |
| Yilmaz (2008) | Organizational trust has (+) effect on perceptions of organizational commitment. | Studied among 120 teachers in public primary schools in Kütahya city centre. |
| | Low intention to turn | |
| Costigan et al. (1998) | Trust in employer has (+) effect on perceived effectiveness of the company's reward system, and (-) effect on their desire and intent to leave the company. | A cross-sectional study, with a sample of 35 full-time employees, to test trust between focal employees and their co- workers, supervisors, and top management. |
| Robinson (1996) | Trust in organisation mediates relationship between psychological contract violation and intent to remain with employer. | Longitudinal study of 125 newly hired managers (alumni) of US Midwestern graduate business school. |
| Alfes et al. (2012) | Trust in the employer moderates the relationship between perceived HRM practices and task performance, turnover intentions and individual well-being. | Cross-sectional data from 613 employees and their line managers in a service sector organisation in the UK. |
| Albrecht & Travaglione (2003) | Trust in an organization will affect the extent and conditions under which employees intend to remain employed in the organisation. | A questionnaire on antecedents and outcomes of trust in two public-sector organisations with a total of 750 respondents. |
| Mishra & Morrissey (1990) | Trust in an organization negatively influences the intention to turnover. | Perceptions of employee/employer relationships were measured using a survey using data from 143 companies in the area of Michigan (U.S.). |

Appendix II – Trust and organisational outcomes (indirect relationships)

| Farooq & Farooq (2014) | Organizational trust has (-) effect on turnover intentions of employees. | Studied among 597 employees of private- sector companies operating in South Asia. |
|--|---|---|
| Singh & Srivastava (2013) | Organizational trust has (-) effect on turnover intentions. | Studied among 303 managers from top, middle and lower managerial levels from manufacturing and service organizations in India. |
| | Job satisfaction | |
| Driscoll (1978) | Trust in organisational decision making has a (+) effect on job satisfaction. | 109 academics of a faculty of liberal arts in New York participated in a mail questionnaire on satisfaction. |
| Rich (1997) | Trust in supervisor has a (+) effect on job satisfaction. | 183 dyads of sales employees and their direct manager from 10 different U.S. companies participated in a survey on job satisfaction. |
| Tanner (2007) | Organizational trust has (+) effect on job satisfaction, affective commitment and normative commitment. | Studied among 120 employees of Albemarle Hospital. |
| Chathoth et al. (2007) | Organizational trust has (+) effect on job satisfaction and service climate. | Studied among 77 employees of four 5- star hotels in Asia. |
| | Acceptance of char | nge |
| Albrecht & Travaglione (2003) | Trust in senior management has a (-) effect on being cynical towards change. | A questionnaire on antecedents and outcomes of trust in two public-sector organisations with a total of 750 respondents. |
| Correia Rodrigues & De Oliveira Marques Veloso (2013) | Organizational trust has (+) effect on employee's behavior in risking new ideas. | Studied among 244 employees from a textile company in Braga, Portugal. |

Appendix III – Interview protocol

English version

| Department | HR Professional/Manager | Interviewnumber: | Date: |
|------------|-------------------------|------------------|-------|
| | | | |
| | | | |
| | | | |

Introduction

My name is Jellie Horsthuis and in the context of my Master thesis I want to ask you questions about the e-HRM system in your organization and about the way this system works in practice.

When I ask you about your situation, it is explicitly your personal situation. There are no right or wrong answers. It is mainly about your own opinions and perceptions.

I want to emphasize that the information you provide will be treated highly confidential. Information will never be passed on to third parties.

The interview will take approximately one hour to complete.

I would like to ask for your permission to record this interview, so the answers can be worked out correctly. In this way I can totally focus on our interview conversation. After processing the answers, this record will be destroyed.

Background information

- 1. What is your function? (Official title)
- 2. What does your job look like? (Job tasks, activities, and responsibilities)
- 3. Experience working for the organisation? (Development within company)

HRM-as-intended

- 4. What do you think this [HRM sub-system] is designed to achieve? (Intended goal, purpose)
- 5. What do you think is the reason for this system to be in place? (Managerial reasons)

HRM-as-composed

6. What do you think are the guidelines that govern the use for this system? (Guidelines, intended to deliver)

HRM-in-use

- 7. How do you use this system in practice? (Use on a daily basis)
- 8. What do you think the consequences of this system are? (Consequences associated with the system)

HRM integration

9. What do you think is the role of the system in the total HRM system? (Positioning)

Dutch version

| Afdeling: | HR Professional/Manager | Interviewnummer: | Datum: |
|-----------|-------------------------|------------------|--------|
| | | | |
| | | | |
| | | | |

Introductie

Mijn naam is Jellie Horsthuis en ik wil u graag in het kader van mijn Master scriptie vragen stellen over het e-HRM systeem dat aanwezig is in uw bedrijf en hoe dit systeem in de dagelijkse praktijk werkt.

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 voornamelijk 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 dan ook nooit doorgegeven worden aan derden.

Het interview zal ongeveer een uur in beslag nemen.

Graag zou ik dit interview willen opnemen, zodat de antwoorden uitgewerkt kunnen worden en ik me volledig kan focussen op dit vraaggesprek. 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 is het systeem ontworpen? [Doel]
- 5. Wat zijn volgens u de redenen dat het systeem in gebruik is? [Redenen management]

HRM composition

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

HRM in use

- 7. Hoe gebruikt u [dit systeem] in de praktijk? [Gebruik in de dagelijkse praktijk]
- 8. Wat zijn volgens u de consequenties van [dit systeem]? [Consequenties geassocieerd met het systeem]

HRM integration

1. Welke rol denk je dat [dit systeem] speelt in het gehele personeelsmanagement in uw bedrijf? [Positionering]

Appendix IV – List of codes

HRM-as-intended (IN)

| IN – AUT | Automation: the system will replace HR tasks and processes. |
|-----------|---|
| IN - COST | Cost reduction. |
| IN - DISC | To disclose information about HR-related topics. |
| IN - CON | The level of convenience with which line managers can execute HR tasks and processes. |
| IN - EFF | The system affects the time line managers spent on executing HR tasks and processes. |
| IN - DEV | Perceptions of the HR devolution: the changed division of tasks and responsibilities of HR professionals and line managers. |
| IN - CENT | Centralised HR processes: HR at one point. |
| IN – STA | Standardization: there is only one way for executing HR tasks and processes. |
| IN - EMP | The manager /employee is empowered to use the HR portal. |

HRM-as-composed (GU)

| GU – | Knowledge about guidelines that are in place local and central. |
|-----------|---|
| KNOW | |
| GU – FLEX | The manager perceives flexibility in the use of guidelines. |
| GU – CEN | Centralised guidelines are in place at the business site. |
| GU – SYS | Guidelines are embedded in the system itself. |
| GU – | How HR controls the guidelines. |
| CONT | |

Daily use of the HR portal (DU)

| DU - COM | Salary activities and processes; COMplanner. |
|-----------|--|
| DU - ECAR | Sick leave activities and processes; e-Care. |
| DU - EHR | Administrative activities and processes; e-HRM. |
| DU - PPM | Job assessment activities and processes; PPM. |
| DU – CON | Cost declarations activities and processes; CONcur. |
| DU - FRQ | The frequency of use. |
| DU - CON | The convenience with which HR tasks can be executed, including problems in using the |
| | HR portal. |
| DU - WRK | Expectations and experiences with Workday. |
| DU – ASS | Assistance / help provided in working with the system (answering questions). |

Consequences of the HR portal (CO)

| CO – AUT | Automation: the system has replaced HR tasks and processes. | | | |
|-----------|--|--|--|--|
| CO - CON | N Convenience with which HR tasks can be executed. | | | |
| CO - CENT | Centralised HR processes: HR at one point. | | | |
| CO - DEV | DEV The HR portal is accompanied with changed roles and tasks for line managers. | | | |
| CO – EMP | The HR portal affects how dependent the line manager is on the HR manager. | | | |
| CO - CONF | The HR portal affects the sharing of confidential / personal information. | | | |
| CO – STA | Standardization: there is only one way for executing HR tasks and processes. | | | |

HRM integration (RP)

| RP – QBA | The HR portal is a question bank for managers. | | | |
|-----------|---|--|--|--|
| RP – TRSP | The HR portal affects the transparency of HR. | | | |
| RP – SUPP | The HR portal supports HR tasks and processes. | | | |
| RP — | The degree managers perceive the HR portal to be of importance within the personnel | | | |
| IMPOR | management as a whole. | | | |

Appendix V – Translation and back translation

Trust propensity scale

| ltem number | Code | Englisch scale | Dutch translation | Variable |
|----------------|------|--|--|---------------------|
| 1 | Pt1 | One should be very cautious with strangers. | Men zou erg voorzichtig moeten zijn met onbekenden. | Trust propensity |
| 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. | Trust propensity |
| 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. | Trust propensity |
| 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. | Trust propensity |
| 5 | Pt5 | Most salespeople are honest in describing their products. | De meeste verkopers zijn eerlijk in het beschrijven van hun producten. | Trust propensity |
| 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. | Trust propensity |
| 7 | Pt7 | Most people answer public opinions polls honestly. | De meeste mensen beantwoorden publieke opinievragen eerlijk. | Trust propensity |
| 8 | Pt8 | Most adults are competent at their jobs. | De meeste volwassenen zijn competent in hun werk. | Trust propensity |

Trust scale

| Item | Code | English scale | Dutch translation | Variable | | |
|--------|-------------|---|---|-----------------------|--|--|
| number | | | | | | |
| 1 | Co-1 | This [sub-system] is capable of meeting its responsibilities. | [Dit systeem] is in staat om aan zijn verantwoordelijkheden te voldoen. | Competence | | |
| 2 | Co-2 | 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 | Co-3 | This [sub-system] does things competently. | [Dit system] voert zaken competent uit. | Competence | | |
| 4 | Be/In- 1 | This [sub-system] is concerned about the welfare of its employees. | [Dit systeem] is begaan met het welzijn van werknemers. | Benevolence/Integrity | | |
| 5 | Be/In- 2 | Employees' needs and desires are important to this [sub- system]. | De behoeften en wensen van werknemers zijn belangrijk in [dit systeem]. | Benevolence/Integrity | | |
| 6 | Be/In- 3 | 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 | Be/In- 4 | This [sub-system] would never deliberately take advantage of its employees. | [Dit systeem] zal nooit opzettelijk misbruik maken van werknemers. | Benevolence/Integrity | | |
| 8 | Be/In- 5 | 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 | Be/In- 6 | Power is not abused in this [sub-system]. | Macht wordt niet misbruikt in [dit systeem]. | Benevolence/Integrity | | |
| 10 | Be/In- 7 | This [sub-system] does not exploit external stakeholders. | [Dit systeem] buit geen externe belanghebbenden uit. | Benevolence/Integrity | | |
| 11 | Pr-1 | 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 | Pr-2 | In my opinion, [the sub- system] is reliable. | Naar mijn mening, is [dit systeem] betrouwbaar. | Predictability | | |
| 13 | Pr-3 | 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 VI – Questionnaire for measuring trust

Vragenlijst medewerker

Deze vragenlijst is bedoeld om inzicht te krijgen in uw mening over het HR Portal en uw werkomgeving. 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.

Deel 1

1. Hoe lang werkt u al bij Philips?

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

PHILIPS

| | O Man | |
|----|---|---|
| | O Vrouw | Philips Portal |
| 6. | Bent u bekend met het HR Portal? O Ja O Nee | Philips Email Address (or Philips account Password (CODE1) |
| | | A Set or reset password? |

Maakt u gebruik van het HR Portal?
 O Ja
 O Nee

Log on

Set or reset password?

Logon support pages

Operational Philips users ne the CODE1 ID o

the CODE1 ID or Username and V password as Pa Note: In case yo your Code 1 ID of please submit au IT Help Portal

Kiosk users who support, please regional PPS Cei

De vragenlijst gaat verder op **de volgende bladzijde.**

Nu vragen we u een aantal algemene stellingen 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. | Ο | 0 | 0 | 0 | 0 |
| 2 | De meeste experts zijn eerlijk over de tekortkomingen van hun eigen kennis. | 0 | Ο | 0 | 0 | 0 |
| 3 | Bij de meeste mensen kun je erop rekenen dat ze doen wat ze zeggen. | 0 | Ο | 0 | 0 | 0 |
| 4 | Tegenwoordig moet je alert zijn, anders is de kans groot dat iemand van je profiteert. | 0 | 0 | 0 | 0 | Ο |
| 5 | De meeste verkopers zijn eerlijk in het beschrijven van hun producten. | 0 | 0 | 0 | 0 | 0 |
| 6 | De meeste monteurs zullen niet teveel in rekening brengen bij mensen die niet bekend zijn met hun diensten. | 0 | 0 | 0 | 0 | 0 |
| 7 | De meeste mensen beantwoorden publieke opinie vragen eerlijk. | 0 | 0 | 0 | 0 | 0 |
| 8 | De meeste volwassenen zijn competent in hun werk. | 0 | Ο | 0 | 0 | 0 |

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

Deel 2

Deze vragen gaan over uw ervaring met en mening over het HR Portal. Wij verzoeken u 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 helpt om aan HR verantwoordelijkheden te voldoen. | 0 | 0 | 0 | 0 | 0 |
| 2 | Het HR Portal staat erom bekend dat het succesvol is in dat wat het probeert uit te voeren. | 0 | 0 | Ο | 0 | 0 |
| 3 | In het HR Portal worden zaken competent uitgevoerd. | 0 | 0 | 0 | 0 | 0 |
| 4 | Het HR Portal dient de belangen van werknemers. | 0 | 0 | 0 | 0 | 0 |
| 5 | De behoeften en wensen van werknemers zijn belangrijk in het HR Portal. | 0 | 0 | Ο | 0 | 0 |
| 6 | In het HR Portal wordt het uiterste best gedaan om werknemers te helpen. | 0 | 0 | 0 | 0 | 0 |
| 7 | Het HR Portal zorgt ervoor dat er nooit expres misbruik kan worden gemaakt van de gegevens van werknemers. | 0 | 0 | 0 | 0 | 0 |
| 8 | Het HR Portal is ingericht volgens verantwoorde en morele principes en gedragscodes. | 0 | 0 | Ο | 0 | 0 |
| 9 | Gebruiksrechten worden niet geschonden in het HR Portal. | 0 | 0 | 0 | 0 | 0 |
| 10 | Ik denk dat het HR Portal werknemers helpt om te voldoen aan de verplichtingen van onze afdeling. | 0 | 0 | 0 | 0 | 0 |
| 11 | Naar mijn mening, is het HR Portal betrouwbaar. | 0 | 0 | 0 | 0 | 0 |
| 12 | Ik heb het gevoel dat het HR Portal doet wat je vraagt. | 0 | 0 | 0 | 0 | 0 |

Dit was de vragenlijst. Antwoorden zullen anoniem verwerkt worden.

Vriendelijk bedankt voor uw medewerking!

Appendix VII – Documentation overview

| Type of document | Author | Year of publishing | Audience of the document | Short description of the content |
|---|-----------------------------|--------------------|---|---|
| Philips Annual Report 2013 | Global management | 2014 | Business analysts, competitors, stakeholders. | Mission, vision and performance. |
| E-HRM introduction for managers | National management | 2014 | Line managers of Philips in the Netherlands. | Information about working with the HR portal and the e-HRM tool. |
| Working at Philips in Human Resource Management | HR / National management | 2014 | Job seekers. | The different HR jobs and their role descriptions. |
| Our Employees | HR / National management | 2014 | Job seekers. | The employment values and principles of Philips. |
| Global HR Transformation | Global management | 2012 | All employees of Philips worldwide. | HR operating model: roles, tasks and goals. |