



# THE LINK BETWEEN CONGRUENT HRM FRAMES AND EMPLOYEES' TRUST IN THE HRM SYSTEM

An explorative study at Royal Philips Netherlands



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Master Business Administration  
Track: Human Resource Management

24<sup>th</sup> of October 2014

## *TITLE PAGE*

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## PREFACE

In front of you is my master thesis, my last assignment at the University of Twente. In November 2013 Tanya Bondarouk invited several students to join a project in HRM. The idea was to explore *'the congruence in understanding HRM by HR professionals and line managers and whether, once achieved, this congruence enhances organizational trust in HRM systems'*. The only requirements were that it should be a qualitative study with interviews, document analysis and possibly a survey. How this should be done and which theories should be used was open to ideas. Due to several lectures and assignments in HRM I was immediately enthusiastic and interested in this project and more specifically the relationship between HR professionals and line managers.

After my last exams, the project started in the beginning of February 2014. When reflecting on this period of research, the hardest and most frustrating part was to find a company which would join this research. I wrote e-mails to several companies and went to the 'Bedrijvendagen' on the University of Twente. There Hans Annink told that normally Philips does not join external research projects. After a conversation of approximately one hour, he gave me an e-mail address of Frank Snellens, an HR cluster manager who possibly would be very enthusiastic about this research. This was the beginning of my research within Philips so I would like to thank Hans Annink for this. I would especially like to thank Frank Snellens (HR cluster manager Philips North) and Jorrit Rodenhuis (HR manager site C) for their support, common sense feedback and participation in this research. I also want to thank all other employees of Philips' site C for their participation in this research. Finally, I would like to thank Tanya Bondarouk and my fellow students, who also joined this project, for their support, constructive discussions and advice while conducting this master thesis.

After about 9 months of work I am glad to present you my report: *'the link with congruent HRM frames and employees' trust in the HRM system'*.

Liesbeth Kremer

Enschede, 24<sup>th</sup> of October 2014

## MANAGEMENT SUMMARY

HRM frames are an underdeveloped area in the research of frames. Literature about frames in information technology (Lin & Silva, 2005; Khoo, 2001; Shaw et al., 1997; Orlikowski & Gash, 1994), change management (Gallivan, 2001; Lin & Cornford, 2000) and talent management (Sonnenberg et al., 2014) shows that there are several beneficial outcomes of congruent frames. Also high levels of trust have shown to be favourable for companies. The main objective of this paper was to explore the link between congruent HRM frames of HR professionals and line managers and the employees' trust in the HRM system. It was expected that congruent HRM frames of HR professionals and line managers would send, intentionally and unintentionally, unambiguous messages about the system to employees which consequently affect employees' trust in the system positively. Therefore, the following research question was formulated:

*In what way are congruent HRM frames of HR professionals and line managers linked to employees' trust in HRM?*

To investigate this research question a case study within one site (called site C) of Royal Philips Netherlands was performed. Document analysis, interviews and a survey were combined with a mixed method approach to study congruence in HRM frames and trust in the HRM system independently and in parallel. Congruence and trust in one HRM subsystem would be a good indication of the whole HRM system, therefore one HRM subsystem at Philips; the HR Portal (an e-HRM system) was investigated.

Document analysis showed that Philips' site C went through a reorganisation. This reorganisation had the intention to make the site more agile and customer focused. In 2013, due to this reorganisation most line managers became responsible for HRM, so their knowledge about the HR Portal is limited to their experiences. Analysis of the system revealed that the HR Portal was in between relational and transformational. This means that besides having salary administration and personnel data administration digitally (operational) also HR tools like recruiting, training, performance appraisal and reward are digital (relational). In May 2014, in line with the reorganisation, a new program, Workday has been introduced which should make extracting integrated people data possible. The current HR Portal contains loosely linked HR tools in which integrated people data are most of the time computed manually.

Workday should make more informed Talent Management decisions possible, enable HR to deliver on strategic business objectives and allow HR to be more ‘strategic’ (transformational level) (Philips, 2014e). For Philips this report provides a good baseline about the current situation at Philips’ site C.

Interview analysis showed that HRM frames of line managers and HR professionals were 88.9% congruent. HRM frames among line managers showed higher incongruences than HRM frames among HR professionals. Incongruences in HRM frames between line managers and HR professionals were found in:

- The accessibility of the HR Portal.
- The use of the possibilities the HR Portal offers for automation of HR practices.
- The registration of and knowledge about local HR guidelines.
- The way that HR controls, HR guidelines and HR practices.
- Where line managers (have to) turn to if they have HR-related questions.
- The HR-related training provided for line managers.
- The opinions about and way of working in COMPlanner and PPM.
- The declaration procedure in Concur.
- The amount of information on the HR Portal used by line managers.
- The opinions in general about the ease of use of the HR Portal.
- The role of the HR professional with respect to confidential matters of employees.

Employees’ trust in the HR Portal was indicated as confident trust, because the mean was 3.38 on a five-point Likert scale.

To increase congruence in frames among line managers, among HR professionals, between these two groups and possibly positively influence employees’ trust in the HR Portal, the management of Philips is advised to be more active in the areas of:

- Managing the accessibility of the HR Portal and its tools.
- Making sure that line managers follow the national and local HR guidelines and that they take their responsibility in HRM.
- Providing support or training for line managers to align frames, increase their HR knowledge and increase their confidence to cope with HR flexibilities which cannot be controlled by the HR Portal.

We can conclude from the analysis, it appeared that there is a positive link between congruence in HRM frames and employees’ trust in the HRM system. This case study showed that

there is a link between link between predominantly congruent HRM frames and confident trust. Other contributions to theory are:

- Frames among HR professionals showed higher congruence than frames among line managers in each HRM frame domain, possibly because of their different roles, responsibilities and concerns.
- The higher the abstraction level of the HRM frame domain, the less incongruences in frames occurred.
- Congruent frames among line managers and among HR professionals was necessary, but not per definition sufficient for congruent frames between these two groups.
- Incongruent frames in one HRM frame domain could be an indication of incongruent frames in other HRM frame domains.
- Leadership does not seem to be an important variable in the link between congruence in HRM frames and trust in the HR Portal.

*Keywords: congruent HRM frames, frames of reference, Human Resource Management, e-HRM, trust in HRM system.*

## *LIST OF ABBREVIATIONS*

CM	Change Management
E.g.	For example
Et al.	And others
E-HRM	Electronic Human Resource Management
Ibid	Same source as last time
HRM	Human Resource Management
HR	Human Resource
I.e.	That is
IT	Information Technology
N	Number of respondents taking into account
$\eta^2$	Eta-squared; measurement for the strength of the relationship between two variables.
N/A	Not applicable
P	Significance level
PPS	Philips People Services or People Service Centre (PSC)
R	Correlation
S	Standard deviation
SAA	Same As Above
TM	Talent Management

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## INTRODUCTION

*“Trust ... tends to be somewhat like a combination of the weather and motherhood; it is widely talked about, and it is widely assumed to be good for organisations. When it comes to specifying just what it means in an organisational context however, vagueness creeps in”* (Porter, Lawler & Hackman, 1975, p. 497).

Despite the significant amount of articles about trust, its antecedents and its beneficial outcomes, there are still areas of trust and the development of trust which are not empirically investigated (Searle & Dietz, 2012; Ashleigh et al., 2012; Zeffane & Connell, 2003; Whithener, 2001). Trust has been investigated in the context of trust in employees, trust for management, interorganisational trust and trust in the workplace (Mayer & Davis, 1999); however not trust in the HRM system. Even though it is proven that HR practices influence trust (Whithener, 2001) and HRM is related to organisational performance (Combs et al., 2006; Boselie et al., 2005; Tzafrir, 2005; Bowen & Ostroff, 2004), the process through which this occurs remains unclear (Woodrow & Guest, 2014).

Bowen & Ostroff (2004), Wright & Nishii (2006) and Ridder et al. (2012) stated that not only best practices influence the effectiveness of HRM, but also employee experience or perceptions of HRM. These perceptions develop from interactions with the context of the individual (Bondarouk et al., 2009; Bowen & Ostroff, 2004; Orlikowski & Gash, 1994). Research has shown that perceptions can be shaped by managing organisational climate (Strutton et al., 1993; Mulki et al., 2006). Therefore, the HRM system should send adequate and unambiguous messages about what is expected and rewarded (Bowen & Ostroff, 2004). To achieve this it is expected that key actors involved, HR professionals and line managers, should have congruent HRM frames.

Most literature about frames is developed in information technology (Lin & Silva, 2005; Khoo, 2001; Shaw et al., 1997; Orlikowski & Gash, 1994), change management (Gallivan, 2001; Lin & Cornford, 2000) and talent management (Sonnenberg et al., 2014). Research findings suggest that there is a positive significant correlation between congruent technological frames and successful implementation of technology and change (Yoshioka et al., 2002; Orlikowski & Gash, 1994). Frames provide a different way to investigate the gap between intended and implemented HR practices in the relation with trust (Ridder et al., 2012).

Research of Ridder et al. (2012) stressed the difference between intended, actual and perceived HR practices, which slows down or prevents effective HRM implementation. The implementation gap occurs when there is incongruence in intended and implemented HRM (Ridder et al., 2012). Incongruences in frames can be studied by looking at key actors' frames. Key actors either provide resources to implement HR policies or HR practices (Woodrow & Guest, 2014; Bowen & Ostroff, 2004). The ability to implement HR practices as intended can be a source of competitive advantage (Woodrow & Guest, 2014; Khilji & Wang, 2006; Bowen & Ostroff, 2004; Becker and Huselid, 1998). Although reorganisations and downsizing stress the importance of effective HRM implementation, the process through which the implementation gap occurs and the effect on employees' trust in HRM is unexplored (Woodrow & Guest, 2014). Boselie et al. (2005) did a literature review of 104 scientific articles and found that the quality of implementation is vital for HRM performance and consequently the effectiveness of HRM. They also argued that the role of line managers in effective HRM implementation is an underdeveloped area, even though line managers become increasingly important in HRM implementation due to the devolution of HR responsibilities (Nehles et al., 2009; Nehles et al., 2006; Kulik & Perry, 2008; Guest & King, 2004; Hall & Torrington, 1998). This role change could entail role unclarity, like role responsibilities, role obstacles and the way they interpret HRM, which could affect effective HRM implementation (Nehles et al., 2009; Nehles et al., 2006; Guest & King, 2004). It is expected that shifting roles changes one's perceptions about HRM. Due to the devolution of HR responsibilities it is especially important that HRM is perceived in a similar way by key actors involved in order to implement it effectively (Yoshioka et al., 2002; Orlikowski & Gash, 1994).

Research of Ridder et al. (2012) showed that there is an interpretation gap as well, which arises between actual and perceived HR practices (Ridder et al., 2012), which affect employees' beliefs and behaviours (Piening et al., 2012) and possibly employees' trust in HRM. A longitudinal 5-year study showed that organisations should pay attention to the messages sent by HR practices in order to result in positive attitudes and behaviours (Piening et al., 2012). Results from two linked projects, covering 18 organisations, showed that employees' attitudes and behaviours towards HR practices can differ from what is intended by the HR department or implemented by line managers, as resulted from what employees perceived and experienced (Kinnie et al., 2005).

Effective HRM implementation is for these reasons depending on intended and unintended messages sent by the HR department, through HR policies and HR practice development and communication, and the implementation of HRM by line managers and of the proc-

ess in which line managers and employees' frames filter and interpret these messages (Bondarouk, 2009; Bowen & Ostroff, 2004). This paper aimed to explore the link between congruent HRM frames of HR professionals and line managers and the employees' trust in the HRM system. Consequently, the research question is stated as follows:

*In what way are congruent HRM frames of HR professionals and line managers linked to employees' trust in HRM?*

In the following chapter the general role of trust in organisations and the current state of trust research will be discussed. Chapter two explains why frames are important and how congruent HRM frames are expected to influence trust in the HRM system. In the third chapter the operationalization of constructs, research techniques, trustworthiness of this study and data collection and analysis will be discussed. The methodology chapter is followed by the findings and subsequently conclusion and discussion, references and appendixes.

## 1. ROLE OF TRUST IN ORGANISATIONS

Various researchers have investigated the causes, nature and consequences of trust (Dirks & Ferrin, 2002; Mayer et al., 1995) and there are various definitions of trust (Rousseau et al., 1998; Mayer et al., 1995; McCauley & Kuhnert, 1992; Rempel et al., 1985). The definition of Mayer et al. (1995) is most frequently cited (+9000 times) (Rousseau et al., 1998). Based on an extensive literature review Rousseau et al. (1998) formulated a more dynamic and cross-disciplinary definition of trust. In contrast to Mayer et al. (1995), Rousseau et al. (1998) focused on a psychological state instead of behaviours in terms of 'willingness to take risks' (Rousseau et al., 1998; Mayer et al., 1995). Risk and interdependence between the two parties are argued to be essential conditions for trust. Risk creates an opportunity for trust and interdependence creates a situation in which the interest of one party cannot be accomplished without trust upon another. As interdependence increases, it changes the nature of risk and trust (Sheppard & Sherman, 1998 cited by Rousseau et al., 1998). Both acknowledge that trust is context dependent. Employees constantly reassess antecedents of trust and therefore trust is seen as a context dependent continuum (Rousseau et al., 1998; Mayer et al., 1995). For the purpose of this research the following definition of trust is used:

*"Trust is a psychological state comprising the intention to accept vulnerability based upon positive expectations of the intentions or behaviour of another"* (individual or organisation)

(Rousseau et al., 1998, p. 394, cited +4700 times).

Trust studies have mostly focused on trust within or between organisations (Eberl et al., 2012, Mayer & Davis, 1999) demonstrating trusts' antecedents and outcomes to be related to efficiency, effectiveness and/or performance of the organisation (Zeffane & Connell, 2003; Mayer et al., 1995; McCauley & Kuhnert, 1992) through attitudinal, behavioural and performance outcomes (Colquitt et al., 2007; Dirks & Ferrin, 2002). One meta-analysis showed that trust is strongly related to attitudinal outcomes, like job satisfaction and organisational commitment. In moderate degree it is related to intention to quit, belief in the information provided by the leader and commitment to decisions (Dirks & Ferrin, 2002). In contrast to Dirks & Ferrin (2002) who found trust to be in lesser degree related to job performance, meta-analysis of Colquitt et al. (2007) found a positive relation with several aspects of job performance; task performance, citizenship behaviour and risk taking, and negative relation with counterproductive behaviour (Colquitt et al., 2007; Mayer & Davis, 1999).

The results of these meta-analyses are valuable and are supported by several other researchers (see appendix one and two). For example, trust is positively related to organisational citizenship behaviour (OCB) (Rafieian et al., 2014; Liu et al., 2013; Pillai et al., 1999, Robinson, 1996), individual performance and group and business unit performance (Mayer & Gavin, 2005; Gould-Williams, 2003; Davis et al., 2000; Dirks, 2000; Davis & Landa, 1999; Klimoski & Karol, 1976), communication, knowledge sharing and learning (Moghadam et al., 2013; Kianfar et al., 2013; Singh & Srivastava, 2013) and commitment (Singh & Srivastava, 2013; Akpinar & Tas, 2013; Liu & Wang, 2013). Trust is negatively related to negotiation process or conflict management (Butler, 1999; De Dreu et al., 1998; Porter & Lilly, 1996), stress (Davis & Landa, 1999) and intention to leave the company/turnover (Farooq & Farooq, 2014; Singh & Srivastava, 2013; Costigan et al., 1998). Mediating and moderating effects of trust are found for performance (Li et al., 2012; Innocenti et al., 2011), commitment (Liu & Wang, 2013; Farndale et al., 2011; Pillai et al., 1999), intention to leave the company/turnover (Farooq & Farooq, 2014; Alfes et al., 2012; Albrecht & Travaglione, 2003), organisational citizenship behaviour (Liu et al., 2013; Dolan et al., 2005; Konovsky & Pugh, 1994) and task/job performance (Alfes et al., 2012; Robinson, 1996).

Trust is also related to employees' psychological contract (Robinson, 1996; Robinson & Rousseau, 1994). A longitudinal study among 123 management alumni found that psychological contract violation can lead to low job satisfaction, poor performance and high staff turnover (Robinson & Rousseau, 1994). A longitudinal study among 125 employees showed that if high levels of trust are established and preserved, organisations might not be harmed by the consequences of violation of the psychological contract and contract breach is less likely to occur when employees trust their employers (Robinson, 1996). Trust requires diligent attention because trust takes a long time to build, is easily harmed and is in several ways important for the performance of organisation (Martins, 2002).

### 1.1. INFLUENCING TRUST

In the trust process trust as a belief is consequently followed by trust as a decision (a willingness to be vulnerable) and trust as an action (risk taking behaviour). Trust as belief is a representation of an assessment of the other party's trustworthiness (Dietz & den Hartog, 2006). Trustworthiness can be analysed at different levels, but this research focused on intra-organisational trust, where trust is measured as a belief.

Research of McAllister (1995), among 194 managers and professionals, showed that trustworthiness exists of a cognitive and an affective dimension, as trust develops from a mix-

ture of feelings, instincts and intuition (affect-based) and rational thinking (cognitive-based) (Zaheer et al., 1998; McAllister, 1995; Lewis & Weigert, 1985). Both dimensions determine one's trustworthiness, which is the basis for developing and maintaining trust (Morrow et al., 2004; Mayer et al., 1995). For the purpose of this research no distinction between cognitive and affective trustworthiness' dimensions has been made.

Although there are several terms or synonyms used for the components of trustworthiness; ability, benevolence, integrity and predictability (Mayer et al., 1995) are most frequently used (Dietz & den Hartog, 2006; McKnight & Chervany, 2002). Based on an extensive literature review Mayer et al. (1995) formulated the first three components; ability, benevolence and integrity. Studies of Colquitt et al. (2007), Mayer & Davis (1999), Clark & Payne (1997) showed that these components affect trust significantly. Two other studies found predictability to be significantly related to trust as well (Cunningham & Gregor, 2000; Mishra, 1996).

Determination of trustworthiness is dependent on the trustor's characteristics, the trustee's characteristics, the characteristics of their relationship and the situational/organisational or institutional constraints (Dietz & den Hartog, 2006; Mayer et al., 1995). First, one of the characteristics of the trustor is the propensity or predisposition to trust (general willingness to trust others) (Mayer & Davis, 1999; Mayer et al., 1995). Characteristics are dependent on experiences, personality types, cultural background, political persuasion and anxiety (Dietz & den Hartog, 2006; Payne & Clark, 2003; Mayer et al., 1995), which independently influence propensity to trust. Several studies found moderating effects of propensity to trust on the characteristics of the trustee-trust relationship (Colquitt et al., 2007; Payne & Clark, 2003; Dirks & Ferrin, 2002; Mayer & Davis, 1999; Mayer et al. 1995).

Second, the characteristics of the trustee also affect trustworthiness determination. Characteristics are, for example, personal traits, previous behaviour and the respective domain in which the trustee could be trusted. Personal traits and previous behaviour are her/his benevolence, integrity and predictability. Ability is affected by the context in which her/his trustworthiness is determined. Trust is context dependent and therefore it could be that a trustee is trusted in one domain like HRM and is not trusted in, for example, financial accounting (Dietz & den Hartog, 2006; Mayer et al., 1995).

Third, characteristics of the relationship between a trustor and trustee also influence trustworthiness (Dietz en den Hartog, 2006; Gillespie, 2003). For example, communication frequency (Becerra & Gupta, 2003; McAllister, 1995) or past experiences (Schoorman et al., 2007). A study on 157 relationships showed when communication frequency increases the trustor's general predisposition becomes less important in determining trustworthiness (Be-

cerra & Gupta, 2003). Past experiences can lead to distrust, which also affect the relationship between trustee's trustworthiness and trustor's propensity to trust (Schoorman et al., 2007).

Fourth, trustworthiness is influenced by situational or organisational parameters (Dietz & den Hartog, 2006). For example, a study of 398 people found that factors like role-set satisfaction, job satisfaction and challenges in the job influence one's predisposition to trust (Payne & Clark, 2003).

## 1.2. TRUST IN THE HRM SYSTEM AND ORGANISATIONAL CLIMATE

HRM systems are shown to be dependent on the content of its practices and its processes (Sanders et al., 2012; Bowen & Ostroff, 2004). Successful incorporation of both content and process is in this research assumed to contribute to trust in the HRM system. The best practice approach (content) is popular to influence trust, assuming that these practices are universally applicable and successful (Bowen & Ostroff, 2004). Just as Ridder et al. (2012), Khilji & Wang (2006) found, based on 195 interviews and 508 questionnaires that implemented HRM may be significantly different from intended HRM and could negatively change the effect of best practices. Consistent implementation increases employee satisfaction with HRM and is positively related to performance outcomes (Khilji & Wang, 2006). Gratton and Truss (2003) found, based on a longitudinal study of 10 years in seven companies, that companies with a weak horizontal alignment between HR professionals and line managers or weak action (i.e., implementation of HRM) trust levels are devastated or created suspicion and mistrust in the minds of employees. For HRM to be successful companies should have a strong vertical and horizontal alignment with a strong action dimension (Gratton and Truss, 2003).

The process approach notifies that all HRM practices send intended and unintended, messages constantly. These messages could be interpreted differently by individuals, which can lead to non-appropriate or even counterproductive behaviours and attitudes (Kinnie et al., 2005). Bowen & Ostroff (2004) suggested that the creation of "*strong situations in the form of shared meaning about the content ... might ultimately lead to organisational performance*" (Bowen & Ostroff, 2004, p. 206). A strong situation can be created through building a strong climate, where perceptions about what behaviours are expected and rewarded are shared across people (Sanders et al., 2012; Bowen & Ostroff, 2004). The strength of the HRM system mediates this relationship. A strong organisational climate is built when the HRM system is perceived as distinctive, consistent and consensus (Kelley, 1967 cited by Bowen & Ostroff, 2004). Sending unambiguous messages to employees affect an individual's psychological climate and consequently affect the collective or organisational climate. As a result a strong



organisational climate results in collective behaviours and attitudes as intended by the HRM system (Lepak et al., 2006; Mulki et al., 2006; Bowen & Ostroff, 2004; Strutton et al., 1993). Based on two experiments and one field study Sanders et al. (2012) showed that when employees attribute the HRM system as distinctive, consistent and consensus, this affects her/his perceptions and consequently work performance. Perceptions shape HRM system's trustworthiness and affect employees' attitudes and behaviours as a consequence of (dis)trust (Sanders et al., 2012; Bowen & Ostroff, 2004).

As has been shown trust has positive effects on employees' behaviour, attitudes and performance. A strong HRM system can contribute to achieve the actual intentions of HRM and affect employees' trust and consequently trusting behaviours. The HRM system is analytically divided in several levels: HR philosophy, HR policies and HR practices (Lepak et al., 2006; Schuler, 1996). A HR philosophy is a general statement with multiple HR policies about the role of organisation's human resources in a business success and how they should be managed and taken care of. HR policies reflect each a specific HR policy domain and provide guidelines for action, which influence the choice for specific HR practices. HR practices are organisational actions designed to elicit and reinforce specific outcomes, like ability, motivation and opportunities for employees to perform (Lepak et al., 2006; Schuler, 1996).

Following from above, perceived organisational and management trustworthiness is influenced by perceptions of fairness, predictability, reliability, integrity, openness of implementation and execution of a HRM system (Harrington et al., 2012; Searle et al., 2011; Skinner et al., 2004). Thorough implementation and execution of HR practices and HR policies is argued to be crucial, in order for HRM to be effective (Woodrow & Guest 2014; Ridder et al., 2012; Nehles et al., 2009; Boselie et al., 2005; Gratton & Truss, 2003).

It is expected that when HR professionals and line managers perceive HRM in a similar way they would send unambiguous messages about the HRM system and subsequently employees attribute the HRM system in a similar way. This link between congruent HRM frames, which intended and unintended messages influence perceptions of employees, and employees' trust in the HRM system have not yet been explored (Woodrow & Guest, 2014; Harrington et al., 2012). Derived from the definition of Rousseau et al. (1998) and on the basis van consensus of eight researchers and trust in the HRM system is defined as:

*“A psychological state comprising the intention to accept vulnerability based upon positive expectations of the intentions or behaviour of” the Human Resource Management system (Rousseau et al., 1998, p. 394).*

## 2. FRAMES FOR CONGRUENT HRM MESSAGE DISTRIBUTION AND INTERPRETATION

A 2.5 years case study of Davidson (2002) and literature review along with a five-month case study of Orlikowski & Gash (1994) found that technological frames provide a systematic approach to examine one's underlying assumptions, expectations and knowledge about technology in organisations. Based on frames people create their own realities, assign meaning to them and act based on these realities and meanings. Frames underlie action taking because they structure experiences, make interpretations of unclear situations possible and reduce ambiguity and complexity (Orlikowski & Gash, 1994). Three frames domains are found to characterise understanding and use of technology: nature of technology, technology strategy and technology-in-use (Davidson, 2002; Orlikowski & Gash, 1994). In literature frames are also called: cognitive maps, cognitive structures, interpretive frames, interpretative schemes, mental models, paradigms, scripts and thought worlds (Orlikowski & Gash, 1994). Either way, frames are used to make sense and thus organise and shape interpretations of events and organisational phenomena and give these meanings (Orlikowski & Gash, 1994; Eden, 1992). An individual frame of reference is defined as:

*“A built-up repertoire of tacit knowledge that is used to impose structure upon, and impart meaning to, otherwise ambiguous social and situational information to facilitate understanding”* (Orlikowski & Gash, 1994, p. 176).

Changing or realigning frames could be hard because it is vulnerable to inertia (Hodgkinson, 1997). A large ethnographic study showed that successful sensegiving and sensemaking activities of top management positively influence the effectiveness of managing change (Gioia & Chittipeddi, 1991) and thus influencing frames. Gioia and Chittipeddi (1991) highlighted that frames are shaped by a reciprocal cycle of sensemaking and sensegiving. In which sensegiving is seen as: *“The process of attempting to influence the sensemaking and meaning construction of others toward a preferred redefinition of organisational reality”* (Gioia & Chittipeddi, 1991, p. 442).

Communication seems to be most important in sensegiving. A literature analysis of more than 100 studies suggests that stories and storytelling might realign frames and reduce or resolve tensions and frustrations (MacLeod & Davidson, 2007). A case study, containing interviews, document analysis and observations, found that social occurrences like language, symbolic power and communication processes (re)frame one's interpretations (Lin & Silva,

2005). A longitudinal case study, in which data was collected from diaries, interviews (90) and focus groups, found also that processes of social interaction contribute to individual sensemaking and collective frames (Balogun et al., 2004). Findings from an extensive case study showed that (re)framing is influenced by requirement shaping (filtering, negotiating and shifting). Filtering understanding was caused by leaving out information. Negotiations between project participants aligned incongruent frames and eventually shifting frames led to more congruent frames, which were more suitable for the project (Ovaska et al., 2005).

Research shows that different frames occur due to different subcultures (Iivari & Abrahamsson, 2002), one's unique background and concerns (Lin & Silva, 2005), one's experiences and historical precedents (Gallivan, 2001), one's site, nationality and role (Yoshioka et al., 2002) and ambiguities in the environment (Kaplan, 2008) (see appendix three). Incongruences in frames are found to be related to problems in decision making and political framing practices (Kaplan 2008), increase of conflict situations (Sonnenberg et al., 2014), decrease of team process performance (Gibson et al., 2009) and increase of different expectations and interpretations (Hodgkinson & Johnson, 1994) (see appendix four).

Although frames are initially individually held, when there is an overlap in some core cognitive elements (assumptions, expectations and knowledge) they are congruent (Orlikowski & Gash, 1994). Frames are important, because they strongly influence the choices made regarding the design and use or adoption of new technologies, or in this paper a HRM system (Yoshioka et al., 2002; Orlikowski & Gash, 1994; Barret, 1991). Orlikowski and Gash (1994) found that congruent frames reduce the likelihood of unintended misunderstanding and an incorrect vision about the implementation and use of a new IT and thus the effectiveness of the technology. Incongruent frames slow down successful implementation of new IT (Orlikowski & Gash, 1994). Congruent frames are also important to develop a shared meaning (Davidson, 2006; Doherty et al., 2006) and increases user satisfaction (Shaw et al., 1997). Other studies have shown that congruent frames have more positive effects. A study of 186 teams of different companies showed that congruent perceptions of team members and their leaders have a positive effect on team performance (Benlian, 2013). Hoffman et al. (2011) found, based on 420 reports of 140 managers, that congruent frames have a positive effect on group-level effectiveness. Park (2008) found, based on observation of 67 groups, that congruent frames about communication rules have a positive effect on group member satisfaction and consequently group performance. Literature review of Billsberry et al. (2005) suggests that peoples' sense of fit (frame structure) is positively related to the degree to which they are attracted by, selected to and stay within an organisation. A multiple-case study, in which 87

interviews were conducted, showed that congruent frames are positively related to organisational performance and implementation of information technologies as well (Bondarouk, 2006). This is in line with a longitudinal, multiple case study which confirms that congruent frames positively influence organisational performance (Reger & Huff, 1993). This could be due to less difficulties and conflicts in implementation, which have been found in a seven-month case study to be related to congruent frames (Bondarouk et al., 2009). Based on a multiple case study in which 55 interviews were conducted Gallivan (2001) suggests that clear communication increases shared frames and is necessary for the success of any change initiative (Gallivan, 2001). In sum, there are multiple arguments that congruent frames are beneficial for organisations (see appendix four).

## 2.1. CONGRUENT HRM FRAMES AND TRUST IN THE HRM SYSTEM

Research about HRM frames is a relatively new concept in the context of frames and in relation to trust. In this research it is assumed that congruent HRM frames have similar positive effects on HRM implementation and effectiveness as it has on effective technology implementation. This research explored whether congruent HRM frames between HR professionals and line managers are linked to employee trust in HRM. In which a HRM frame is:

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

Based on a qualitative case study, Bondarouk et al. (2009) found that incongruent frames are related to difficulties and conflicts in HRM innovation implementation. They argued that incongruent frames result in assumptions contradictory to the desired HR policies and HR objectives (Bondarouk et al., 2009). In line with findings about frames in information technology, change management and talent management, congruent HRM frames of HR professionals and line managers are expected to strengthen the HRM system (Sanders et al., 2012; Bowen & Ostroff, 2004). Congruent HRM frames are expected to send, intentionally and unintentionally, unambiguous messages about the HRM system, which could be perceived as distinctive, consistent and consensus by employees. Especially when line managers become more important in HR implementation it should be wise to pay attention to their frames, which could be incongruent due to different roles, backgrounds, experiences, etcetera (Lin & Silva, 2005; Yoshioka et al., 2002; Iivari & Abrahamsson, 2002; Gallivan, 2001). To date, the effect of congruent HRM frames of HR professionals and line managers on employees' trust in the HRM system is an unexplored domain within HRM research.

Figure one describes the research model. The inner circle refers to the congruence in HRM frames (Orlikowski & Gash, 1994) of HR professionals and line managers about the three components of the HRM system (philosophy, policies and practices; Lepak et al., 2006; Schuler, 1996). The outer circle refers to the components of trustworthiness and employees' propensity to trust, which consequently affects employees' trust in the HRM system (Colquitt et al., 2007; Dietz & den Hartog, 2006; McKnight & Chervany, 2002; Cunningham & McGregor, 2000; Mishra, 1996; Mayer et al., 1995, Clark & Payne, 1997). These circles describe that employees' trust in the HRM system is assumed to be linked to congruent HRM frames of HR professionals and line managers, but it does not exclude other factors influencing employees' trust in the HRM system.



Figure 1: Research guideline

### 3. METHODOLOGY

The first methodological choice has been made for mixed method research design to explore the link between congruent HRM frames of HR professionals and line managers and employees' trust in the HRM system. This empirical research unfolded a model (see figure one) that explored this congruence and link from a process point of view, instead of repeating more common research about the effects of HR best practices on trust (content approach). A mixed method approach is used to study the complexity of HRM frames and employees' trust in the HRM system, which required the data from several perspectives and stakeholders (i.e., HR professionals, line managers and employees) (Sale et al., 2002). Congruence in HRM frames was the main focus and employees' trust in the HRM system was an example of an organisational outcome. A 'QUAL + quan' or 'dominant-less dominant' mixed method research approach was used, as we wanted to give meaning to the concept of congruent HRM frames, as accentuated by HRM trust. Qualitative interviews are used to describe perceptions about HR philosophy, HR policies and HR practices. Qualitative document analysis increased researcher's understanding of the context of the respective HRM system. A quantitative survey measured employees' trust in the HRM system and employees' propensity to trust, because the only interest was the degree of trust as an outcome of congruent HRM frames. This between-method triangulation approach allowed me to combine quantitative and qualitative methodologies to study HRM frames and trust in the HRM system independently and in parallel (Johnson & Onwuegbuzie, 2004; Tashakkori & Teddlie, 1998) and to expand the understanding of frames in the context of HRM (Johnson et al., 2007; Amaratunga et al., 2002; Sale et al., 2002; Tashakkori & Teddlie, 1998), as the importance of congruent frames are stressed in literature about information technology, change management and talent management.

The second methodological choice has been made for case study research. In 2014 a case study was performed to gather the necessary qualitative and quantitative data in a natural setting (Amaratunga et al., 2002; Tashakkori & Teddlie, 1998; Yin, 1981). The case study allowed me to examine the congruence in HRM frames and the link with employees' trust in HRM, a contemporary phenomenon, in real life context. We did not aim to control the context and while the boundaries between congruence in HRM frames and employees' trust in HRM are not clear and unexplored case studies could be especially valuable (Gibbert & Ruigrok, 2010; Amaratunga, 2002; Yin, 1981). A number of researchers demonstrated that case studies do not provide significant results ( $p < .05$ ) and are not representative of the whole, and thus

are limited in generalisability. Organisations have to a limited extent the same organs (e.g., management, staff departments, purchasing, production and sales) and therefore an in-depth single-case study can lead to insights for other organisations (Pratt, 2008). This research design and methods made it possible to make analytical generalizations and provide valuable contributions to theory and practice (Siggelkow, 2007; Walsham, 1995; Leonard-Barton, 1990), because it is executed and documented carefully (Gibbert & Ruigrok, 2010; Gibbert et al., 2008; Savall et al., 2008; Flyvbjerg, 2006; Dubé & Paré, 2003; Tashakkori & Teddlie, 1998; Walsham, 1995; Eisenhardt, 1989; Bonoma, 1985). We were aware of the fact using mixed methods not for triangulation, but to study the several perspectives; we were not able to make causal inferences. In contrast, our aim was to find out about a link between congruence in HRM frames of HR professionals and managers and their employees' trust in the HRM system (Gerring, 2004). This case study helped to understand and to develop a nuanced view about the complexity of HRM frames and the link with employees' trust in a HRM system in real-life context.

Several companies were approached at random on 'de Bedrijvendagen' of the University of Twente and nine companies were approached by mail. The company, Royal Philips Netherlands, has an official HR department and several HR professionals and line managers responsible for HRM implementation on site and therefore is selected as representative (Yin, 2009) for bigger companies where HR professionals and line managers are both responsible for HRM. One site of Philips in the Netherlands has been selected for investigation. This way of purposive sampling (Tashakkori & Teddlie, 1998) allowed me to conduct enough interviews, investigate the level of trust among employees and explore our research model.

Being an inside researcher makes subjects of investigation (i.e., interviewees and respondents) aware of being studied and inevitably influence results (Babbie, 2013; Tashakkori & Teddlie, 1998). The biggest advantage of being directly involved in data collection is that I was able to probe to elicit an elaboration. Especially the interviews made it possible to probe for explanations to get a better picture of reality (Babbie, 2013).

### 3.1. OPERATIONALIZATION OF CONSTRUCTS

Until now, only HRM frames and HRM systems in general have been discussed. There are many variations of HRM systems in literature and each has its own HR policies and HR practices, depending on its overarching purpose or goal (Lepak et al., 2006). Several researchers have examined HRM systems by looking at specific HRM subsystems, which are designed to achieve a specific purpose (e.g., occupational safety by Zacharatos et al., 2005; customer ser-

vice by Schneider et al., 1998; knowledge intensive teamwork by Jackson et al., 2006; organisational agility by Shafer et al., 2001; involvement by Guthrie et al., 2002 and performance by Becker & Huselid, 1998). Investigating one HRM subsystem would provide a representative indication for the whole HRM system. This research operationalised the HRM system along Philips' e-HRM system, also known by and accessible on the 'HR Portal'. Only the HR philosophy, HR policies and HR practices that were relevant for this HR Portal were included. Derived from the idea of Lepak et al (2006) and Schuler (1996) and on the basis of consensus of eight researchers four HRM frame domains were defined: HRM-as-intended (HR philosophy), HRM-as-composed (HR policies), HRM-in-use (HR practices) and HRM integration (see table one). HRM integration is derived from the idea of Lepak et al. (2006) how components of one HRM system are related to components of another HRM system (Lepak et al., 2006) and the role of the HR Portal in Philips' overall personnel management system.

Congruence refers in this research to the alignment of frames on key aspects, which should be related in structure and content. To be congruent, there had to be a majority of implicit agreement between HR professionals and line managers in the key aspects of the HRM system (Orlikowski & Gash, 1994): HRM-as-intended, HRM-as-composed, HRM-in-use and HRM integration

Trust in the HR Portal is operationalised according to Dietz & den Hartog (2006) dimensions of trustworthiness; competence, benevolence, integrity and predictability. They are most frequently used to measure trust (Dietz & den Hartog, 2006) (see table two). Competence refers to all the capabilities to carry out obligations (Dietz & den Hartog, 2006), including abilities (skills and knowledge), motivation and opportunity to perform. Therefore, 'competence' has been investigated instead of 'ability'. Benevolence and integrity are measured together, but this does not affect the aim to measure overall trust in the HR Portal. Propensity to trust is measured to control for employees' general willingness to trust others, whereas propensity to trust alters interpretations of trustworthiness (Mayer & Davis, 1999; Mayer et al., 1995).



<b>HRM frames</b> <i>“.. a subset of cognitive frames that people use to understand HRM in organisations”</i> (Bondarouk et al., 2009, p. 475).	
<b>Domain</b>	<b>Sample of semi-structured interview items (opening questions and criteria)</b>
<b>HRM-as-intended</b> <i>“The beliefs of the intended goal and managerial reasons for introducing a specific HRM system”</i>	- What do you think this HR Portal is designed to achieve? (Intended goal, purpose) - What do you think is the reason for this HR Portal to be in place? (Managerial reasons)
<b>HRM-as-composed</b> <i>“The organisation members’ views of the set of guidelines that a HRM system is intended to deliver”</i>	- What do you think are the guidelines that govern the use for this HR Portal? (Guidelines, intended to deliver)
<b>HRM-in-use</b> <i>“The organisation members’ understanding of how a 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”</i>	- How do you use this HR Portal in practice? (Use on a daily basis) - What do you think the consequences of this HR Portal are? (Consequences associated with the system)
<b>HRM integration</b> <i>“The beliefs of how a HRM system is positioned in HRM within an organisation”</i>	- What do you think is the role of the HR Portal in the total HRM system? (Positioning)

**Table 1: Operationalization of HRM frames**

<b>Trust in HRM system</b> <i>“A psychological state comprising the intention to accept vulnerability based upon positive expectations of the intentions or behaviour of” the Human Resource Management system (based on Rousseau et al., 1998, p. 394).</i>		
	<b>Dimensions</b>	<b>Sample of survey items</b>
<b>Trust in the HR Portal</b>	<b>Competence</b> <i>“The other party’s capabilities to carry out her/his obligations” (Dietz &amp; Den Hartog, 2006, p. 560*)</i>	This HR Portal is capable of meeting its responsibilities. This HR Portal is known to be successful at what it tries to do. This HR Portal does things competently. <span style="float: right;">Based on Searle et al. (2011) *2</span>
	<b>Benevolence</b> <i>“Benign motives and a personal degree of kindness toward the other party, and a genuine concern for their welfare” (*ibid)</i>	This HR Portal is concerned about the welfare of its employees. Employees’ needs and desires are important to this HR Portal. This HR Portal will go out of its way to help employees. This HR Portal would never deliberately take advantage of its employees.
	<b>Integrity</b> <i>“Adherence to a set of principles acceptable to the other party, encompassing honesty and fair treatment, and the avoidance of hypocrisy”(*ibid)</i>	This HR Portal is guided by sound moral principles and codes of conduct. Power is not abused in this HR Portal. This HR Portal is guided by sound moral principles and codes of conduct. <span style="float: right;">*2 ibid</span>
	<b>Predictability</b> <i>“Refers specifically to consistency and regularity of behaviour” (*ibid)</i>	I think that the HR Portal meets its negotiated obligations to our department. In my opinion, the HR Portal is reliable. I feel that the HR Portal will keep its word. <span style="float: right;">Based on Cummings and Bromiley (1996), cited by Dietz &amp; den Hartog (2006)</span>
	<b>Propensity to trust</b> <i>“a stable individual difference that affects the likelihood that a person will trust” (Mayer et al., 1995, p. 910)</i>	<i>“One should be very cautious with strangers.            Most experts tell the truth about the limits of their knowledge.            Most people can be counted on to do what they say they will do.            These days, you must be alert or someone is likely to take advantage of you.            Most salespeople are honest in describing their products.            Most repair people will not overcharge people who are ignorant of their specialty.            Most people answer public opinion polls honestly            Most adults are competent at their jobs.”</i> <span style="float: right;">Derived from Schoorman et al., 1996 cited by Mayer &amp; Davis, 1999, p. 136</span>

**Table 2: Operationalization of trust in a HRM subsystem; the HR Portal**

### 3.2. RESEARCH TECHNIQUES: INTERVIEWS

To explore the congruence in frames semi-structured interviews with HR professionals and line managers were conducted (see the interview protocol in appendix five), which is the most widely used qualitative method (Myers & Newman, 2007; Amaratunga et al., 2002; Fontana & Frey, 2000). The structure, with open-ended questions, allowed me to be open, flexible and improvise in probing techniques to acquire in-depth information about an individual's perceptions and interpretations about the HR Portal (Myers & Newman, 2007; Amaratunga et al., 2002; Fontana & Frey, 2000), more than in structured interviews. Each HRM frame domain started with an opening question, which were designed in an understandable and non-leading way (see also table one). Whenever the answer did not meet the criteria (between the brackets "[...]" in appendix five), probing techniques were used. This was dependent on interviewee's evaluation of the answer of the interviewee (Emans, 2004). Use of pre-administered opening questions and criteria helped the interviewer to be neutral to prevent leading questions and biased responses (Babbie, 2013).

Interviews were conducted with three HR professionals (one HR cluster manager, one HR manager and one HR assistant) and 14 line managers, which were involved in HRM on a particular site. Guest et al. (2006) found in their experiment that with 12 interviews most important information is collected from a group and that more interviews do not provide new information or themes (Guest et al., 2006). Whereas no more than three HR professionals were involved, no more interviews were conducted with members of this group.

Each interview lasted about half an hour, with some exceptions with a maximum of one hour. Interviews took place at one of the conference rooms on site, with the exception of the interview with the HR cluster manager which was executed at one of the conference rooms at the University of Twente. Each interviewee was informed about their anonymity and disclosure of their answers. Interviews were recorded to register spontaneous descriptive answers, free of interpretation of the interviewer, and to make transcription and clarification possible. This allowed me to step back and examine interpretations and perceptions of HR professionals and line managers individually and in detail (Walsham, 1995) and investigate congruence in the four HRM frame domains afterwards. Interviewees were sent transcripts of their interview to offer them the opportunity to confirm, disconfirm or provide additional information. Sixteen interviewees confirmed their transcripts and one made small clarifications of what was told.

### 3.3. RESEARCH TECHNIQUES: SURVEY

To examine employees' trust in the HR Portal surveys were distributed to 14 line managers who had the obligation to distribute them among the employees for whom they were held responsible. Line managers were involved in distributing the survey to ensure the link between employees' trust and line managers' perceptions of HRM and to prevent distributing surveys to non-Philips personnel like temporary workers. The unit of analysis was small, relatively 138 employees. Therefore, it was aimed to get the highest response possible to prevent respondent bias and assure representativeness of the findings (Babbie, 2013). Line managers were sent two reminders and were asked face-to-face, together with the local HR manager, if they would ask the employees to hand in the survey. Approaching employees personally was not allowed, but they were approached by announcing and reminding them of the survey on their local TV newspaper, located in each lunch room. For those who lost the survey they could contact their manager, as they received a digital version by e-mail.

Trust questions were derived from scales of Searle et al. (2011), Cummings and Bromiley (1996) and Schoorman et al. (1996) cited by Mayer and Davis (1999) (see table two). These scales have proven their reliability and measure trust in an abstract way. Scales of Searle et al. (2011) and Cummings and Bromily (1996) were adapted for measuring the trustworthiness of the HR Portal. This was easily done by changing 'organisation' (Searle et al., 2011) and '( )' (Cummings and Bromily, 1996, cited by Dietz & den Hartog, 2006) into 'the HR Portal'. Propensity to trust questions were directly derived from Schoorman et al. (1996), cited by Mayer and Davis (1999). All items and instructions were translated by two different groups of students, from English into Dutch and back-translated into English, to ensure that the translated version corresponded with the original English versions (see appendix six).

To verify whether questions would be understood by Philips' employees the questions were controlled by three Philips' HR professionals. Especially trustworthiness questions were argued to express feelings and emotions. The HR Portal cannot act and therefore questions were changed. For example: *'The HR-Portal is concerned about the welfare of its employees'* has been changed in *'The HR-Portal serves the welfare of its employees'*. This question refers more to the design of the HR Portal, which could be seen as an outcome of management concern about the welfare of employees. See appendix seven for the final version of our scale.

Responses for all items were given on five-point Likert scales because five degrees of intensity of trust could be distinguished (Dietz & den Hartog, 2006). Three trust scales could be distinguished from these five intensity degrees; point one and two indicated distrust or low trust, point three and four indicated confident trust or high trust and point five is indicated

complete trust (Dietz & den Hartog, 2006). Confidentiality and anonymity were assured. To control for the population characteristics and actual use of the HR Portal respondents were asked some general questions (see appendix seven).

### 3.4. RESEARCH TECHNIQUES: DOCUMENTS ANALYSIS

Document analysis was necessary to get more familiar with Philips, the firm's structure and its core activities. It also provided more information about the HR Portal itself. The HRM global website of Philips, the system itself and some documents (see reference list; Philips, 2014 a-g, 2013 and 2012) were studied to get an idea of Philips' structure, strategy, recent developments. This analysis helped discover the intentions of the HR Portal and how the Portal could be used by managers. Documents were selected based on the expected information they contained about Philips and the four frame domains. Document analysis contributed to understand the context the HR Portal. Document analysis was most appropriate because it provided insights in the objectives, policies, practices and role underlying the HR Portal (Bowen, 2009 cited by McEwen & Scheaffer, 2012). Document analysis and studying the system supplemented understanding of the HR Portal. Document analysis is verified by the HR cluster manager to make sure that the description fits reality.

### 3.5. TRUSTWORTHINESS OF THIS STUDY

Before we discuss the data collection and findings, trustworthiness factors which affect the reliability of this research will be discussed (Lincoln & Guba, 1985, cited by Tashakori & Teddlie, 1998). To ensure the quality of data and the representation of truth, several tactics were used:

- *Member check* (Ibid): all interview transcripts were verified by the interviewees. This decreases the chance of misrepresentation.
- *Thick description* (Ibid) of HR professionals and line managers' perceptions about the HR Portal. The interviewer was trained in probing techniques to get a good reproduction of reality.
- *Standardised procedures* for collecting and analysing data were used. Opening questions for the interviews were standardised, criteria for answering the opening questions of the interviews were pre-determined and survey questions were in principle standardised and derived from theory.

Quality of findings and conclusions are adequate, because:

- *Use of between method triangulation techniques* to investigate the research question from several perspectives.

- *Translation back translation* of questionnaires and verification of the Dutch translation by HR professionals to ensure that questions were understandable by its respondents.
- *Check-coding* (Miles & Huberman, 1994). Agreement among three researchers about coding of concepts was above 90% (see appendix nine).
- *The case description is verified* by two HR professionals of Philips independently.

This way I am confident that findings represent the truth and are worth taking into account.

### 3.6. DATA COLLECTION AND DATA ANALYSIS

Data collection lasted three months, started in May with two weeks of document analysis, followed by four weeks executing interviews and in parallel distribution and collection of surveys. In the beginning of July collection of surveys was ended. Surveys were, sealed in an envelope, collected at the reception. 81 of the 138 questionnaires were handed in. Six of the 81 were not usable because the control variable showed that the respondent did not know or use the HR Portal, or there were too many missing values in two scales. With this response rate, I am 95% confident that observations could deviate from reality with a maximum of 10% (Babbie, 2013). With a five-point Likert scale trust in the HR Portal could deviate with .25 ((5/10)/2) below or above the calculated average trust. Document analysis showed an average employment of 16.8 years, whereas the survey showed 18.6 years. Survey responses were processed manually in SPSS and analysed. In the propensity to trust scale reverse questioning was used. High scores in question one and four of the propensity to trust scale indicated a low level of propensity to trust. For this reason answers given for question one and four were re-coded. Still the scale indicated a low reliability and therefore questions one and four were left out of analysis and Cronbach's Alpha ( $\alpha$ ) rose from .649 to a more acceptable .74 (Devellis, 2003). Each dimension of trust in the HR Portal scale had good reliabilities ( $\alpha$  competence = .84;  $\alpha$  benevolence/integrity = .81;  $\alpha$  predictability = .82). The total trust in the HR Portal scale had a very high reliability ( $\alpha$  = .93) (Devellis, 2003). With these reliabilities variables were computed in mean propensity to trust and mean trust in the HR Portal per individual to make calculating means and correlations possible. Means were also calculated for the three dimensions of trust in the HR Portal; competence, benevolence/integrity and predictability. Analysis showed that the average respondents worked for 19 years at Philips and worked for 13 years in the current function. Most respondents had a permanent full-time contract (78.7%) and were male (64%) (see table three). Respondents were in different functions. About 74% worked in the production hall and about 26% in the offices. All respondents included in this

research know and used the HR Portal. The level of trust has been checked for the general control variables (tenure, sex, type of contract) and none of these showed a relationship.

	Average mean	Mode	Standard deviation	Min and Max
<b>Tenure at Philips in years</b>	18.62	25 (n = 6) 13, 15, 18 (n = 5)	9.66	.33 – 40
<b>Tenure in current function</b>	12.94	25 (n = 6) 13, 15, 18 (n = 5)	8.46	.33 – 30
<b>Type of contract</b>	1.32	1	n/a	n/a
<b>Sex</b>	1.35	1	n/a	n/a

**Table 3: Background respondents' survey**

Interview analysis started with transcribing interviews in which parts of the interviews were assigned to the four HRM frame domains. This was followed by open coding. The provisional start list existed of master codes (Miles & Huberman, 1994), which came from the conceptual framework; IN (HRM-as-intended), GU (HRM-as-composed), DU (HRM-in-use; daily use), CO (HRM-in-use; consequences) and RP (HRM integration). These codes were followed by more descriptive codes, which indicated the subject of a line or even a paragraph of a(n) interview(s) (see appendix ten for the full code scheme). Codes were verified by three researchers to make sure all incidents or subjects could be classified. Interpretations of codes achieved above 90% consensus. This helped to be consistent in assigning codes and therefore coding is a reliable way to order qualitative data (Miles & Huberman, 1994). The program Atlas.ti was used to assign codes in an effective and efficient way and made it possible to arrange incidents or subjects per code and analyse (in)congruence in HRM frames per code and consequently per HRM frame domain in a reliable way.



## 4. RESULTS

### 4.1. ROYAL PHILIPS NETHERLANDS

Document analysis and conversations with the involved HR professionals revealed important information about the case study company. Royal Philips Netherlands (further Philips) was founded as a producer of electric light bulbs in 1891 in Eindhoven. Over time the industrial company has developed internationally and produces products for Consumer Lifestyle, Lighting and Healthcare (Phillips, 2014a). In 2013 Philips Group employed 114.689 employees, whereas in 2012 116.082 employees were employed. This decrease is due to restructuring projects driven by “Accelerate!” (Philips, 2014b); a multi-year transformation program to create a more agile, innovative and entrepreneurial company (2014g). Philips vision is: *‘improving peoples’ life with meaningful innovations’* (Philips, 2014f). They strive to *‘make the world healthier and more sustainable through innovation’*, to *‘improve lives of 3 billion people a year by 2025’*, to *‘be the best place to work for people who share our passion’* and *‘together we will deliver superior value for our customers and shareholders’* (2014a).

This research focused on one of the company sites of Philips in the East of the Netherlands. This site (called ‘site C’) is a production site for lighting, especially light fittings. Conversations with the local HR manager revealed that site C focuses more on customised lighting solutions and LED lighting than before. In the past it produced standard lighting solutions, but these are now for efficiency reasons produced in Eastern-Europe. According to the HR manager of site C, producing customised lighting solutions and LED lighting required a different organisation, because people and the organisation need to cope with flexibility which is reinforced by customisation and new LED technologies. The HR manager of site C told that tasks are less standardised and employees need to be open for change to be able to switch quickly from one product type to another and to cope with new technologies. Previously, they produced 5-6 different product-types and 480.000 light fittings a year and working on one



Figure 2: Map Philips Cluster North



type for about a month. Site C now produces several types a day. As the HR manager told: the average quantity of orders decreased from 1.000 pieces to about 12 pieces. At site C since 2012, 33% of the jobs across all levels disappeared to create a new entrepreneurial and agile company and switching from TL to LED, according to the HR manager of site C. Recently, in May 2014 the last employee that was “*victim of the reorganisation*” left the firm (HR manager site C). After a period of change, a period of ‘freezing’ has started. Line managers learned as they made mistakes and successes which should be followed by integration of new tasks in daily work where there is no difference in work between current line managers and previous managers (Lubberding & Lievers, 2009). From e-mails of the HR assistant of site C it is known that site C is medium sized (KvK, 2014), while it employs about 200 employees. The average employee in the factory has a lower vocational education, whereas at the average office employee has a higher vocational education (HR assistant site C). It is a steady and relatively old population with an average service time of 16.8 years and an average age of 46 years, where the average age of the Dutch workforce is 41.7 (CBS, 2014).

#### 4.1.1. Philips’ HRM system

Philips’ HR vision is: *‘Passionate People who are passionate about people’*, which includes: *‘being the best place to work for’*, *‘unlocking the full potential’* of their people, *‘improving their lives and well-being’* and *‘bringing their passion to every individual, leader and HR solution across their company’* (Philips, 2014d). Philips’ HRM aims to “*build a World Class HR organisation to support the business*” by following the five strategic priorities: *‘Accelerate!’*, *‘Attractive to the best’*, *‘Great leaders and talent’*, *‘Winning organisational capabilities’*, creating a high performance learning organisation and optimizing the HR service delivery model (Philips, 2013). At Philips there are four typical HR jobs; the HR business partner, the HR expert, the HR manager and Philips People Services co-worker. The HR business partner is responsible for developing people strategies for a specific Philips business (Philips, 2014c). These are, according to the HR manager of site C, based on the HR philosophy, HR policies and HR practices, which are determined at global level within Philips. HR managers at each site are individually responsible for implementing people strategies locally. They provide operational HR support to line managers (Philips, 2014c). Roles of the HR professionals and line managers are changing at Philips. Whereas in the past most procedures were documented on paper, now all HRM tools are digital, as explained by the HR manager of site C. The e-HRM system, the HR Portal, has the potential for HR professionals to focus more on value-adding activities, whereas line managers and employees themselves became more re-

sponsible for HRM. The local HR manager revealed that in the past employees could contact HR professionals on site. Nowadays employees and line managers have to check the e-HRM system for information first, then contact Philips People Services (PPS) in Eindhoven and lastly ask the HR professional on site.

#### 4.1.2. Philips' e-HRM system

The e-HRM system of Philips was defined, based on the consensus of three researchers, as: *"The HR Portal, which is available for all employees of Philips through the internet/intranet, and all information and functionalities this HR Portal contains"*. This portal is a *'One Stop Shop with single sign-on'* (Deinse, 2014) for all regular and standardised HR services. Philips' e-HRM system is in between being relational and transformational (Ruël et al., 2004). Analysis of the system has shown that besides the digital salary administration and personnel data administration (operational level), HR tools like recruiting (Taleo, internal vacancies), training and development (Learning, e-miles), performance appraisal and reward (PPM, COM-Planner, Recognition) are also digital (relational level). Having 8 global systems and 41 global processes, all loosely linked or even stand-alone tools, makes it hard to extract integrated people data and analytics from the system easily. Therefore, recently, at site C on 1 May 2014, after using the HR Portal for 4-5 years (according to the HR assistant) the replacement of the current loosely linked HR tools in this portal by Workday has started. It is intended that in the near future all systems and processes will be available in one global (mobile) system; Workday. This makes more informed talent management decisions possible, enables HR to deliver on strategic business objectives and allows HR to be more 'strategic' (transformational level) (Philips, 2014e).

Analysis of the HR Portal has shown that the HR Portal is accessible for employees, line managers, HR managers and even Randstad, a temporarily workers agency. Each employee can organise his/her HR account (e.g., secondary collective employment agreements, holidays, pay slips, annual statements and their personal details). Line managers can view their employees' data, especially wages, performance reviews, illness and overtime. Randstad also uses the HR Portal (e.g., Taleo for recruitment), because it is responsible for hiring and planning of temporary production workers. HR professionals have access to almost all employee data with respect to their HR responsibilities in order to support employees and managers, but are sometimes restricted by authorisations, according to the local HR manager. These authorisations and restrictions are managed by the system. For example, for an internal vacancy to be placed it has to be approved by different managers (e.g., the line manager, the

HR manager and his/her superior). HR policies and rules are available online and/or managed by the system. In the past HR professionals were predominantly responsible for implementing the HR philosophy, policies and practices and knew most of these, which are now guided by the HR Portal or are available on the HR Portal. Due to the reorganization line managers and employees are more responsible for HRM. Differences in roles/functions and background/experiences of HR professionals and line managers could facilitate incongruent frames about Philips' e-HRM system (Lin & Silva, 2005 Yoshioka et al., 2002; Gallivan, 2001).

#### 4.2. HRM-AS-INTENDED

Interviewees were asked about the goal, the purpose and the managerial reasons for the HR Portal to be introduced. Initially, most interviewees did not know exactly for what reasons the HR Portal was introduced. Some mentioned they did not have HR responsibilities at the time of the introduction. In the end all interviewees had an idea why the HR Portal is in place. Line managers did not mention all reasons individually, but always some of the ones below, which are congruent with the frames of HR professionals.

- Centralisation: the HR Portal made it possible to centralise HR tasks. First, the administration was centralised which made it possible to standardise procedures. For example, the format for contracts and *'when tomorrow the CAO changes we have to change the basic document that is processed by the system on one point and then it is done'*. Second, HR specialists were centralised in Eindhoven.
- Costs: the HR Portal made it possible to increase efficiency, save costs and do the same with less HR professionals. All line managers mentioned at least one of these three items. Typically HR professionals aimed: *'the purpose was cost-cutting: a more efficient process is cheaper. Digitalisation made cost-savings the first quick-win, because you need less people'*. Philips was able to do the same with less HR people as they *'need less time explaining rules'*, because they *'have one system in which you can find everything'*.
- Devolution: the HR Portal is related to the transfer of HR responsibilities to line managers. As HR professionals told about line managers: *'it is your responsibility for everything that happens in their department. They cannot hide behind 'HR should manage this' anymore'*. *'Managers become more self-managing and have to perform more HR tasks, which they can find on the HR Portal, the same holds for the employees themselves'*. *'The employee is also responsible for him/herself'*. HR professionals now

*'have to advise and that is a totally different role. I have to be in front instead of helping at the back, so I have to prepare managers so they can do it without my help', 'you should deploy HR professionals more specifically at a higher level, which means that you need less operational HR' and therefore 'line managers should be able to do everything themselves with respect to basic HR processes'.*

- Empowerment: the HR Portal affects the ability of employees and line managers to arrange their HR tasks. Employees can arrange extra money for their retirement, buy extra free days, buy a bicycle or arrange their date for getting their holiday paid, etcetera. *'Now they can look it up on the internet and decide what to do'. 'For line managers it is stated 'how can I do this', 'how can I do that', etcetera. They can consult the HR Portal themselves... they do not need to call people to ask how things work, because they can see it themselves'.*
- Information: the HR Portal provides HR-related information and saves personal information. As an HR professional told: *'due to the HR Portal I am not the information source anymore'*, it also provides top management for overviews more easily and line managers and employees can look up whatever they want to know.
- Standardisation: the HR Portal made it possible to standardise procedures and processes for all sites. For example, following the same illness procedures, printing a contract in a uniform layout or saving files in an ordered and transparent way.

Frames among line managers about accessibility and automation were contradictory and are therefore considered as incongruent. According to HR professionals the HR Portal should make it possible for line managers and employees to access their account anywhere and anytime and manage HR. Some line managers recognized this; *'anywhere in the world, I have access to the system and I can do necessary things; approvals, etcetera'*. Some line managers did not recognize this; *'a frequent heard complain from employees is that you cannot access it and you need new passwords over time' or 'I do not think it is friendly when you are at home, you have to login and login over again and click through which is not easy'*. The HR Portal also intended to automate HR; *'the transactional part and information part of the HR function in the old days is now managed by the HR Portal'*. This digitalisation includes less paperwork, because processes are directly digitally registered and not on paper, and information is online available. In contrast, some interviewees told that there is still paper and redundant work involved, because some processes are arranged locally. For example, for some employees PPM conversations are still on paper, because employees do not have e-mail addresses, and are therefore not evaluated in the PPM tool. Interviewees also told they printed a variety

of forms to be signed by employees (e.g., a plan of approach in case of long-term illness or PPM evaluation outcomes), because online approval by employees is not possible. Continuing working on paper is contradictory with the intentions of the HR Portal and possibly increased stress of line managers how to process PPM tasks and how to print, save and upload files. Table four provides an overview of findings about HRM-as-intended. It also shows that for congruent frames between groups (between line managers and HR professionals) congruent frames among group members are necessary (among line managers and among HR professionals).

Topic	Congruence of frames among:		Congruence of frames between groups
	<i>Line managers</i>	<i>HR professionals</i>	
<b>Centralisation</b> of administration and HR tools	Congruent	Only one HR professional told about this topic; no (in)congruence could be determined	Congruent
<b>Costs</b> reduction	Congruent	Congruent	Congruent
<b>Devolution</b> of HR tasks	Congruent	Congruent	Congruent
<b>Empowerment</b> of line managers and employees	Congruent	Congruent	Congruent
Providing <b>information</b>	Congruent	Congruent	Congruent
<b>Standardisation</b> of HR processes and tasks	Congruent	Congruent	Congruent
<b>Accessibility</b> of HR account and tools	Incongruent	Congruent	Incongruent
	Accessibility is one of the intentions of the HR Portal, but some line managers experience problems with login and some do not experience problems.		
<b>Automation</b> of HR processes and tasks	Incongruent	Congruent	Incongruent
	In contrast to automation, for some line managers some HR processes are still on paper and are manually processed in an electronic file.		

**Table 4: Overview analysis HRM-as-intended**

#### 4.3. HRM-AS-COMPOSED

Interviewees were asked which guidelines govern the use of the HR Portal. HR professionals mentioned that: '*the HR Portal is generic in the Netherlands*' and '*guidelines of the system are based on Philips' collective agreement (CAO)*' and some are arranged in the terms of employment guidelines (RAV), such as jubilees. These include national policies and regulations. These rules and guidelines are strict and only within these one could deviate. Line managers mentioned what rules they had to follow for certain procedures without explicitly mentioning the CAO and RAVs. For example, they mentioned the rules and procedures to be followed for overtime, jubilees, buying free days, illness and evaluation conversations.

Interview analysis has shown that besides national rules and guidelines set by Philips, which are mostly incorporated in the system or available online, there are also some local rules or ‘house rules’. Each site has house rules which cannot be integrated into the HR Portal, the notifications and its processes, because the same portal is also used at other sites. At site C one house rule is that overtime notifications on the HR Portal have to be checked by line managers at the reception in order for employees to get overtime paid. At the reception Logitime is managed; a system to register the time employees have clocked in or out. So beyond the digital possibilities the HR Portal provides there is still some manual administration (i.e., managing Logitime). Another home rule concerns jubilees. These are announced by a notification in the HR Portal, but celebration depends on the preferences of the employee, the possibilities stated by Philips and the house rules of the respective site. These ‘house rules’ are known by word-of-mouth and stated in the local ABC (a document with all rules and guidelines for numerous procedures set up by line managers in production). House rules are recognized by HR professionals and they confess that they *‘do not inform managers about that very well’*. Also local HR professionals know them by word-of-mouth or local do-you-know-this documents. Whereas at site A there is a written ‘house rules book’, it seems that at site C local rules are unwritten or scattered in *‘do-you-know-this documents’*. According to an HR professional: *‘I actually do not know where they could find them’*, which refers to house rules. So frames of HR professionals are incongruent about registering house rules. At site C, as a consequence of not having a proper house rules book, one line manager even forgot to check overtime at the reception and therefore an employee did not have his overtime paid in time. Not having a house rules book and not having clear guidelines possibly increased the motivation to initiate the local ABC, which is not controlled by HR and therefore could include wrong information.

Almost all line managers mentioned that *‘for a large part the system guides itself’* and *‘the rules to be followed are guided by the system’*. This is in line with the thoughts of HR professionals. A minority told that the system does not guide itself. Some line managers outlined that it is not clear how to make a plan of approach, that they sometimes have to search where to fill in and what to fill in, that there are some software challenges (that they were not able to fill in areas they want) or that it is not clear how the whole process works and that non-standard actions are more difficult (e.g., promotions and plan of approach in case of long term illness).

The *‘how to’* and *‘where to’* remarks in the interviews express a need for guidelines and process descriptions. For example: how to write a plan of approach, how precise should

this plan of approach be, how to deal with training and development of employees, how to process promotions, what to do with retirements, where to save documents, how to process evaluation results in COMPlanner at once and why it is not possible for line managers to just approve overtime in the HR Portal in order for employees to get paid? These questions are more or less recognized by HR professionals; *'I think that making instructions, how people can execute things and where people should think of, still can be better. This has to be in a way that information has to be provided at the moment you need it and not information you do not need. Currently you have to search in a jungle of information for the things you need'*.

Knowledge of the national and local rules and guidelines of line managers seemed to be limited to their previous experiences with HR tasks, which will be discussed in HRM-in-use. If something is new they did not know what to do. For example: first time bicycle plan, overtime, illness, plan of approach, promotion, declaration, evaluations, etcetera. They also complained about problems, like not being able to find the correct rules or the dubious or imprecise descriptions about what they have to do. This is recognized by the HR professionals. One HR professional was pretty optimistic: *'they know a lot, they know what is in the collective agreement (CAO)... they won't look it up on the HR Portal.... They know it by heart and based on this they take decisions... if they do not know they will ask a colleague'*. Another HR professional stated that: *'They have to immerse oneself.... I think that especially new managers think it is hard'*. All HR professionals acknowledged that knowledge of line managers is limited to their experience, because most of the line managers are responsible for HR tasks for less than one year and thus have a limited amount of experience with the HR Portal.

Line managers mostly managed HR tasks and knew what to do, because they got a notification of it. Most of the time it is just an *'approval role'*. This is not explicitly mentioned by HR professionals, but they did mention that most processes for line managers start with a notification. Sometimes line managers have to do something extra rather than what is told in the notification. For example: a) the notification for overtime does include the remark to check it, but it is not stated where or how to check it, b) the notification for a plan of approach includes general guidelines, but no example or content and for jubilees it is only stated that the first step is arranging presents. This flexibility increases line managers' insecurity and mistakes.

In contrast to this flexibility some line managers think the system is waterproof, that they cannot do something wrong and if they do something wrong they would get a notification. There are different views about how HR controls HR guidelines with respect to the HR Portal. Some other line managers do not know whether they are controlled, some think line

managers are responsible and that they are not being controlled, another thinks that the system controls for the procedures, but the content is not controlled for (e.g., the absenteeism trajectory). HR professionals told that there is flexibility in applying rules, but in the end the line manager is responsible. HR professionals underlined that line managers are to a certain degree guided and controlled by the system. For example, line managers get a notification with the question *'do you approve this?'*. It could be that line managers approve this without taking the rules into account or without controlling it. For a plan of approach line managers get reminders to set up a plan of approach, but the content of the plan of approach is flexible and not controlled for. Depending on line managers' evaluation, one line manager could have a different plan of approach than another line manager for the same matter.

The flexibility in applying guidelines holds for jubilees, overtime, illness, writing a plan of approach and even the way evaluations are held. This is recognized by HR professionals, because they claim that *'the HR Portal incorporates the rules to be followed and HR policies, it does not exclude that they could do it in another way'*. For example, *'for overtime and absenteeism, there are strict legal rules. One cannot deviate from that, although in principle everything is possible, but it is the responsibility of the manager' and 'the employee'*.

Topic	Congruence of frames among: <i>Line managers</i> <i>HR professionals</i>		Congruence of frames between groups
<b>National</b> guidelines	Each line manager mentioned different topics in the CAO or RAV so no (in)congruence could be determined.	Congruent	Congruent
<b>Local</b> guidelines	Congruent	Incongruent	Incongruent
	Although both groups acknowledge local rules, frames of HR professionals showed incongruence in registering local guidelines per site.		
<b>System</b> guides its user	Congruent	Congruent	Congruent
<b>Need</b> for guidelines	Congruent	Only one HR professional told about this topic; no (in)congruence could be determined	Congruent
<b>Knowledge</b> about guidelines	Congruent	Congruent	Congruent
<b>Notifications</b> about guidelines	Congruent	Congruent	Congruent
<b>Control</b> of guidelines	Incongruent	Congruent	Incongruent
	Line managers do not share the same thought about how they are being con-		



	trolled.		
<b>Flexibility</b> in applying guidelines	Congruent	Congruent	Congruent

**Table 5: Overview analysis HRM-as-composed**

#### 4.4. HRM-IN-USE

As a consequence of the two different questions for HRM-in-use this paragraph is divided in two parts (see table one). The first part is about how the HR Portal is used in practice: daily use. Line managers experienced most of the support/assistance in daily use initiated by themselves. Less than a quarter of the line managers mentioned that whenever they had a question they first look it up on the HR Portal. Most of them asked a local HR professional, some asked Philips People Services (PPS), a colleague or they look it up in the local ABC. This is not in line with the HRM rule; first check the HR Portal, second ask PPS, third ask an HR professional. Typically a line manager states: *‘when I have a question I will not search for a long time, I have a phone number and then I will call Jorrit or one of the assistants of the help desk’*. Some line managers mentioned that they learned the tricks of the trade from previous line managers or information courses/meetings arranged by HR professionals. Frames of line managers and HR professionals about learning tricks of the trade are incongruent. Whereas one line manager has learned how to deal with, for example, overtime from the old manager, the other line manager told that the old line managers did not have the spirit to guide his or her successor. This is logical, because due to the reorganisation the old line managers were replaced by new line managers, who were previously subordinate to the old line managers. According to an HR professional the normal procedure is that the old manager is responsible for his or her successor to be introduced with procedures and rules. However, this was not a normal situation, because almost all managers were new and therefore no (in)congruence could be determined. Site C tried to solve this by providing training. One HR professional told that line managers are trained individually and in groups. Trainings were internally arranged by Philips and externally by a coaching agency. Another HR professional told that they: *‘try to guide people by offering workshops. Certainly in a production environment, we offer workshops with respect to illness regularly’*. Either way, trainings (internally and externally) are recognized by line managers, but they outlined that trainings became less or are not sufficient. Sometimes line managers experienced new problems, they missed concrete/real-life examples or they forgot or did not understand how it was explained during the trainings.

PPM and COMPlanner are used several times a year. PPM use differs for production and office employees. Line managers responsible for assembly lines in the production hall did not use the PPM tool for evaluation conversations. They got standardised forms which they,

together with the employee, filled in and handed in at the local HR office. Line managers from the office and some in production (non-assembly) used the PPM tool to guide and register evaluation conversations. This is in line with the thoughts of two HR Professionals. In contrast to one HR professional, who stated: *'for the largest part of our population, it is digital, so guided by the HR Portal'*. The largest part of site C works in production and is not digital and so they are part of a minority of Philips who is not in PPM. In contrast to PPM all employees are in COMPlanner which is used for salary. Most line managers had less than two years' experience with the HR Portal and mentioned that they received help from HR with the process and the rules they had to follow for processing salary in COMPlanner. This is recognized by HR as part of their advisory role. Line managers lacked knowledge about, for example, distinguishing professionalism categories (e.g., basis, all-round or top), the amount of possible improvement of someone, promotion rules, possible pay raise margin and possible deviation percentage. Opinions about both tools are spread. Those who were negative assigned it to the program they have to go through, the rules to be followed and the difficulty to process evaluation outcomes from paper into COMPlanner. Those who were positive told that the program guides itself, but that there are some challenges. One HR professional told: *"it looks hard, but it's actually very easy. But sometimes the way something looks is a threshold... I think it's easy, but I can imagine that it would take a lot of effort for an employee or a busy line manager who never have seen it"*.

In contrast to the limited amount of experience with PPM and COMPlanner, all employees were familiar with the e-HRM tool on the HR Portal. Probably the e-HRM tool is used the most. They use it mostly for overtime and e-care and in a lesser degree for bicycle plans, (buying) free days, CAO a la carte, pay slips, jubilees and consignment, which is recognized by HR professionals.

In this e-HRM tool the program e-Care is used by line managers for absenteeism. Intensity of use depends on the amount of illnesses, the cause of the illness and expected duration of the illness. Most of the time line managers got notifications of what they had to do regarding to the type of illness, reports of the company doctor and plan of approach notifications. HR professionals recognized those notifications and outlined that they incorporate illness regulations, for example gate-keeper legislations. Line managers felt that illness procedures are most of the time guided by the system. There were some software issues like downloading, signing and uploading the plan of approach, because there is no possibility to sign it digitally. Also the precision how to write the plan of approach and the content of the absenteeism trajectory were unclear. HR professionals recognized that *'the system triggers'*

line managers to do something and that *'they are guided partially to come to a plan of approach'*. HR professionals acknowledged that there is flexibility in doing nothing or doing it in another way. They underlined line managers' responsibility to do it the right way and the responsibility of HR professionals to monitor and guide line managers. It seems that this flexibility is necessary, because the diversity in diseases, but also caused a negative feeling towards e-care, especially towards writing the plan of approach and long term illness. It could be that line managers simply do not have the experience, knowledge or the confidence to manage this flexibility by following only the general guidelines set by the HR Portal.

A small amount of line managers also uses the HR Portal for declarations in Concur. Although they recognized that the system guides itself for a large part, which is in line with the frames of HR professionals, opinions about its user-friendliness were spread. One line manager told: *'You would expect if you scan the original it will be fine, but no, you have to include the original. So I do not use the scan function anymore.... It is a lot hassle'*, another told: *'Concur works fine... It is very easy; I do not have problems with it'*. It seems that in order to obtain their expenses they have to scan the receipt in the HR Portal and send the original to Eindhoven. The fact that line managers can choose whether or not to scan the receipt and the obligation to send it to Eindhoven seems to be illogical and time-consuming and for some line managers this is causing frustration. The obligation to send the original to Eindhoven is incongruent with one HR professional: *'They never asked me for receipts, but that is because my boss always knows where I am and they always check with GPS whether you declared the right. I think if you have a company car or if you travel a lot, they would ask receipts earlier'*.

Also the tool for training and development in the HR Portal is not used a lot; *'We stimulate it, but there is little response'* or *'at the moment, not a lot of training is done.... A lot of people do not know what they can and may and we know it neither'*. Knowledge of employees and line managers about training possibilities seemed to be substandard to make optimal use of the trainings offered by Philips and initiated by the employee, which is recognized by HR professionals. Sometimes training is necessary and is for practical reasons arranged locally, which is recognized by HR professionals; *'practical things like a forklift certificate is not in e-HRM, then you have to go to other organisations.... It depends on the situation'* or *'it is nice that they have a University in Eindhoven where they teach Dutch, but locally we have to find a solution ourselves... not in Eindhoven: which will cost time and money'*.

Besides using the tools in the HR Portal a few line managers mention they use the HR Portal for looking up HR-related information. They stated that it is hard to find relevant information; *'When you are searching information you do not get usable results.... I feel the search engines are rubbish ... the search engine gives me too many results or stuff I do not want... I would like to see that he searches faster and comes with specific results'*. Apparently the search process is not easy or the information provided is not what they were looking for. This is in line with the view of HR professionals of which one stated: *'still I have sometimes something I cannot find or I miss it'*. Perhaps the information is there, but it is not available at the right point in the process. Line managers also mentioned: *'the more information the less clear it becomes'* or *'there is a lot of information on it with which I do not use a lot'*. This is in line with the vision of two HR professionals: *'If you ask me how often managers read on the HR Portal it is relatively few... so the information provided is a lot more than is being read'*. This is incongruent with the vision of one HR professional who stated: *'You see managers who want to know more and who are willing to browse in the system. They have access to a lot of information. They will search for information, every day and it will only be more extreme'*.

A lot of the managers told about the ease of use of the HR Portal. *Opinions* of line managers about the HR Portal in general were divided in three categories: *'optimistic'*, *'in-between'* and *'pessimistic'*. About one third of the line managers were optimistic, because they feel that the system guides itself or they have experienced simple things like overtime and illness notifications; *I do not think it is hard, it guides you... you have a nice menu where you can click and go ... in general it is nice to work with.... the system guides itself ... especially e-care'* or *'I do not have problems with it, but I never had long term illnesses... only overtime and illness notifications. With overtime and illness notifications there is some regularity that you have contact with it'*. More than half of the line managers were in-between. They also told that the system guides itself and what they do on a regular basis, the standard tasks, are clear. Nonstandard and things they had never done before were more complicated; *'What I did with it worked well till very well... Only non-standardised procedures were hard'* or *'Standard procedures are clear, but if you do something you did not do a lot, yes then it would be harder'*. It became complicated, because they did not know where to go, what to fill in, what the consequences were, what steps they had to follow or where they were in the process. This is also recognized by a few who were mostly pessimistic about the HR Portal, because: *'you cannot see at once what you have to do, how far you are, where to save your documents. In my opinion, this is not clearly described'*. Both line managers and HR profes-

sionals expected users' PC experience to affect users' view about the HR Portal. According to them some employees have low computer skills and find it hard to immerse themselves or ask someone else to help them. Interviewees also mentioned accessibility to influence the ease of use. It is clear that accessibility kept interviewees concerned. For example, employees have problems with: obtaining login credentials (no e-mail address and/or passwords) or having all login credentials but still not being able to access their account or the necessity to login over and over again when working with the HR Portal. Typically line managers told: *'A while ago there were a lot of problems with employees' login. We called the service centre. They said that it was our own computer, our own program and that we have to install some other program'*, or: *'A frequently heard complain of employees is that you cannot get in and that you have to get a new password over time and still you cannot get in'*, or: *'think the whole HR Portal assumes that everybody at Philips work at their work a lot with a PC, but for a large part they aren't and so the HR Portal isn't arranged for these people. This is in line with one HR professionals: 'If people in Eindhoven and Amsterdam thing develop like PPM, they develop that for their own population and for, in our case, the higher segment of our factory. Namely the people with an e-mail address. They do think about people without e-mail address, but in second place' or 'production employees often can't handle computers or do not have a Philips login'. This is incongruent with the frames of another HR professional who said: 'If you do not have Accrot, which is standard on computers and laptops of Philips, then you can login there, but you have to know what to do. If you do not have it, then you can login on the internet, but then your possibilities are limited... Each employee has a password and a user account; that is their e-mail address, with they can go to CAO a la cart and that is possible from every computer'.*

Frequency of use affects the ease of use, according to all line managers and HR professionals. They mentioned, for example: *'things you do regularly are ok'* and *'things you do not do regularly, if you did it once; after a while you question how you did it back then'* or *'the standard things are clear, but if there is something you do not do often or you have less contact with it will become harder'*.

Topic	Congruence of frames among:		Congruence of frames between groups
	Line managers	HR professionals	
Communication - Questions	Incongruent	Congruent	Incongruent
	Line managers have different approaches to solve a HR question and most of them do not follow the HRM rule.		

- Tricks of the trade	Incongruent	Congruent	N/A
	Line managers did not share thoughts about learning tricks of the trade. N/A = both groups told about the tricks of the trade under different circumstances.		
- Training	Congruent	Congruent	Incongruent
	Opinions about frequency and value of trainings differ between groups.		
<b>COMPlanner &amp; PPM</b> - PPM - COMPlanner - Opinions PPM and COMPlanner	Congruent	Congruent	Congruent
	Congruent	Congruent	Congruent
	Incongruent	Congruent	Incongruent
	Line managers have different opinions about PPM/COMPlanner.		
<b>Concur</b>	Incongruent	Congruent	Incongruent
	Line managers have different opinions about Concur. Frames of line managers and HR professionals about the procedure are incongruent.		
<b>E-HRM</b>	Congruent	Congruent	Congruent
<b>E-Care</b>	Congruent	Congruent	Congruent
<b>Training and Development</b>	Congruent	Congruent	Congruent
<b>Information</b>	Congruent	Incongruent	Incongruent
	HR professionals do not share thoughts how much the information on the HR Portal is used.		
<b>Ease of use</b> - General opinion  - PC experience - Accessibility problems	Incongruent	N/A	N/A
	Opinions about the ease of use of the HR Portal of line managers are spread. N/A = not one HR professionals gave their general opinion.		
	Congruent	Congruent	Congruent
	Incongruent	Incongruent	Incongruent
	Line managers and HR professionals do not share thought about whether or not there are login problems.		
<b>Frequency of use affects ease of use</b>	Congruent	Congruent	Congruent

**Table 6: Overview analysis Daily-use**

As a consequence of the two different questions used for HRM-in-use (see table one) the second part is about the consequences of the HR Portal. The role of the HR professional with respect to confidential information has changed as a consequence of using the HR Portal and the devolution of HR responsibilities. This is related to two components; *'line managers are now seen as confidant'* and *'there will always be a human component, which not can be replaced by the HR Portal'*. Line managers and HR professionals agree about the importance of line managers when an employee wants to discuss confidential or sensitive information and that the HR Portal cannot completely take over the human component of HR. However, opinions are spread about the role of HR professionals when an employee wants to discuss confidential information. Whereas one line manager told: *'the HR department is also a place to go to when people do not feel comfortable going to their managers'*, other line managers articu-

lated that: *'you became a confident, so more people with problems will come to you'* and *'as a unit leader you are picked out and you should have mutual trust'*. HR professionals articulate their consulting role for line managers and the devolution of their 'confidant role' to the line; *'we should make sure that line managers know where to go to, to discuss these things. We have welfare workers on site. If anyone has private matters and it is beyond line managers' capabilities, he/she could consult HR or send them to the medical officer who can send him or her to a welfare worker'*.

Disregarded discussing confidential information, frames of line managers and HR professionals were in general congruent about the devolution of HR responsibilities to the line with respect to HRM tools in the HR Portal. Line managers mentioned, for example, free days, overtime, training and development, illness, administration, performance evaluation and recognition and everything else in the HR Portal. HR professionals mentioned that line managers *'are responsible for everything'* and *'managers would have to do more HR tasks and extract HR information from the HR Portal'*. Both groups also noticed that there is a change in knowledge. In the past HR professionals knew everything and now line managers have to figure it out themselves, while HR professionals focus on other tasks. One line manager told: *'I notice that people who work here right now, do not know for example the process for a new employee... they would not immerse themselves, because it is not their core business anymore, but sometimes we do not know it either'*. HR professionals told: *'in the future we have to go to 2.5 FTE and that will be mostly advice to the management'* and if line managers *'want to work with e-HRM... you should train yourself to keep up'* and *'especially line managers have to perform more HR tasks... They have to immerse themselves'*. So line managers are also responsible for the development of their HR knowledge.

Line managers and HR professionals share thoughts about the frequency line managers use the HR Portal, which are mostly initiated by a notification. Line managers use the HR Portal mostly once a week or more and most managers made a routine of looking at it once a week. The HR Portal is mostly used for e-care, overtime and other processes in the e-HRM tool. PPM and COMPlanner are used once or twice a year. This is in line with the thoughts of HR professionals such as: line managers *'have to perform certain actions in E-HRM on a regular basis.... They only use it when they get a notification'* or *'I know that line managers definitely use it weekly'*.

Frequency of use is possibly related to line managers' experienced time burden. Frames of HR professionals and line managers are congruent about the extra time burden line managers' experience for HR tasks, especially in the beginning when they became responsible

for HRM. When reflecting on their HR tasks now it does not affect their time a lot if they do not have long-term illnesses. Long-term illness or things they did not do seems to directly influence their experienced time burden.

As a consequence of the HR Portal and the devolution of HR responsibilities to the line the role of the HR professional is changing. One HR professional had a very clear description: *‘previously in old systematics the HR manager was the helper; he said: ‘I will help you’..., however now we have to advise and that is a totally different role. I have to be up front instead of at the back. So I have to prepare the manager so my help is not necessary anymore..... We still have a role to raise managers in that way. We did it already, but it is still the case that we take things over.... So right now it is ‘good luck manager, we are happy to help you fill things in, we help you on track, but you would have to do it yourself...sometime I say ‘good luck’, but a lot of the time I will do it together with the manager... I think it is the future of the HR manager to be in a more advisory role.... A local HR professional is only in excesses necessary. The rest should be taken care of the manager’*. This is in line with line managers’ experiences. A few noticed that HR professionals encourage independence, but there still is an important role for HR professionals in PPM and COMPlanner processes and for questions. For PPM and COMPlanner processes some line managers received the paper format for job evaluation from the HR professional. Additionally, they were told which rules they had to follow and were helped processing it in the e-HRM system. For questions, half of the line managers told they would go immediately to an HR professional. The other half said the HR professional is the second, third or last option. This reflects HR professionals’ frame that they are still in a process of preparing the manager so that help of HR professionals is not necessary anymore.

Topic	Congruence of frames among: <i>Line managers</i> <i>HR professionals</i>		(In)congruence between groups
Discuss <b>confidential</b> information - LM is confidant and human component never disappears  - Role HR in confidential information	Congruent	Only one HR professional told about this topic; no (in)congruence could be determined	Congruent
	Incongruent	Same as above (SAA)	Incongruent
	Opinions are spread among line managers and HR professionals about the role of HR professionals in confidential information.		
<b>Devolution</b> of HR tasks in the Portal	Congruent	Congruent	Congruent



Frequency of use	Congruent	Congruent	Congruent
Time burden	Congruent	Congruent	Congruent
Role of HR as a 'helper' has changed	Congruent	Congruent	Congruent

Table 7: Overview analysis Consequences

#### 4.5. HRM INTEGRATION

Interviewees were also asked about the role of the HR Portal in Philips' HRM. All HR professionals mentioned that the HR Portal made it possible to gain HR information about specific factories and therefore increased the transparency per site. They also mentioned that it is *'the first line for questions'* for line managers, because the HR Portal contains a lot of HR information. One HR professional told that the role of the HR Portal is to contribute to cost-reduction, because less HR professionals are necessary. Another HR professional told that the HR Portal has the role of central administration on the back end. Additionally, one HR professional told that the HR Portal helps to remember the things managers have to do and that it *'forces them to cope with it in the same way'*; it standardises certain procedures. So the HR Portal also has a control role. These are all congruent with the vision of line managers. Some roles are mentioned by line managers, but some roles are mentioned by HR professionals rather as an intention of the HR Portal. For example:

- Accessibility: the HR Portal makes it possible to perform tasks anywhere, anytime and also makes it possible to login once and go from there to all the tools without a login.
- Centralisation: the HR Portal is concerned with centralization of HR tools and HR information about employees and central control of HR processes.
- Devolution and empowerment: the HR Portal makes it possible for line managers and employees to actually do HR tasks themselves and makes devolution of responsibilities easier.
- Standardisation: the HR Portal makes it possible to do everything in the same way; *'the HR Portal standardises all kinds of processes in order for all to be on one line'*.

Some subjects are not mentioned by HR professionals at all. For example: the importance of the HR Portal. Line managers think that the HR Portal has an important role. They also mentioned that the HR Portal helps to control HRM and that it incorporates all employee information; functioning and level of education. Another topic which is mentioned by only line managers is the supportive role of the HR Portal in *'the whole HRM process'*. HR professionals do not explicitly mention that the HR Portal has a supportive role, but they do mention that HR has to take care for line managers to be sufficiently equipped and informed to perform their HR tasks. Taking into account the fact that the HR Portal provides a lot of information and

makes HR tools accessible for line managers, line managers' idea of a supportive role is reflected by HR professionals.

Topic	Congruence of frames among:		(In)congruence between groups
	<i>Line managers</i>	<i>HR professionals</i>	
<b>Transparency</b> role	Congruent	Congruent	Congruent
<b>Information</b> source	Congruent	Congruent	Congruent
<b>Less HR professionals</b> necessary	Congruent	Only one HR professional told about this topic; no (in)congruence could be determined	Congruent
(centralisation) of <b>ad-ministration</b>	Congruent	SAA	Congruent
<b>Control</b> HRM	Congruent	SAA	Congruent
<b>Accessibility</b> role	Congruent	HR professionals told about this subject in the context of intentions.	Congruent with intentions
<b>Centralisation</b> role	Congruent	SAA	Congruent with intentions
<b>Devolution</b> of HR tasks/ <b>empowerment</b> of employees and line managers	Congruent	SAA	Congruent with intentions
<b>Standardisation</b> of HR tasks and processes	Congruent	SAA	Congruent with intentions
<b>Importance</b> of the HR Portal	Congruent	N/A	N/A
<b>Supporting</b> role	Congruent	N/A	N/A
	N/A = no HR professional gave their opinion about these subjects. consequently no (in)congruence could be determined.		

**Table 8: Overview analysis HRM integration**

#### 4.6. TRUST IN HRM

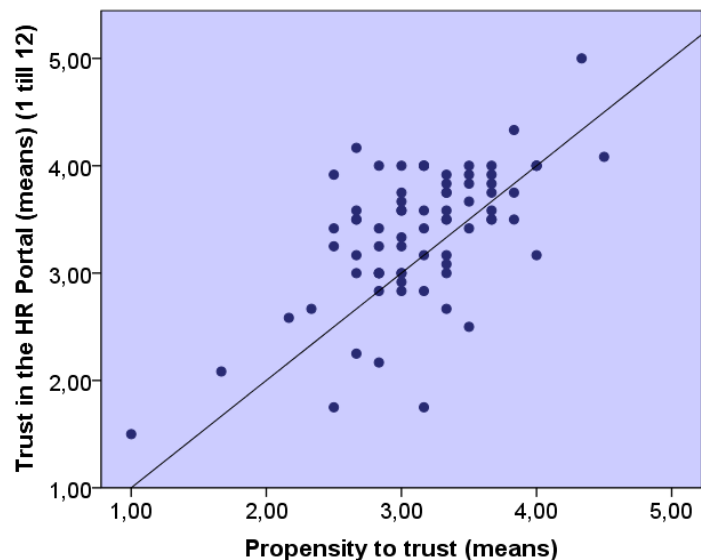
SPSS analysis showed that the average trust in the HR Portal is 3.38 and the mean for propensity to trust is 3.15. Means for the three dimensions of trust in the HR Portal (competence, benevolence/integrity and predictability) are respectively 3.29, 3.4 and 3.44. More descriptives are in the table below. Including a confidence interval, I am 95% confident that trust in the HR Portal can be indicated as confident trust (95% CI = 3.13, 3.63) (Dietz & den Hartog, 2006). An interesting difference is that the mean of trust in the HR Portal for employees in production was 3.34 (n = 53, s = .68) and in offices it was 3.5 (n = 19, s = .4). So trust in the HR Portal in production was slightly lower than in offices and the variation in trust in production is bigger than in offices (difference in standard deviation).

	<i>Propensity to trust</i>	<i>Trust in the HR Portal</i>	<i>Competence</i>	<i>Benevolence/ Integrity</i>	<i>Predictability</i>
<b>Mean</b>	3.15	3.38	3.29	3.4	3.44
<b>Standard deviation</b>	.56	.63	.76	.59	.76
<b>Correlation (R)</b>	1	.61	.56	.58	.58
<b>R Square (R<sup>2</sup>)</b>	1	.38	.31	.34	.34

**Table 9:** Descriptives survey, (n=75, p < .01)

In line with existing research (Colquitt et al., 2007; Dirks & Ferrin, 2002; Mayer & Davis, 1999; Payne & Clark, 2003, Mayer et al., 1995), this research showed that trust in the HR Portal substantially correlates with propensity to trust ( $R = .613$ ,  $n = 75$ ,  $p < .001$ ). The same holds for the three dimensions individually (see table nine).

Figure three similarly shows that the correlation thickens in the middle. This is due to less variation in data. There are also some special data on the upper right and lower left corner. These special data ( $n = 6$ ) are in line with our expectations that propensity to trust is positively related to trust in the HR Portal and could therefore not be excluded. However, if these special data would be excluded the relationship becomes weaker ( $R = .41$ ,  $n = 67$ ,  $p < .01$ ).



**Figure 3:** Pearson Correlation: propensity to trust vs. trust in the HR Portal

Eta-squared showed that 44% of the variability in the mean trust in the HR Portal can be accounted for propensity to trust ( $\eta^2 = .44$ ,  $p < .001$ ). For the three dimensions of trust these are respectively 37% ( $p < .01$ ), 42% ( $p < .002$ ) and 44% ( $p < .001$ ). A paired t-test for the difference in means showed that the difference in means between propensity to trust and trust in the HR Portal of .223 is significant ( $t_{(74)} = 3.746$ ,  $p < .001$ ). The same holds for three dimensions of trust in the HR Portal individually, with the exception of competence which is significant at  $p < .074$  (see appendix eight). This is still a significant p-value, but in terms of reliability it is just a little bit weaker, whereas normally  $p < .05$  is significant (de Veaux et al., 2012). Trust is dependent on propensity to trust, but results of the t-test and eta-squared

showed that the mean for trust in the HR Portal is significantly different than one's propensity to trust. Therefore, the difference in means probably could be accounted for trustworthiness factors of the HR Portal and not only one's propensity to trust.

Additionally, some employees (n = 13) took the effort to write on the survey that they experienced problems with the login. Whereas one told: *'If your PC is 'right' and your password is 'OK' then you should not have problems'*, others told:

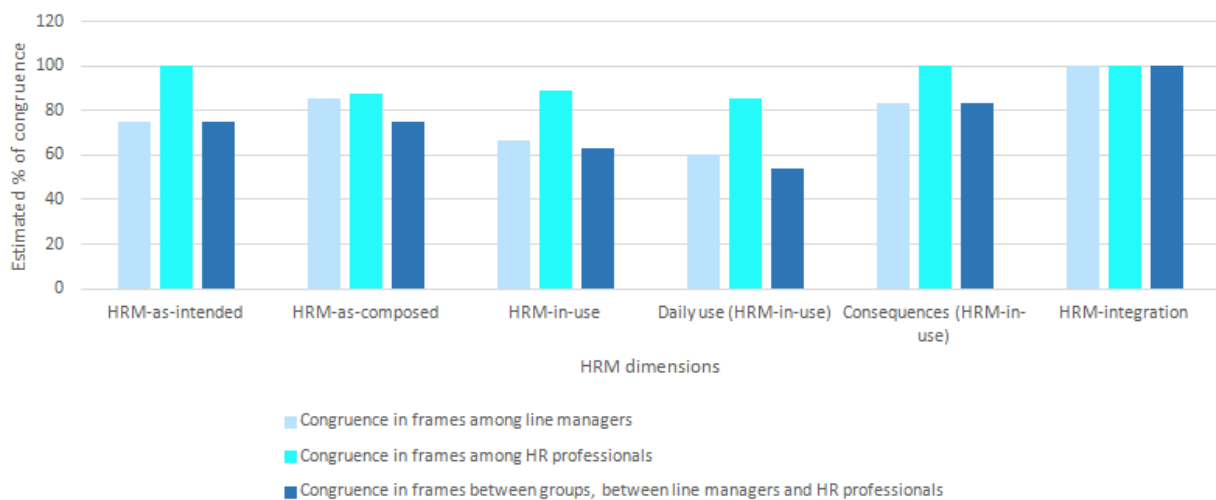
- *'I do not have access to it anymore. I do not have an e-mail address of Philips nor a password. I am familiar with e-HRM, but I cannot access it at home. You first have to install (download) to get access.... It should be more user-friendly.'*
- *"The HR Portal is not accessible on the PC at work, half of the time it doesn't work at all. I can't do a thing with it at home, because I have an Apple PC, which isn't supported".*
- *"Login really has to be improved".*
- *"Make sure it is suitable for multiple browsers! Internet Explorer 9? That is ancient! Make sure it is suitable for example for Google Chrome".*

## 5. DISCUSSION

Analysis showed that HRM frames between line managers and HR professionals were most of the time congruent. Of the 44 topics of which (in)congruence of frames between the two groups, HR professionals and line managers, was determined, about 39 topics frames of groups were congruent (88.9 %). This percentage included the four topics mentioned by line managers in HRM integration, which were congruent with topics in HRM-as-intended. Employees' trust in the HR Portal was found to be confident trust, because taking a confidence interval of 95% into account the average trust is between 3.13 and 3.63.

### 5.1. (IN)CONGRUENCE IN HRM FRAME DOMAINS

An overview of the estimated congruence in HRM frames per HRM domain is shown in figure four. The percentage of congruence is estimated based on the amount of topics of which congruence was determined divided by the total amount of topics of which (in)congruence was determined.



**Figure 4: Overview congruence per HRM frame domain**

Congruence in HRM frames between groups (the darkest column in figure four) showed that when topics were more abstract congruence was higher than when topics were reflecting one's personal experience with the HR Portal and situations or processes were more concrete.

HRM-as-intended refers to the HR philosophy why the HR Portal was implemented and is typically very general (Schuler, 1992). Everyone identified with one of the reasons easily as they were not really concrete and/or as they were part of business value and business (corporate) culture (Schuler, 1992). Typically each interviewee mentioned a reason for implementing the HR Portal, possibly even without being confident to be completely sure. Even

though it was questionable that employees were completely certain about the reasons for implementing the HR Portal, it was possible to determine that HRM frames between line managers and HR professionals are predominantly congruent (see table four). Although line managers recognized that accessibility and automation are related to the intentions of the HR Portal, they also acknowledged that some practices are not in line with these intentions. The same also holds for HRM integration. The role of the HR Portal is a relatively abstract concept of which congruence in frames is high and according to the interviewees is partially related to HRM-as-intended.

HRM-as-composed has a slightly lower abstraction level than HRM-as-intended, because it refers to guidelines that govern the use of portal and thus general guidelines for action (Schuler, 1996). Although interviewees described exact rules to be followed for specific situations, general topics were distinguished in analysis (see table five). Because these topics are general and abstract, it could be that this increased congruence in HRM frames in this HRM frame domain.

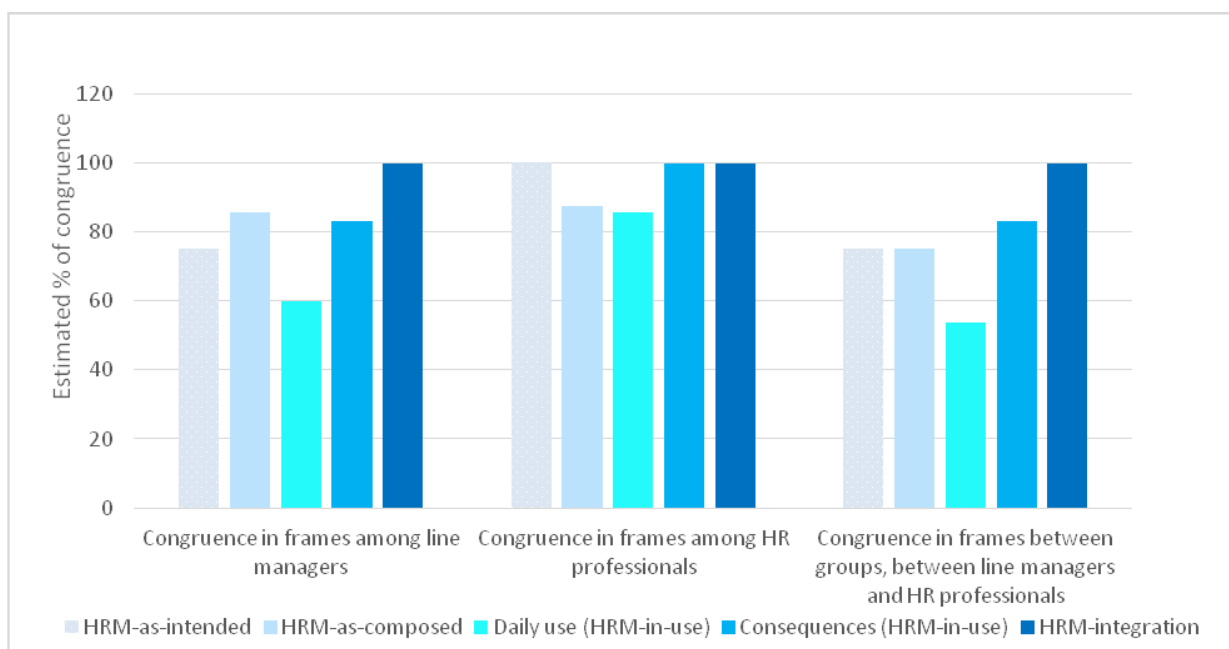
HRM-in-use has a lower abstraction level than HRM-as-intended and HRM-as-composed, because it refers to interviewees' personal experiences with the HR Portal. Differences in personal experience could explain for a higher incongruence in frames (Lin & Silva, 2005; Yoshioka et al., 2002; Iivari & Abrahamsson, 2002; Gallivan, 2001) compared to HRM-as-intended and HRM-as-composed. The same holds for 'daily use' individually. Based on the topics found in analysis sources of differences in experience could be: communication from HR professionals to line managers, use of different processes for the same HR tasks (e.g., PPM/ COMPlanner and Concur), ease of use of the HR Portal in general and accessibility problems associated with the HR Portal. Figure four also shows that congruence in frames about 'daily use' is lower than in 'consequences'. Consequences of the HR Portal are rather straightforward and mostly recognized by all interviewees, because almost all interviewees became responsible for the same HR tasks at the same point in time and due to the same reason (i.e., the reorganisation). Same, unambiguous circumstances (Kaplan, 2008) about how, why and what was changing and for what line managers became responsible possibly, led to a higher congruence in frames. However, these unambiguous circumstances could not prevent differences in experiences, because experience is more complex.

It can be concluded that probably the more abstract the HRM-domain is, the less personal (i.e., different) experiences were involved and the less incongruences arose. Moreover, analysis showed that incongruences in one HRM frame domain could lead to incongruences in other HRM frame domains, which shows that frame domains are related. For example, in

HRM-as-intended ‘automation’ is shown to be incongruent, because for some employees PPM processes are still executed on paper. Consequently, in HRM-in-use opinions about PPM and COMPlanner are spread. The same holds for ‘accessibility’ in HRM-as-intended and ‘accessibility problems’ in HRM-in-use (‘ease of use’).

## 5.2. (IN)CONGRUENCE IN AND BETWEEN GROUPS

In the table below an overview of (in)congruence in HRM frames among group members and between groups is presented. Except HRM-as-composed and HRM integration in which frames among both group members showed equal congruence, HRM frames among HR professionals (22/35 = 94.3 %) are in general more congruent than HRM frames among line managers (37/47 = 78.7 %). The percentages do not include the topics in which no (in)congruence could be determined, because of lack of statements about the topics of all group members (N/A). Including these topics could result in a larger as well as a smaller difference between groups. It could be either way.



**Figure 5: Overview congruence in HRM frames per group and between groups**

In more detail frames of line managers and HR professionals are not congruent in the following HRM frame domains:

- HRM-as-intended; 2 of 8 topics frames of groups were incongruent: accessibility of HR account and tools and automation of HR processes and tasks
- HRM-as-composed; 2 of 8 topics frames of groups were incongruent: perspectives about writing down local guidelines and how HR controls HR guidelines.

- HRM-in-use, daily use; 6 of 13 topics frames of groups were incongruent: how managers should cope with questions, training provided by HR for line managers, opinions about PPM and COMPlanner, Concur processes are different for line managers and HR professionals and the amount of information of the HR Portal that is used by line managers
- HRM-in-use, consequences; 1 of 6 topics frames of groups was incongruent: role of the HR professional in confidential information
- HRM integration; frames of groups were congruent about all topics in HRM integration or are congruent with topics in HRM-as-intended.

From the analysis, it appeared that for congruent frames between groups to occur congruent frames among group members (among line managers and among HR professionals) is necessary but not necessarily sufficient. Frames among group members should be congruent, because incongruent frames in one group automatically lead to incongruent frames between groups. However, it is possible that despite congruent frames among group members in both groups still incongruent frames between the two groups occurs (see training in HRM-in-use). In this case, both groups have different frames, perhaps caused by totally different interests of groups (Lin & Silva, 2005).

Differences in HRM frames among group members could be due to the amount of interactivity (Lin & Silva, 2005; Balogun & Johnson, 2004) in combination with their roles and responsibilities (Yoshioka et al., 2002) or concerns of the group (Lin & Silva, 2005). The group of HR professionals exist of three persons and meet at least once a week and are primarily responsible for HRM. Of the group of 14 line managers more than half works in production. Line managers in production work in two shifts, so half of them meet on a daily basis and in offices they meet daily. For all line managers, HR responsibilities are no primary concern or core activities. They are primarily responsible for producing orders, purchasing, logistics, maintenance, modelling or for engineering. As a consequence of their role and responsibilities, meetings in production and offices are not primarily about HR tasks. Meetings of line managers probably result in less reframing and aligning thoughts than meetings of HR professionals for whom it is their responsibility to implement HR strategies, HR policies and HR practices and thus are probably also motivated to understand all HRM frame domains in a similar way.

In line with Iivari & Abrahamsson (2002) and Gallivan (2001) differences in frames among line managers could be due to the different experiences they had with the HR Portal. Differences in experiences could be due to several reasons. Due to the variation in employees



of line managers it could be that line managers did not have to perform the same HR tasks, because there is no ‘demand for’. This affects line managers’ actual experiences with the HR Portal. Line managers are responsible for HR for about one year and not everybody had to write: a plan of approach for long term illnesses, declarations or approving a bicycle plan. Due to these differences and the flexibility to actually use the system (see differences in PPM use) line managers’ experience could vary and consequently affect their frames differently. Additionally, office employees’ general attitude towards the HR Portal seems to be different, more relaxed or careless, than employees in production. This could be due to a.) their general attitude that it is ‘*learning on the job*’, b) their education level, which influences line managers’ ability to understand what the HR Portal tells them to do or c) that they do not get notifications all the time, because office employees are different than employees in production (e.g., less absenteeism and more self-managing). Although no hard evidence was found for these differences, it could possibly explain the differences in frames; it could influence the way they experience the HR Portal (Gallivan, 2001).

Analysis showed that incongruences in frames among HR professionals are mostly between the direct HR professionals on site and the indirect HR professional off-site: the HR cluster manager. In line with Yoshioka et al. (2002) the geographical dispersion between HR professionals could contribute to incongruences in frames among HR professionals. For example: opinions about the amount information provided by the HR Portal used by line managers, the accessibility problems on site C and the registration of local guidelines. It could be that the geographical dispersion prevents the HR cluster manager from knowing all details on site C. Possibly there are other priorities discussed during the weekly meetings.

### 5.3. TRUST

Analysis showed that trust in the HR Portal can be indicated as confident trust. As is shown in figure six, trust in the HR Portal is higher than propensity to trust. This indicates that the trust scale measures something else than only propensity to trust (i.e., trust in the HR Portal). The boxplots show that 75% of the respondents scored three or higher on a five-point Likert scale, which is indicated as confident trust. 25% of the respondents scored below three, which are indicated as distrust in the HR Portal. Distrust could be caused by the accessibility problems of the HR

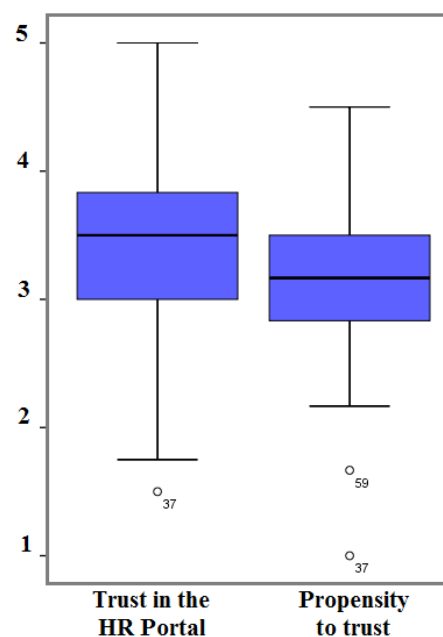


Figure 6: Boxplot trust in the HR Portal vs. propensity to trust

Portal. The boxplots also show two outliers, of which one wrote on the survey that they experienced a lot of login problems (e.g., login problems at home and the necessity of changing their password over time).

It could also be that respondents that did not report problems with the HR Portal do experience problems, but did not write it on the survey like others did. Analysis showed there is a slight difference in trust in the HR Portal between employees in production (mean = 3.34) and in offices (mean = 3.5). It could be that a higher education level and more frequent use of computers affects office employees' trusts in the HR Portal positively, while employees in production on average have less computer experience and a lower vocational education.

This research focused more on congruence of content rather than content of HR policies and practices itself, the size of the department and employees' qualifications which also could influence trust. For example, research among 191 front-line workers, supervisors and managers showed that bundles of HR practices, the size of the department and employees' qualifications are related to system trust and interpersonal trust (Gould-Williams, 2003). Research among over 600 managers showed for example, that High Involvement Practices directly impact trust in the organization (Searle et al., 2011). It could be that the degree of trust in the HR Portal is positively or negatively affected by one of these practices, the size of the department and employees' qualifications. Although a distinction has been made in trust means between production employees and office employees, of which the latter is known to have a higher education than production employees, it is expected that there are also employees with higher educational studies involved on the production floor (e.g., model makers work on production floor).

In line with the lighting industry Philips focus more on energy-efficient, customised or smart lighting solutions (Philips, 2014a). Site C also coped with this change and reorganized their site in customer solution factory. This reorganization could affect one's job security which consequently could affect one's trust in the HRM system (Searle et al., 2011). Focus on reorganisation possibly also distracted attention from training and development of employees, which is reflected by the line managers, and possibly affected employees' trust in the HR Portal (Searle et al., 2011). Although the language of the survey is adjusted to site C and included some control variables, future research could include job security.

#### 5.4. CONTRIBUTIONS TO THEORY

This research on HRM frames, more specifically e-HRM frames, is an elaboration of research on frames in information technology (Lin & Silva, 2005; Khoo, 2001; Shaw et al., 1997; Or-

likowski & Gash, 1994), change management (Gallivan, 2001; Lin & Cornford, 2000) and talent management (Sonnenberg et al., 2014). It contributes to theory, whereas it explored the link between congruence of key actors' HRM frames and employees' level of trust in the HRM system. The case study showed that there could be a positive link between predominantly congruent HRM frames and confident trust.

Most research focused on best practices and its content influencing trust. This research followed a more process based approach, because it investigated key actors involved in the HRM process. Analysis showed that frames of line managers and HR professionals are at best predominantly congruent and at worst (in)congruent in the different HRM frame domains. Incongruent frames of key actors involved possibly enhances ambiguous and varied messages about the organisation's HRM system to employees' and increases one's thought of a distinctive, consistent and consensual HRM system (Sanders et al., 2012). Moreover, Weber & Mayer (2014) suggest that uncertainty arising from ambiguous and varied messages, resulting from incongruent frames, increases the chance of misunderstanding one's actions and motives and may destroy trust in the relationship. Ambiguous and varied messages resulting from incongruent frames of key actors involved could possibly increase uncertainty (Weber & Mayer, 2014; Kaplan, 2008) about the HRM system and affect employees' perceptions of HRM system trustworthiness and consequently employees' trust in the HRM system. So this research strengthens and elaborates process based work of Sanders et al. (2012) and possibly explains why predominantly congruent frames and confident trust are found in one case study.

Additionally, analysis shows that the higher the abstraction level of the HRM frame domain, the higher the congruence in HRM frames. This could be because identification with abstract subjects like cost-reduction is easier than identification with experiences, which differ a lot. Experiences differ a lot, because the HR Portal allows for flexibility, and possibly uncertainty, in applying the HR Portal for HR practices and applying HR guidelines in HR processes. The accessibility is not sufficient, because not everyone could login easily. This could be due to the software used, but it could also be that employees do not have or do not know how to order new login credentials. This difference in having login credentials results in two ways of using the PPM and COMPlanner tools, which consequently lead to different experiences and thus different frames.

This research also contributes to theory that congruent frames among group members are necessary, but not per definition sufficient. Frames of the two groups could still differ, although frames of group members are congruent. Additionally, analysis showed that when

incongruences in one HRM frame domain occurs incongruences in another HRM frame domains may arise.

From conversations with other researchers it was assumed that leadership also influences congruence in HRM frames. At site B the HR manager strongly promoted with the HR Portal and took care for each employee having their login credentials. On the site C the HR manager is new (has less than two years' experience at site C) and not everybody has or knows their login credentials. Remarkably, at site B frames of line managers and HR professionals were congruent on almost all topics and trust in the HR Portal (mean = 3.35) was almost the same as at site C (mean = 3.38). So leadership does not seem to be an important variable in the link between congruence in HRM frames and trust in the HR Portal.

### 5.5. CONTRIBUTIONS TO PRACTICE

From system analysis, it appeared that the HR Portal is in between relational and transformational and from interviews it appeared that it is rather between operational and relational. Site C does not make use of all the possibilities the HR Portal provides. This is partially due to the fact that some employees do not have or know their e-mail addresses (which prevents to make use of PPM and subsequently integrate PPM and COMPlanner) and partially because site C chose to (e.g., own time registration, own registration of holidays). Ambiguity about executing HR tasks partially prevents HR professionals from performing value-adding activities. Almost all line managers mentioned that they went to an HR professional right away or after checking the HR Portal or asking people services whenever they have questions. Additionally, not having all employees in digitally evaluated in PPM increased complexity and consequently still demands involvement of local HR professionals.

Analysis showed that frames among line managers are less congruent than frames among HR professionals. Incongruent frames could imply a difference between intended and implemented HR policies and practices (Ridder et al., 2012). Effective implementation could be slowed down by differences in intended and actual HR practices (Ridder et al., 2012). So for the purpose of the HR Portal, the shift to Workday and the intentions of Philips' HRM system, it is important to align frames between line managers, between HR professionals and between these two groups.

Most important differences in HRM frames were related to:

- The accessibility of the HR Portal.
- The use of the possibilities the HR Portal offers for automation of HR practices.
- The registration of and knowledge about local HR guidelines.

- The way that HR controls HR guidelines and HR practices.
- Where line managers (have to) turn to if they have HR-related questions.
- The HR-related training provided for line managers.
- The opinions about and way of working in COMPlanner and PPM.
- The declaration procedure in Concur.
- The amount of information on the HR Portal used by line managers.
- The opinions in general about the ease of use of the HR Portal.
- The role of the HR professional with respect to confidential matters of employees.

(Re)aligning frames about these topics could occur through processes of social interaction (Balogun & Johnson, 2004), clear communication (Gallivan, 2001), social phenomena (Lin & Silva, 2005), requirement shaping (Ovaska, 2005) and sending unambiguous messages (Bowen & Ostroff, 2004). Keeping these processes in mind, I have set some topics which need attention to (re)align frames and possibly increase trust;

### **Managing accessibility**

Make the HR Portal accessible for different computers and internet browsers. Also get each employee an e-mail address and make retrieving new or current login credentials easily possible. This would solve problems related to accessibility as well as it increases the use of the HR Portal. Evaluations are then possible in the PPM tool and automatically will be uploaded in COMPlanner. It would also solve all problems with the tool Recognition, in which an employee in the end still not could benefit from his or her Recognition points, because he/she did not have an e-mail address. Solving accessibility problems could minimize incongruences in frames in HRM-as-intended as well as in HRM-in-use.

### **Following HR guidelines and taking responsibility**

Make in an understandable language HR processes clear and underline line managers' responsibility to follow these guidelines. This involves writing down and distributing local guidelines to all line managers as well as providing the right information about relevant HR policies at the right point in time in the process in the HR Portal. Locally arranged solutions such as the ABC are not controlled by HR and therefore could increase incongruent frames. To make sure that line managers recognize HR tasks as their responsibility, it should be included in their job description and should be clearly communicated. This way everybody knows exactly what is expected, who is held responsible and HRM gets a higher priority. Managing the local

and national guidelines and emphasising line managers' responsibility could increase congruent frames in HRM-as-composed and HRM-in-use.

### **Managing flexibility**

Some parts of the HR Portal cannot be managed by the HR Portal. This increases flexibility or 'freedom' for line managers' interpretation. In combination with a little amount of experience and knowledge this possibly causes uncertainty and incongruence. To align frames, increase HR knowledge and the confidence to cope with this flexibility HR professionals could arrange monthly trainings to provide an opportunity to discuss new problems or situations. This way Philips provides an opportunity to discuss HR tasks and relevant processes and (re)shape frames.

## **6. LIMITATIONS AND CONCLUSION**

The first and most obvious conceptual limitation of this research is that trust in the HRM system is not only affected by (in)congruent HRM frames of key actors. However, the purpose of this research was not to investigate which variables influence trust, but rather whether (in)congruence is related to trust. Future research could include factors, like High Involvement HR Practices, the size of the department and the company, employees' qualifications and job security (Searle et al., 2011; Gould-Williams, 2003), to figure out to what extent these factors influence employees' trust.

This research did not aim to prove the relationship between congruent HRM frames of HR professionals and line managers and employees' trust in the HRM system, but rather to explore this link. Future research could measure this relationship parametrically by recoding congruence quantitatively. Therefore, one should first know which employee belongs to which line manager. Secondly, after coding and analysis of interviews per line manager has been performed, one could assign the congruence into classes of congruence. Transforming qualitative data into quantitative data makes it possible to process the degree of congruence and employees' trust per manager in for example SPSS. This way one knows per employee the degree of trust and the degree of congruence of their manager. To assign frames of line managers in classes of congruence future research should first determine how to weight topics and define and qualify these classes of congruence.

The content of topics in each HRM frame domain was not weighted in this research. It could be that some topics are more important than others. Topics were equally weighted and subsequently percentages of congruence were calculated (see chapter five). Whenever there was an indication for incongruence the topic was marked as incongruent and thus results indicate a worst case scenario. Weighting topics possibly would therefore be even more beneficial for our research question.

Besides missing quantitative evidence for the congruent frames-trust relationship, this research includes mostly line managers and HR professionals with less than two years' experience with the HR Portal at site C. This research is a snapshot of a certain point in time, which is typical for a study based on technological frames (Davidson, 2006). It would therefore be interesting to see how frames towards the HR Portal and employees' trust in the HRM system develops over time and how they react on possible changes implemented by the management as a consequence of this report.

## Conclusion

Besides the limitations we are confident that this case study provides enough data to contribute to theory. So far, knowledge about HRM frames in relation to trust was limited. Trust is for several reasons important for all companies to ultimately achieve higher performance. Congruent frames have proven to be beneficial for organizations. Additionally, due to the devolution of HR responsibilities more actors, with different backgrounds, are involved in the HRM. Possibly these different actors would have different frames and cause ambiguous, inconsistent signals to employees, which might affect their trust in the system negatively. It was expected that congruent HRM frames was related to a high level of trust in the HRM system. To explore this relationship an explorative study was established to answer the following question:

*In what way are congruent HRM frames of HR professionals and line managers linked to employees' trust in HRM?*

From the analysis, it appeared that there is a possible positive link between congruent HRM frames between HR professionals and line managers and employees' trust in the HRM system. Results also show that this relationship is more complex. This case study showed that there is a link between predominantly congruent HRM frames and confident trust (see figure seven). Other contributions to theory are:

- Frames among HR professionals showed higher congruence than frames among line managers in each HRM frame domain, possibly because of their different roles, responsibilities and concerns.
- The higher the abstraction level of the HRM frame domain, the less incongruence in frames occurred.
- Congruent frames among line managers and among HR professionals was necessary, but not per definition sufficient for congruent frames between these two groups.
- Incongruent frames in one HRM frame domain could be an indication of incongruent frames in other HRM frame domains.
- Leadership does not seem to be an important variable in the link between congruence in HRM frames and trust in the HR Portal.



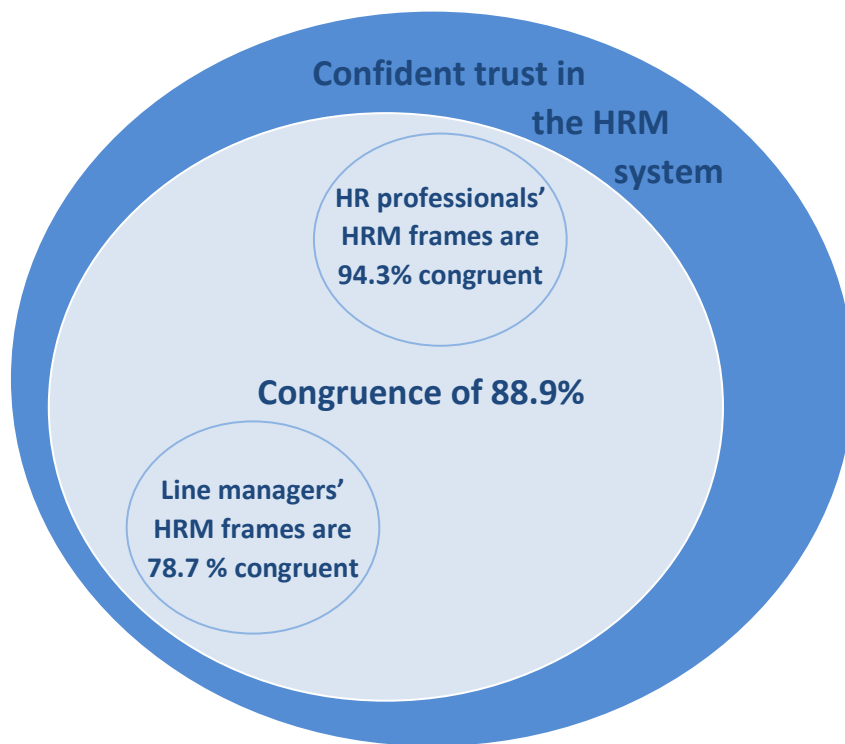


Figure 7: Research guideline adjusted for our findings

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## APPENDIXES

### APPENDIX 1: RELATIONSHIP BETWEEN TRUST & ATTITUDES, BEHAVIOURS AND PERFORMANCE

Author	Primary findings	Research method
<b>Performance</b>		
Colquitt et al., 2007	Trust is moderately related <b>to (+) task performance</b> and <b>(-) counterproductive behaviour</b>	Meta- analysis of 132 independent samples.
Mayer and Gavin (2005)	Trust in plant and top managers has (+) effect on <b>employees' ability to focus attention on value-producing activities</b> , and is subsequently related to a multi-faceted treatment of performance	A cross-sectional study in a small non-union manufacturing firm headquartered in the Midwestern US among around 250 employees and their supervisors
Gould-Williams (2003)	Systems trust has a (+) effect on <b>organisational performance</b> .	A postal survey among 191 public-sector employees working in Wales.
Davis et al. (2000)	Trust in general manager has (+) effect on <b>business unit performance</b>	A longitudinal study among employees in a chain of nine restaurants using surveys
Dirks (2000)	Trust in leader has (+) effect on <b>group performance</b>	Cross-sectional research on team level from a sample of 12 US men's college basketball teams
Davis & Landa (1999)	Trust in managers has (+) effect on <b>productivity</b>	A cross-sectional study among 50.000 Canadian employees
Klimoski & Karol (1976)	Trust in partners has (+) effect on <b>group performance</b>	Experimental research with members of 29 four-person groups
<b>Communication, knowledge sharing &amp; learning</b>		
Moghadam, Zavari, Enayati & Lari, 2013	Organisational trust has (+) effect on <b>organisational learning and entrepreneurship</b>	Studied among 130 employees of small companies in Mashhad and Nishabour
Kianfar, Siadat, Hoveida & Abedi, 2013	Organisational trust has (+) effect on <b>intellectual capital</b> .	Studied among 327 full-time members of medical and non-medical state universities in West Iran
Singh & Srivastava, 2013	Organisational trust has (+) effect on <b>employee knowledge sharing</b>	Studied among 303 managers from top, middle and lower managerial levels from manufacturing and service organisations in India
O'Reilly & Robers (1974)	Trust has (+) effect on <b>amount of information sent to superior</b>	Experiments with three experimental conditions, were 171 graduate and undergraduate students at the University of California
Roberts & O'Reilly (1974)	Trust in leader has a (+) effect on <b>perceived accuracy of info.</b>	95 in a US military unit participated in a questionnaire on trust and communication.
Zand (1972)	Trust has (+) effect on <b>openness in communication in group</b>	Experimental research with two different groups of middle level managers (low and high trust) in a US international electronics company
<b>Organisational Citizenship behaviour (OCB)</b>		
Rafieian, Soleimani & Sabounchi, 2014	Organisational trust has (+) effect on <b>OCB</b>	Studied among 114 physical education teachers in West of Iran
Liu, Huang,	Organisational trust has (+) effect on	Studied among 378 employees of domestic hotels

Huang & Chen, 2013	<b>OCB</b>	located in Taiwan
Colquitt et al., 2007	Trust is moderately (+) related to <b>citizenship behaviour</b>	Meta- analysis of 132 independent samples.
Pillai et al. (1999)	Trust has a (+) effect on <b>OCB</b>	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.
Robinson (1996)	Trust in organisation has (+) effect of <b>OCB</b>	Longitudinal study of 125 newly hired managers (alumni) of US Midwestern graduate business school
McAllister (1995)	Trust in co-worker has (+) effect on <b>OCB</b>	Cross-sectional research with 194 managers and professionals from various industries in California
<b>Negotiation process/ conflict management</b>		
Butler (1999)	A climate of positive trust will lead to <b>more effective and less complex negotiations</b>	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'.
De Dreu et al. (1998)	Trust between negotiators has (-) effect on <b>conflict</b> .	90 business students of the University of Groningen engaged in (2x2) experimental sessions in which they performed a negotiation task.
Porter & Lilly (1996)	Trust within group has (-) effect on <b>conflict in team</b>	Cross-sectional data from 464 individuals in 80 student teams of Indiana University working on a new product introduction case project
<b>Commitment</b>		
Singh & Srivastava, 2013	Organisational trust has (+) effect <b>affective commitment</b> .	Studied among 303 managers from top, middle and lower managerial levels from manufacturing and service organisations in India
Akpınar & Taş, 2013	Organisational trust has (+) effect on <b>affective commitment</b>	Studied among 531 employees from Kocaeli University Research Hospital in Turkey
Liu & Wang, 2013	Organisational trust has (+) effect on <b>organisational commitment</b> .	Studied among 958 employees at five hospitals in Southern China
Yilmaz, 2008	Organisational trust has (+) effect on <b>perceptions of organisational commitment</b>	Studied among 120 teachers in public primary schools in Kütahya city centre
Tanner, 2007	Organisational trust has (+) effect on <b>affective commitment and normative commitment</b> .	Studied among 120 employees of Albemarle Hospital
Albrecht & Travaglione (2003)	Trust in senior management has a (+) effect on employees' <b>emotional commitment</b> to their organisation.	A questionnaire on antecedents and outcomes of trust in two public-sector organisations with a total of 750 respondents.
Dirks & Ferrin, 2002	Trust is related to (+) job satisfaction, <b>organisational commitment</b> , intention to quit, belief in information provided by the leader, <b>commitment to decisions</b>	Meta-analysis of 106 independent samples
McAllister (1995)	Trust in co-worker has (+) effect on <b>commitment</b>	Cross-sectional research with 194 managers and professionals from various industries in California
<b>Turnover/intention to leave the company</b>		
Farooq & Farooq, 2014	Organisational trust has (-) effect on <b>turnover intentions of employees</b>	Studied among 597 employees of private-sector companies operating in South Asia
Singh & Srivastava, 2013	Organisational trust has (-) effect on <b>turnover intentions</b>	Studied among 303 managers from top, middle and lower managerial levels from manufacturing and service organisations in India
Dirks & Ferrin, 2002	Trust is related to (+) job satisfaction, organisational commitment, <b>intention</b>	Meta-analysis of 106 independent samples

	to quit, belief in information provided by the leader, commitment to decisions	
Costigan <i>et al.</i> (1998)	Trust in employer has (-) effect on <b>desire and intent to leave the company</b>	A cross-sectional study with 35 full-time employees, to test trust between focal employees and their co-workers, supervisors, and top management
Mishra & Morrissey (1990)	Trust in an organisation negatively influences the <b>intention to turnover.</b>	Perceptions of employee/employer relationships were measured using a survey using data from 143 companies in the area of Michigan (U.S.)
<b>Others</b>		
Correia Rodrigues & De Oliveira Marques Veloso, 2013	Organisational trust has (+) effect on <b>employees' behaviour in risking new ideas</b>	Studied among 244 employees from a textile company in Braga, Portugal.
Ribiere, 2009	Organisational trust has (+) effect on <b>success levels of knowledge management initiatives</b>	Studied among 97 organisations, mainly in US, that had experience with knowledge management.
Chathoth, Mak, Jauhari & Manaktola, 2007	Organisational trust has (+) effect on <b>job satisfaction and service climate</b>	Studied among 77 employees of four 5-star hotels in Asia
Colquitt <i>et al.</i> , 2007	Trust is moderately to strongly related to <b>risk taking (+)</b>	Meta- analysis of 132 independent samples.
Tanner, 2007	Organisational trust has (+) effect on <b>job satisfaction</b> , affective commitment and normative commitment.	Studied among 120 employees of Albemarle Hospital
Costigan <i>et al.</i> (1998)	Trust in employer has (+) effect on <b>perceived effectiveness of the company's reward system</b> , 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
Thau, Crossley, Bennett & Sczesny, 2007	Organisational trust has (-) effect on <b>employees' antisocial behaviours</b>	Studied among 106 employees from Dutch health care organisations
Albrecht & Travaglione (2003)	Trust in senior management has a (-) <b>effect on being cynical towards change.</b>	A questionnaire on antecedents and outcomes of trust in two public-sector organisations with a total of 750 respondents.
Dirks & Ferrin, 2002	Trust is related to (+) job satisfaction, organisational commitment, intention to quit, belief in information provided by the leader, commitment to decisions	Meta-analysis of 106 independent samples
Davis & Landa (1999)	Trust in managers has (+) effect on productivity and (-) effect on <b>stress</b>	A cross-sectional study among 50.000 Canadian employees
Rich (1997)	Trust in supervisor has a (+) effect on <b>job satisfaction</b>	183 dyads of sales employees and their direct manager from 10 different U.S. companies participated in a survey on job satisfaction.
Robinson, 1996	If high trust levels are established and maintained organisations might be <b>immune to the negative consequences of psychological contract breach</b>	Longitudinal field study on 125 newly hired managers
Scott, 1980	Trust in supervision and management has (+) effect on how <b>management by objectives' success is perceived</b>	6 months, single case study, using 116 usable questionnaires in one transportation department of a major city
Driscoll (1978)	Trust in organisational decision making has a (+) effect on <b>job satisfaction</b>	109 academics of a faculty of liberal arts in New York participated in a mail questionnaire on satisfaction.

## APPENDIX 2: TRUST AS MEDIATOR OR MODERATOR

Author	Primary findings	Research method
<b>Performance</b>		
Li, Bai & Xi, 2012	Organisational trust mediates the relationship between <b>transformational leadership, formalization and ethical value on in-role and extra-role performance.</b>	Studied among 444 employees from 82 firms in China
Innocenti <i>et al.</i> (2011)	Trust in superior moderates the relationship between <b>HRM practices and employee attitudes and their performance</b>	Cross-sectional research from 46 Italian companies conducted with 9,166 employees and HR managers
<b>Commitment</b> <i>(has been found to negatively influence the intention to turnover – Gould-Williams, 2003)</i>		
Liu & Wang, 2013	Organisational trust partially mediates the relationship between perceived risk in employment and <b>organisational commitment</b>	Studied among 958 employees at five hospitals in Southern China
Farndale <i>et al.</i> (2011)	Trust in senior management strengthens the link between <b>performance management dimensions of HC work practices and commitment</b>	A cross-sectional, multi-level study with 524 questionnaire responses collected from four cross-sectional large UK organisations
Pillai <i>et al.</i> (1999)	Trust in leader mediates the relationship between <b>leader behaviour and commitment</b>	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.
<b>Turnover/intention to leave the company</b>		
Farooq & Farooq, 2014	Organisational trust mediates the relationship between <b>distributive and procedural justice and turnover</b>	Studied among 597 employees of private-sector telecommunication companies operating in South Asia
Alfes <i>et al.</i> (2012)	Trust in the employer moderates the relationship between <b>perceived HRM practices and task performance, turnover intentions and individual well-being.</b>	Cross-sectional data from 613 employees and their line managers in a service sector organisation in the UK
Albrecht & Travaglione (2003)	Trust in an organisation will affect the <b>extent and conditions under which employees intend to remain employed in the organisation.</b>	A questionnaire on antecedents and outcomes of trust in two public-sector organisations with a total of 750 respondents.
Robinson (1996)	Trust in organisation mediates relationship between <b>psychological contract violation and intent to remain with employer</b>	Longitudinal study of 125 newly hired managers (alumni) of US Midwestern graduate business school
<b>Organisational Citizenship Behaviour (OCB)</b>		
Liu, Huang, Huang & Chen, 2013	Organisational trust partially mediates the (-) relationship between <b>psychological contract breach and OCB</b>	Studied among 378 employees of domestic hotels in Taiwan
Dolan, Tzafrir & Baruch, 2005	Organisational trust mediates the positive relationship between <b>procedural justice and OCB</b>	Studied among 230 participants in the Israeli labour force
Konovsky and Pugh (1994)	Trust in superior mediates the relationship between <b>justice and OCB</b>	Cross-sectional data from 475 US hospital employees and their supervisors
<b>Combinations and other</b>		
Alfes <i>et al.</i> (2012)	Trust in the employer moderates relationship perceived <b>HRM practices and task perform-</b>	Cross-sectional data from 613 employees and their line managers in a service sector organi-



	<b>ance, turnover intentions</b> and individual well-being, <b>but not organisational citizenship behaviour.</b>	sation in the UK
Hopkins & Weathington, 2006	Organisational trust partially mediates the relationship between distribute justice and <b>turnover intentions</b> , procedural justice and organisational satisfaction, and procedural justice and <b>affective commitment</b> . Trust fully mediates the relationship between distributive justice and <b>organisational satisfaction</b> , distributive justice and <b>affective commitment</b> , and procedural justice and <b>turnover intentions</b>	Studied among 184 employees of one of the largest transportation organisations in the eastern United States
Robinson (1996)	Trust in organisation mediates relationship between <b>psychological contract violation</b> and <b>job performance</b> .	Longitudinal study of 125 newly hired managers (alumni) of US Midwestern graduate business school

### APPENDIX 3: HOW TO (IN)CONGRUENT (GENERAL) (GENERAL/HRM) FRAMES COME ABOUT

Author	Primary findings	Research method
Balogun & Johnson, 2004	Frame development is dependent on setting, reallocation sequence or replacement sequence, availability of channels or mechanisms to facilitate the resolution of conflicts caused by different frames Furthermore they identified a frame development pattern. Sensemaking and individual and collective frames change occurring through <b>processes of social interaction</b>	Longitudinal (2 years) interpretive case study in which they examined change from a middle manager's perspective during an imposed shift from hierarchy to a modular organisational form by collecting data from diaries, in dept interviews with the diarists (90) and focus groups.
Bowen & Ostroff, 2004	Unambiguous messages (through distinctive, consistent, consensus HRM) send to employees result in a shared construction of the meaning of the situation.	Conceptual framework builds on literature review
Gallivan, 2001	All frames are grounded in different assumptions each can be traced to distinct <b>experiences</b> and <b>historical precedents</b> for each stakeholder group Clear <b>communication</b> that is well understood by the message recipients is a necessary and critical condition for any change initiative to succeed.	Four firms that were in the process of implementing client/server development and re-skilling their IT staffs served as research sites for this study; 55 interviews were conducted
Gioia & Chittipeddi, 1991	<b>There is a (+) effect between the successful sensegiving and sensemaking activities of top management on the effectiveness of managing change</b> ; thus sensegiving and sensemaking influence frames	A large ethnographic study in a large, public university
Kaplan, 2008	<b>Ambiguities in the environment led to diverging frames</b> about what was going on and what should be done	Ethnographic observational study of strategy making in the Advanced Technologies Group (ATG) of CommCorp, a multidivisional manufacturer of communications technologies broadly representative of large Observation of activities associated with two focal initiatives, 80 unstructured interviews, observed 33 meetings and analysed documentation for each project
Lin & Cornford (2000)	Result shows that incongruence in frames did not lead to an unsuccessful adoption of technology. It was successful, but research draws the attention to reshaping employees' frames. In order to do so managers need <b>different strategies in different stages in the implementation process</b> .	Single case study: a bank trying to replace an old e-mail system with a new one; semi-structured interviews (6 people); Documentations and memoranda (163 files); Informal conversations (e.g., lunch in the canteen); Observations of conversations between colleagues at work.
Lin & Silva, 2005	Incongruence of technological frames occurs because <b>each group has its own unique background and concerns</b> . Based on their background and concerns each group forms its own interpretation and expectations of the technology  Social phenomena such as <b>language, symbolic power, and communication processes</b> can frame and reframe	Single case study with semi structured and formal interviews, 162 documents were analysed and observations of the staff

livari & Abrahamsson, 2002	<p>Differences frames are related to different <b>sub-cultures</b> (usability specialists, software engineers and managers).</p> <p>Differences in frames are categorised in:</p> <ul style="list-style-type: none"> <li>- in views of nature of the technology</li> <li>- motives for implementing the technology</li> <li>- experiences gained and interpretations made of the use of the technology</li> </ul>	One year case study; 20 interviews, memos from meetings and e-mail correspondence
MacLeod, Davidson, 2007	<p>There is a (+) effect of <b>organisational storytelling</b> to the support of the creation of shared meaning</p> <p>There is a difference in shared meaning and sense-making; challenges exist if messages shared through stories are not the messages listeners receive; story effectiveness is dependent on the storyteller's skill and the message shared as well as the audience ability to listen</p>	Literature review, conceptual research, non-empirical
Ovaska, Rossi & Smolander, 2005	<p>Frames could be influenced by <b>requirement shaping</b> (the process where attitudes and expectations are filtered, shifted and negotiated repeatedly)</p> <p>Preconceptions, attitudes and expectations <u>filter</u> the understanding of software requirements</p> <p><u>Negotiating</u> between project participants resolved issues caused by filtering</p> <p><u>Shift</u> in these attitudes and expectations facilitated changes in the understanding of requirements</p>	<p>Large e-commerce platform development project of an international ICT company</p> <p>Study followed a grounded theory approach in which data analysis followed, open coding, axial coding and selective coding.</p> <p>Data collected through documentation analysis and additional interviews</p>
Yoshioka, Yates, Orlikowski, 2002	<p>Differences in interpretative schemes <b>across sites, nationalities, roles and over times.</b></p> <p>Can explain the difficulties in use, limited development of persistent norms and fall into disuse of a technology.</p> <p>Different expectations and assumptions of the participants, together with the absence of compelling motivations among the participants <b>made it difficult for the new technology to become an established communications medium in this global organisation`</b></p>	<p>Investigated a collaborative system designed to host distributed electronic meetings among the geographically dispersed sites of a large global Japanese firm.</p> <p>Data from: complete text logs of 9 meetings from all three phases, e-mail archives, semi-structured interviews and a survey and 3 video-tapes from meetings.</p>

#### APPENDIX 4: ORGANISATIONAL OUTCOMES OF (IN)CONGRUENT (GENERAL/HRM) FRAMES

Author	Primary findings	Research method
Barrett, 1991	Incongruence of cultural assumptions between different sub-cultures have a negative <b>effect on the levels of adoption of a new technology</b> . Good implementation improves productivity and reduces operating cost.	Longitudinal in-depth case study of the London Insurance Market, carried out over the period 1993–1997 and an historical study of the market on the last few decades.
Benlian, 2013	Congruence between the perceptions of service teams and their leaders has a (+) effect on <b>team performance</b>	Survey data collected from 382 employees worked in 186 service teams of different companies
Billsberry, Ambrosini, Moss-Jones, Philip Marsh, 2005	There is a (+) effect of the peoples' sense of fit (frame structure including the degree of sense of fit) and that they are <b>attracted by, selected to and stay within an organisation</b>	Not an empirical paper, the goal of this paper was to identify a method, or methods, that can be used to explore and chart organisational members' own sense of fit by evaluating literature
Bondarouk, Looise, Lempink, 2009	Where HRM frames are significantly different, <b>difficulties and conflicts in HRM innovation implementation</b> are observed  HRM frames are presumed to facilitate <b>information processing, thus sense-making</b> , incongruent frames result in <b>unexpected and unintended misaligned assumptions, contradictory</b> to the desired HRM policies; HRM frames can be enabling and constraining	Qualitative research; Case study in a construction company that lasted for seven months in 2007; 21 interviews, observations and document analysis
Bondarouk, 2006	Congruent frames (+) improves <b>organisational performance</b>	A study about action-oriented group learning in the Implementation of information technologies; three companies were selected: a hospital, an insurance company and a university. 87 interviews were conducted
Bowen & Ostroff, 2004	The more HRM practices send strong signals about what strategic goals are most important and what employee behaviours are expected, supported, and rewarded relative to those goals, the more likely it is <b>those goals will be achieved</b> .	Conceptual framework build on literature review
Davidson 2002	Frames and shift in frames salience influence <b>sensemaking during requirement determinations during information system delivery</b> Repeated shifts in the salience of the business value of IT and IT delivery strategies frames <b>disrupted project participants' understanding of requirements and contributed to a turbulent RD process</b> .  Further findings: four technology frame domains; IT delivery strategies, IT capabilities and design, Business value of IT, IT-enabled work practices	Longitudinal (2,5 years) case study at a health care insurance company in the eastern US, 34 interviews
Davidson, 2006	It is necessary to assess areas of incongruence between groups and if necessary undertake interventions to align them; incongruence does not	<b>Literature review</b> , conceptual research, <b>non-empirical</b>

	always have to be problematic; it can also lead to broader knowledge base; but framing is an important concept <b>to develop shared meaning</b> ; research is needed to characterise patterns of frame structure and assess whether frame structure can be changed	
Doherty, Coombs, Loan-Clarke, 2006	<b>Shared frames (-) decreases interpretive flexibility</b> (the capacity of a certain technology to sustain divergent opinion). Initial interpretations of stakeholders are significantly influenced by the scope and adaptability (material characteristics) of the system's functionality, which in turn then determine how the system's functionality is appropriated and exploited by users.	Two in-depth case studies; interviews with a variety of key stakeholders within UK's National health Service , more specifically in Community Trusts, each of which had recently implemented a relatively standard information systems application;
Gallivan, 2001	<b>Stakeholder's behaviour in response to a change initiative</b> is shaped by the frames they hold about, the initiative they are, in turn based upon the context of their job roles and prior experiences Clear communication that is well understood by the message recipients is a necessary and critical condition for any change initiative to succeed.	Four firms that were in the process of implementing client/server development and re-skilling their IT staffs served as research sites for this study; 55 interviews with managers and employees from these firms
Gibson, Cooper & Conger, 2009	Incongruent frames (-) effect on <b>team processes and performance</b>  Greater perceptual differences are associated with decreases in team performance	Five companies from the pharmaceutical and medical product industry served as research sites for this study; each company had teams operating across a number of functional areas in several countries Survey data are obtained from 813 members of 104 teams.
Goodhew, 2005	Managers that have considerable simpler maps, using fewer concepts and fewer linkages were <b>higher performing</b> In situations where role demands are more complex, diverse and ambiguous, higher performing managers had more complex cognitive maps.	Field study, 30 branch managers
Hodgkinson & Johnson, 1994	Incongruent frames (-) effect on <b>similar expectations and interpretations</b> Incongruent frames lead to different expectations and interpretations  Frames may <b>prevent change (inertia)</b>	Research was carried out in the UK grocery retailing industry; 23 managers from two organisations were each interviewed using a variant of the cognitive taxonomic interview procedures
Hoffman et al., 2011	The effect of transformational leadership on <b>group-level effectiveness</b> is mediated by group-level person-organisation value congruence	Group – and individual level analysis of 140 target managers enrolled in an executive MBA program at a large university, providing 420 reports.
Kaplan, 2008	Incongruent frames (+) increases <b>problems in decision making and result in political framing practices</b>	Ethnographic study, The research was based on observations of strategy making in the Advanced Technologies Group (ATG) of CommCorp, a multidivisional manufacturer of communications technologies broadly representative of large Incumbent firms in the industry
Khoo, 2001	Diverse technological frames within a community	One case study.

	<b>is not itself counterproductive</b> , but should be accounted for in the design process.	TFT methodology; data collection through interviews, observation, content analysis of papers and documents and metrics.
Loohuis, Raesfeld and von Groen, undated	Differences in frames (-) effect on a <b>buyer-seller relationship</b> It can lead to the breakdown of the relationship. However, total breakdown can be necessary to make the adjustments necessary for further objects in use.	8 months participant observation study of a longstanding buyer-seller relationships
Shaw, Lee-Patridge, Ang, 1997	Congruence level among the technological frames of reference held by functional groups within an organisation can affect satisfaction with end-user support.  Level of congruence is related to <b>user satisfaction</b> ; Congruence in frames indicated satisfactions, incongruence in frames indicated dissatisfaction with the effectiveness of the computer systems of the organisation.	Large multinational corporation with regional headquarters in Singapore Survey + grounded theory
Orlikowski & Gash, 1994	Significant different frames of key groups could result in <b>difficulties and conflict around the development, use, and change of technology may result</b> . Incongruent frames are likely to experience <b>difficulties and conflicts around developing and implementing change policies</b> . Congruent frames lead to a <b>higher effectiveness</b> .	Literature review + case study of a large professional services firm that implemented a groupware technology for illustration. 5 months study was conducted to evaluate how the technology was understood and used by different organisational groups in the initial implementation stage. Data collection was conducted using unstructured interviews (90), reviews of materials (firm documents) and observations in the field (of trainings, meetings and individuals at work).
Park, 2008	Congruent frames about communication rules (+) effect on <b>group member satisfaction and possibly group performance</b>	The research involved 67 groups ( $N = 236$ ) performing a radio assembly task for 20 minutes,
Reger & Huff, 1993	Congruent frames (+) influence <b>organisational performance</b>	Personal construct theory, focus on 18 large bank holding companies in Chicago area, conducting interviews
Sonnenberg Zijdeveld, Brinks, 2014	Divergent interpretations increases the chances that <b>conflict situations</b> occur. Although an increased use of Talent management practices is related to <b>higher psychological-contract fulfillment, this relationship is weakened by incongruent frames</b>	A quantitative research with 2660 respondents within 21 organisations within Europe in a variety of public and private sectors
Weber & Mayer, 2014	Incongruence in frames can generate substantial conflicts in the exchange (from the transaction cost economics point of view) Because interpretative uncertainty, arising from incongruences in frames, <b>increases the chance of misunderstanding</b> , a trust-based relationship between the parties could be undermined	Experiments within two firms, one dominant another non dominant firm.

## APPENDIX 5: INTERVIEW PROTOCOL HR PROFESSIONALS AND LINE MANAGERS

Filial/department	HR Professional/Manager	Interview number:	Date:
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**My name is Liesbeth Kremer and in the context of my Master thesis I want to ask you questions about the HRM system in your organisation 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 emphasise that the information you provide will be treated highly CONFIDENTIAL. Information will never be passed on to third parties.**

**The interview will take about 45 minutes 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**

What is your function? (Official title)

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

Experience working for the organisation? (Development within company)

What's your e-mail address? (To verify answers given)

### **HRM-as-intended**

What do you think this [HRM subsystem] is designed to achieve? (Intended goal, purpose)

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

### **HRM-as-composed**

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

### **HRM-in-use**

How do you use this system in practice? (Use on a daily basis)

What do you think the consequences of this system are? (Consequences associated with the system)

### **HRM integration**

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



APPENDIX 6: ITEMS SURVEY; RESULT TRANSLATION BACKTRANSLATION AND CODES

<b>Part 1; General questions</b>			
Item	Code	English item	Dutch item
1	A1	How long did you work for Philips?	Hoe lang werkt u al bij Philips?
2	A2	What is your function?	Wat is uw functie?
3	A3	How long do you work in this function?	Hoe lang werkt u al in deze functie?
4	A4	What kind of contract do you have?	Wat voor type contract heeft u?
5	A5	What is your gender?	Wat is uw geslacht?
6	A6	Are you familiar with the HR Portal?	Bent u bekend met het HR Portal?
7	A7	Do you use the HR Portal?	Maakt u gebruik van het HR Portal?

<b>Vervolg deel 1</b> Based on Schoorman et al., 1996 cited by Mayer & Davis, 1999, p. 136				
Item	Code	Original item	Translated item	Variable
1	Pt1	One should be very cautious with strangers.	Men zou erg voorzichtig moeten zijn met onbekenden.	Propensity to trust
2	Pt2	Most experts tell the truth about the limits of their knowledge.	De meeste experts zijn eerlijk over de tekortkomingen van hun eigen kennis.	
3	Pt3	Most people can be counted on to do what they say they do.	Bij de meeste mensen kun je erop rekenen dat ze doen wat ze zeggen.	
4	Pt4	These days, you must be alert or someone is likely to take advantage of you.	Tegenwoordig, moet je alert zijn, anders is de kans groot dat iemand van je profiteert.	
5	Pt5	Most salespeople are honest in describing their products.	De meeste verkopers zijn eerlijk in het beschrijven van hun producten.	
6	Pt6	Most repair people will not overcharge people who are ignorant of their specialty.	De meeste monteurs zullen niet teveel in rekening brengen bij mensen die niet bekend zijn met hun diensten.	
7	Pt7	Most people answer public opinions polls honestly.	De meeste mensen beantwoorden publieke opinie vragen eerlijk.	
8	Pt8	Most adults are competent at their jobs.	De meeste volwassenen zijn competent in hun	

			werk.	
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**Part 2** Based on Searle et al. 2011 and Cummings & Bromiley, 1996 cited by Dietz & den Hartog, 2006

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

## APPENDIX 7: SURVEY EMPLOYEES

### 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?

- ☐ Onbepaalde tijd, full time (meer dan 31.5 uur)  
☐ Onbepaalde tijd, part time (minder dan 31.5 uur)  
☐ Bepaalde tijd, full time (meer dan 31.5 uur)  
☐ Bepaalde tijd, part time (minder dan 31.5 uur)

5. Wat is uw geslacht?

- ☐ Man  
☐ Vrouw

6. Bent u bekend met het HR Portal?

- ☐ Ja  
☐ Nee

7. Maakt u gebruik van het HR Portal?

- ☐ Ja  
☐ Nee



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

Dit waren de algemene vragen. Op **de volgende bladzijde** vindt u de vragen over 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.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2	Het HR Portal staat erom bekend dat het succesvol is in dat wat het probeert uit te voeren.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3	In het HR Portal worden zaken competent uitgevoerd.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4	Het HR Portal dient de belangen van werknemers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5	De behoeften en wensen van werknemers zijn belangrijk in het HR Portal.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6	In het HR Portal wordt het uiterste best gedaan om werknemers te helpen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7	Het HR Portal zorgt ervoor dat er nooit expres misbruik kan worden gemaakt van de gegevens van werknemers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8	Het HR Portal is ingericht volgens verantwoorde en morele principes en gedragscodes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9	Gebruiksrechten worden niet geschon- den in het HR Portal.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11	Ik denk dat het HR Portal werknemers helpt om te voldoen aan de verplichtin- gen van onze afdeling.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12	Naar mijn mening, is het HR Portal be- trouwbaar.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13	Ik heb het gevoel dat het HR Portal doet wat je vraagt.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Dit was de vragenlijst. Antwoorden zullen anoniem verwerkt worden.

Vriendelijk bedankt voor uw medewerking!

APPENDIX 8: SPSS OUTPUT PAIRED T-TEST

**Paired Samples Statistics**

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	Competence	3,2889	75	,76196	,08798
	Propensity to trust	3,1533	75	,56137	,06482
Pair 2	Benevolence/integrity	3,4022	75	,58963	,06809
	Propensity to trust	3,1533	75	,56137	,06482
Pair 3	Predictability	3,4356	75	,75729	,08744
	Propensity to trust	3,1533	75	,56137	,06482
Pair 4	Trust in the HR Portal	3,3822	75	,63259	,07304
	Propensity to trust	3,1533	75	,56137	,06482

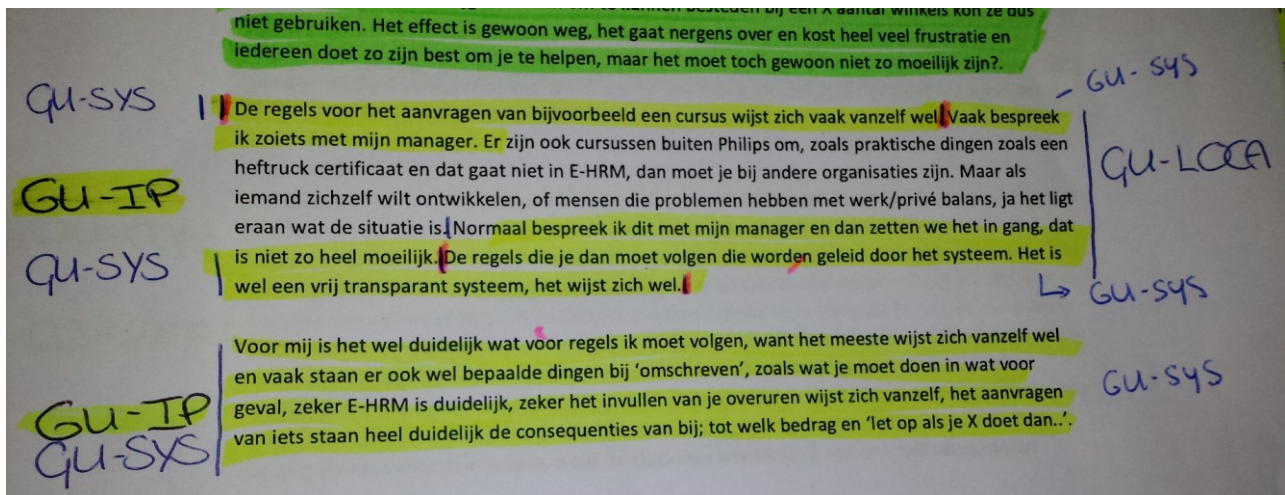
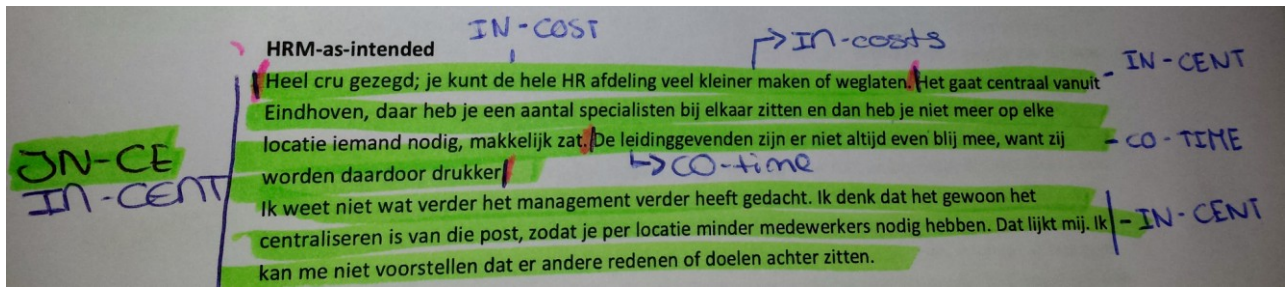
**Paired Samples Correlations**

		N	Correlation	Sig.
Pair 1	Trust HR Portal; competence vs. propensity to trust	75	,557	,000
Pair 2	Trust HR Portal; benevolence/integrity vs. propensity to trust	75	,581	,000
Pair 3	Trust HR Portal; predictability vs. propensity to trust	75	,582	,000
Pair 4	Trust HR Portal vs. propensity to trust	75	,613	,000

**Paired Samples Test**

		Paired Differences					t	df	Sig. (2-tailed)
		Mean	Std. Devia- tion	Std. Error Mean	95% Confidence Interval of the Difference				
					Lower	Upper			
Pair 1	Trust HR Portal; competence vs. prop- ensity to trust	,13556	,64764	,07478	-,01345	,28456	1,813	74	,074
Pair 2	Trust HR Portal; benevo- lence/integrity vs. propensity to trust	,24889	,52731	,06089	,12757	,37021	4,088	74	,000
Pair 3	Trust HR Portal; predictability vs. propensity to trust	,28222	,62719	,07242	,13792	,42653	3,897	74	,000
Pair 4	Trust HR Portal vs. propensity to trust	,22889	,52920	,06111	,10713	,35065	3,746	74	,000

## APPENDIX 9: COPY PART CHECK-CODING



\* These photos show that there are three types of handwriting. Although sometimes it looks like the researchers meant different things, by using different codes, all codes meant similar things except 'GU-LOCA'. This code was only included by one of the researchers.

## APPENDIX 10: CODE SCHEME

<b><u>HRM-as-intended</u></b>	
<b>IN-ACCE</b>	The HR Portal makes it possible for line managers and employees to access their account anywhere and anytime and manage HR.
<b>IN-AUTM</b>	Automation of HR tasks and processes; less paperwork, digitizing.
<b>IN-CENT</b>	The HR Portal centralises HR; everything can be found in one source.
<b>IN-COST</b>	The HR Portal is a cost-cutting exercise and is related to the efficiency or time managers spend on executing HR tasks and/or the amount of HR professionals necessary on site.
<b>IN-DEVO</b>	Perceptions about line managers and employees becoming more responsible for HR processes and activities.
<b>IN-EMP</b>	Perceptions about the ability of employees and line managers to do things themselves.
<b>IN-INFO</b>	HR Portal provides or discloses information, which otherwise is given by local HR professionals.
<b>IN-STAN</b>	The HR Portal affects standardization of HR; one way to do things.

<b><u>HRM-as-composed</u></b>	
<b>GU-CONT</b>	How HR controls the HR guidelines.
<b>GU-FLEX</b>	The flexibility the HR Portal allows in applying guidelines.
<b>GU-KNOW</b>	Knowledge guidelines.
<b>GU-LOCA</b>	Local guidelines or rules for executing HR processes.
<b>GU-NATI</b>	National or Philips own rules or guidelines.
<b>GU-NEED</b>	There is a need for guidelines expressed; how to...
<b>GU-NOT</b>	The notification line managers get affects their knowledge about what to do in terms of rules to follow.



<b>GU-SYS</b>	Guidelines and policies are embedded in the system.
---------------	---

### **HRM-in-use**

#### ***Consequences of the HR Portal***

<b>CO-CONF</b>	The HR Portal affects the role of HR with respect to confidential information.
<b>CO-DEV</b>	The HR Portal is accompanied with changed tasks and role for line managers.
<b>CO-FREQ</b>	The frequency one uses the HR Portal.
<b>CO-ROLE</b>	The current role of local HR people affected by the HR Portal.
<b>CO-TIME</b>	The HR Portal affects the time burden line-managers have for their work.

#### ***Daily use of the HR Portal***

<b>DU-COMM</b>	All kinds of support/assistance which affects employees' ability to use the HR Portal; also where people turn to if they have questions.
<b>DU-COMP/PPM</b>	Use of the HR Portal for COMPlanner for salary or use of the HR Portal for PPM processes and activities, these are about personnel evaluation or assessments.
<b>DU-CONC</b>	Use of the HR Portal for declaration processes or activities in Concur.
<b>DU-ECAR</b>	Use of the HR Portal for E-care; illness.
<b>DU-EHRM</b>	Use of the HR Portal for the E-HRM tool; overtime, illness , buying free days, bicycle plan, CAO a la carte, personal details such as pay slips.
<b>DU-EOU</b>	Ordinary ease of use working with the HR Portal and executing HR tasks, including problems associated with working with the system.
<b>DU-FOU</b>	Frequency of use affects the ease of use.
<b>DU-INFO</b>	Use of the HR Portal for looking up HR-related information.
<b>DU-T&amp;D</b>	Use of the HR Portal for Training and Development.

**HRM integration**

<b>RP-ACCE</b>	The HR Portal makes it possible to perform tasks anywhere, anytime.
<b>RP-ADM</b>	The role of the HR Portal is administration.
<b>RP-CENT</b>	HR Portal plays a centralization role, everything can be found there.
<b>RP-CONT</b>	The HR Portal makes sure you do everything right.
<b>RP-EMP/DEV</b>	The HR Portal affects the ability of employees and line managers to do things themselves and also affects the devolution of responsibilities.
<b>RP-IMP</b>	The level of importance of the HR Portal for Philips personnel management.
<b>RP-INFO</b>	The HR Portal has an information providing and managing role.
<b>RP-LHRP</b>	By using the HR Portal the need for local HR people is less.
<b>RP-STAN</b>	The HR Portal standardises procedures for every Philips site.
<b>RP-SUPP</b>	The HR Portal supports HR processes and activities.
<b>RP-TRAN</b>	The HR Portal affects transparency, for employees and for management.