CONGRUENCE OF HRM FRAMES AND TRUST IN HRM

Results of an explorative case study at Zara

Master Thesis Business Administration HRM

Author: Sureya Arun
First Supervisor: Prof. Dr. Tanya Bondarouk
Second Supervisor: Dr. Huub Ruël

University of Twente
October 31, 2014

UNIVERSITY OF TWENTE.

Congruence of HRM frames and trust in HRM

Results of an explorative case study at Zara

Master thesis Business Administation
Human Resource Management
University of Twente

Author:
Sureya Arun

Enschede, 2014

UNIVERSITY OF TWENTE.

Contents

Abstract

This paper explores the linkage between congruent HRM frames of HR professionals and line managers, and trust in HRM among employees. Therefore, the relationship between the HRM frames of the HR professional and the line managers have been analyzed together with the level of employee trust in the HRM system at Zara (Inditex), a large international retail company in the Netherlands. The paper draws on social cognitive research that views mental frames as precluding and challenging the processing of information through sense-making and sense-giving processes (Hodgkinson and Jonson, 1994). For HRM to affect firm performance it is suggested that HRM needs to send unambiguous messages to line managers and employees to obtain a shared meaning of the message that is sent and what is expected from them. Contradictions in these messages are likely to negatively influence the level of trust in HRM among employees. A mixed methods case study has been conducted at three business units of Zara. Semi-structured interviews were conducted with 7 line managers and 1 HR manager, together with survey questionnaires among employees and document analysis. The findings revealed there was observed congruence between the HRM frames of the HR professional and line managers. The HRM frames covered the knowledge, expectations and assumptions of both groups regarding the philosophy, policy and practices of the HRM system. Furthermore, a confident level of trust in the HRM system among the employees in the company under investigation has been found. Thus, this research has revealed the existence of a relationship between congruence in HRM frames and employees' trust in HRM. In addition, the study proved that good congruence between the two groups resulted in a relatively high level of trust among employees in the company.

Management Summary

Purpose of the research

This research departs from the idea that one of the main conditions for HRM success is that HR professionals and line managers perform people management in congruence with each other. Line managers become more responsible for the implementation of HR practices, due to the devolution of HR responsibilities to the line. The purpose of this study is to explore the link between shared HRM frames of HR professionals and line managers and employees' trust in HRM.

Case study: Zara

Zara was selected as the company to be studied. The people management at Zara can be traced to the Control oriented HRM system that aims to improve efficiency, by enforcing employee compliance with specified rules and procedures. The strategic objective of this control oriented HR system is to increase employee efficiency and productivity through greater emphasis on rules, regulations, and close monitoring to regulate employee behavior. For Zara, this Control oriented management system goals are to maintain order, a structured organization, and clarity in rules and procedures among all the organization members to focus eventually on the product in order to increase the sales performance and stimulate growth of the business units worldwide.

Findings

The study revealed high congruence within the HRM frames of line managers and the HR professional. The intended goals and managerial reasons for this people management to be in place were in common. This Control HRM system keeps the organization goals maintained by the strict guidelines and procedures and close monitoring to regulate employee behavior. In addition, both groups acknowledged that the composition of the HRM system's employee policy brings a lot of clarity regarding what is desirable and expected from all the members of the organization. For Zara, business operations speed is a high priority, which is expressed by the implementation of the HR practice time management. The line managers' use of the TGT HR instrument and HR practices like time management, team meetings and performance appraisals (evaluations) were congruent due to similar perceptions. Line managers perceived involvement of the line in HR practices as very important for designing and implementing HR activities, as they are responsible for creating value. Due to this system, the company manages centralized decision making with vertically oriented (top down) positioning roles. Furthermore, both line managers and HR think it is important that all the employees' activities and tasks are coordinated in a good and efficient manner. Finally, there was found to be a confident level of trust in the people management which could be linked to the high level of congruence among the HRM frames of both groups.

Recommendations to Zara

Although a high congruence within the HRM frames was found, some minor inconsistencies arose from this HRM system. We advise to anticipate on these differences and to strengthen the HRM system which will allow empowerment of the HR function and the best performance of their teams. More specifically, we recommend Zara:

- Develop a higher advanced TGT system regarding the registration of hours and other information concerning HR tasks. This saves a lot of time and calculations that can be used to focus more on the products in the business units. In this way, the employees can login and register their hours themselves.

- Regarding applying for holidays, it saves a lot of disappointments among employees and managers if there are less blocked off times in which they are not allowed to take vacation time. A proposal is to leave the vacation scheduling to the line, as they are very well aware in which periods they need to employ their human resources and in which periods they cannot be missed.

- Scheduling more time for training sessions to train both managers and employees. In this way the managers and employees remain up to date as to what is important in the business units, which ensures they continue to be reminded of what is desirable. Furthermore, management obtains a clear structure in the units concerning which employees should perform certain tasks.

- With regard to the performance of all the organizational members it is desirable that both groups are stricter with the guideline to hold performance appraisals or evaluations twice in six months.

- More communication accessibility is desired towards HR if line managers are unclear about whom to contact with difficulties about specific guidelines or tasks which need to be performed by the line managers. Second, HR should communicate more often with line managers about *how* to deal with certain situations that are difficult in practice. In this way, the line managers can manage to deal with certain situations themselves and HR can focus more on their own tasks.

- Line managers should communicate more openly and honestly towards employees, about the reasons concerning whether to renew or not renew employee contracts. By consulting for example the collective labor agreement, the line could try to manage certain situations themselves.

- Remain to provide HR assistance and involvement at the business units in order to show line managers and employees that personal contact is available.

Preface

This is my final master thesis to complete the master of Business Administration, specialization Human Resource Management. I am very grateful to contribute in this interesting project, set up by prof. dr. Tanya Bondarouk. The thesis deals with a subject that interests me, to explore HRM frames of line managers and HR professionals in a big international retail company (Zara), and how this relates to trust in HRM. Performing this research was an enjoyable time, in which I have not only learned much about HRM theory in organizations, but also to relate different subjects into real practice and gain insights which I can use in my personal working life. After all, this is the end of my student time at the University of Twente, but at the same time a beginning of something new in life which I am looking forward to.

I would like to make use of this preface to thank some persons in particular, who aided me with this thesis. First of all, I would like to thank Tanya Bondarouk, for giving me the opportunity to work on this project and guide me through this whole process of the research. Your positive attitude to approach everything, useful tips and comments were very helpful to finalize this research, and encouraged me to make the most of it. I would like to thank my second supervisor Huub Ruël as well, for his valuable feedback. Also, thanks to the whole HRM group of 7 researchers for sharing and providing useful content and positive meetings of discussions. Our meetings helped us all to move forward and really pushed the research into a higher level.

Furthermore, I would like to thank Zara, for their willingness in giving the opportunity and access into the business units and get in contact with the respondents to create the core of this study. Also, thanks to all the respondents, both the line managers and employees who took the time for the interviews and complete the questionnaires. Without you, results could not be presented and this thesis would not have been possible.

Moreover, thanks to my family and friends who always supported me. In particular, I would like to thank my dear parents for their great support, motivation and trust in me during my whole study.

Sureya Arun

Enschede, October 2014

1. Introduction

In recent developments, line managers nowadays have a crucial role in Human Resource Management (HRM) (Bos-Nehles, 2010). Due to the devolution of HR responsibilities to the line, line managers become more responsible for implementing HR practices on the work floor (Ulrich, 1998). This master thesis project departs from the idea that one of the main conditions for HRM success is that HR professionals and line managers perform people management in congruence with each other. The purpose of this study is to explore the link between shared HRM frames of HR professionals and line managers and employees' trust in HRM. In this research we have been engaged in a challenge whether HR professionals and line managers address HRM in a consistent manner, and if so, whether employees have a stronger trust in people management as a whole.

As academic research has shown, effective alignment of HRM practices between HR professionals and line managers affect employees' understanding of those messages. When messages are unambiguous they positively influence employees' attitudes and their intention to behave accordingly (Bowen & Ostroff, 2004). We expect that this alignment is directly and positively related to trust in HRM. When trust in the HRM function is strong, employees put more effort in placing organizational objectives into practice. It is proven that trust in the organization has positive organizational outcomes like a better communication (Zand ,1972), more organizational citizenship behavior (Robinson, 1996), less competitive behavior in negotiations (Butler, 1999), higher group and business unit performance (Davis, Schoorman, Mayer & Tan, 2000), a positive effect on organizational performance (Gould-Williams, 2003) , less conflicts (De Dreu, Giebels & Van de Vliert. 1998) and greater job satisfaction (Tanner, 2007).

Thus, if HR frames of HR managers and line managers are congruent, we expect that trust in HR will be better. We assume that employee trust is important in the attainment of HR goals and organizational performance. HRM effectiveness depends on the interpretations of the employees (Sanders et al., 2012). If messages of HRM are interpreted as HRM meant it, than HRM is expected to be effective when people management is performed in congruence. The HR department develops what they intend HR practices to be, line managers use these practices and implement them according to their own interpretations, where the intentions become actual practices, and employees then experience what they receive from line managers as perceived practices (Bos-Nehles and Bondarouk, 2012).

Research in the fields of IT implementation and Change Management have shown that shared frames have a positive and significant correlation with performance / effectiveness of implementation of technology and change. As research on shared frames has shown, it is beneficial if stakeholder groups have congruent frames (Kaplan, 2008). In this way, different groups will work towards similar goals (Bondarouk et al., 2009).

In light of recent developments, trust is an important aspect when firing/downsizing/reorganizing. It has been empirically proven that trust leads to a higher organizational performance (Gould-Williams, 2003). Therefore, when trust is high in this research, we assume that a higher performance is found. This paper argues that understanding interpretations of HRM intentions by HR professionals and line managers is critical to understanding whether HRM systems, as designed and implied by the HRM professionals, will be successful. We continue with this scholarly conversation and aim to build a conceptual model linking the congruence of HRM frames between HR professionals and line

managers with trust of employees in the HRM system as a whole as an organizational outcome. This study gains both theoretical and practical implications. The theoretical relevance is to create more insight into the differences between the frames of line managers and HR professionals. Also the concept of trust of employees is tested to be related to HR frames. For the company it has practical implications, due to the fact that this study aims to give insights in the effective communication of HRM between line managers and HR professionals. These knowledge and insights can function as an improvement plan for the HRM function.

Building on arguments above we aim to answer the central question as:

In what way are shared frames of HR professionals and line-managers linked to employees' trust in HRM at Zara in the Netherlands?

2. Congruence of HRM frames and Trust in HRM: towards a theoretical framework

2.1 HRM Frames

Orlikowski & Gash (1994) studied the underlying assumptions, expectations, and knowledge that people have about new technology that is implemented within their organization. Such interpretations of technology, referred to as technological frames, are central to understanding technological development, use, and change in organizations. The authors draw on a social cognitive research, in which the main idea is that if you understand how people interpret a technology, you can understand the way they interact with it. Individuals make sense of their interpretations through developing assumptions, expectations and knowledge of the technology (cognitions) that eventually shape the actions of individuals.

Orlikowski & Gash (1994) found that the frames of reference held by organizational members are guidelines that serve to organize and shape employees' interpretations of events and organizational phenomena. In this study frames of HR professionals and managers are explored to investigate what perceptions they hold on information or messages being introduced in the company regarding HRM. Organizational frames are flexible in content and structure, and refer to definitions of organizational reality that serve as vehicles for understanding and action (Gioia 1986, p. 50). Frames are 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"* (Gioia, 1986, p.56). They include knowledge, assumptions and expectations, which are expressed symbolically through language, visual images, metaphors, and stories. It basically means that individuals behave from out of their perceptions. These frames can be either facilitating or constraining. They can be helpful by allowing interpretation of ambiguous situations, reducing uncertainty in situations of complexity and change, and provide as a basis for taking action (Orlowski & Gash, 1994). Nevertheless, frames can be constraining when they inhibit creative problem solving, and distort information to make it fit to existing cognitive structures.

Frames are broadly discussed in the IT research. For example the term technological frame is introduced by Orlikowski & Gash (1994) to identify that subset of members' organizational frames that concern the assumptions, expectations, and knowledge they use to understand technology in organizations. It is assumed this also goes up for implementing a HRM system in human resource management of organizations. It is widely accepted that the successful adoption of an information system depends to a great extent on users' perceptions of this system. It follows then that an understanding of users' cognitive frames should be a key factor in managing the adoption of HRM systems (Lin & Silva, 2005).

In this research we define HRM frames as "the subset of cognitive frames that people use to understand HRM in organizations" (Bondarouk, Looise, Lempsink, 2009, p.475).
Gallivan (2001) found that different stakeholders have a different opinion about the order of change magnitude (whether it is a small, major or constant change) in the organization.

All frames are grounded in different assumptions each can be traced to distinct experiences and historical precedents for each stakeholder group (Gallivan, 2001). Frames arise from education, work experiences and interactions but frames could be also contextually specific to an organization (Orlikowski & Gash,1994). The stakeholder's behaviour in response to a change initiative 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. Therefore, the clear communication between HR professionals and line managers (stakeholders), that is well understood by the message recipients is a necessary and critical condition for any change initiative to succeed (Gallivan, 2001).

Frames (representations) of reality are seen to preclude and challenge the processing of information (Eden, 1992; Hodgkinson, 2001) through sense-making and sense-giving processes, when people face new actions, and interpret and communicate their thoughts about them. Any substantive change leads to an alteration of existing value and meaning systems (Gioa & Chittipeddi, 1991). 'Sense-making' deals with meaning construction and reconstruction by the involved parties as they attempted to develop a meaningful framework for understanding the nature of the intended strategic change. 'Sense-giving' is concerned with the process of attempting to influence the sense-making and meaning construction of others toward a preferred redefinition of organizational reality (Gioia & Chittipeddi, 1991). Organizational members (HR professionals and line managers) need to understand the intended change in a way that it 'makes sense', thus the HR professional must first develop a sense of the organization's internal and external environment. Following up on that an abstract 'vision' of the changed organization developed and is spread to line managers and employees via a process labelled 'sense-giving' (Gioia & Chittipeddi, 1991). Gioia & Chittipeddi (1991) revealed a positive effect between the successful sense giving and sense making activities of top management on the effectiveness of managing change; thus sense-giving (influencing action) and sense-making (understanding/cognition) influence frames. The acts of making sense of, and giving sense about the interpretation of new vision for the HR system constitute key processes involved in investigating and managing change. The initiation of the process involves a set of top management activities that are key to the effectiveness of the overall change process. The activities involve reciprocal processes of cognition and action, and entail cycles of understanding and influence which can be captured under sense-making and sense-giving (Gioia & Chittipeddi, 1991). Thus, first the HR department has to give the line managers a message about the intended HRM activity. Second, the line managers have to receive this HR message from the HR department. In these steps, the HR professionals start with the sense-giving process and then the line managers have to make sense of these messages. It is in this sense-making process that they develop particular assumptions, knowledge, and expectations (HR frames) that then shape their subsequent reactions to it (Bos-Nehles & Bondarouk, 2012).

2.2 Congruence of HRM frames between HR professionals and line managers

It is widely acknowledged by scholars that responsibility for HRM cannot be restricted to HR specialists, but is an integral part of the work of all managers (Brandl, Madsen & Madsen, 2009). Not only the HRM frames (knowledge, assumptions, expectations) of HR managers should be investigated, but also the HRM frames of line managers, due to the fact that there is been a change

of the HR role. Recently the implementation of HR practices has become the responsibility of the line-manager in which they are responsible for implementing HR practice on the work floor and HR managers (professionals) have therefore taken up the role of a strategic partner and consultant (Ulrich, 1998). The devolution of HR responsibilities to the line puts the line manager in a crucial position than he/she already was. Devolution is the 'degree to which HRM practice involves and gives responsibility to line managers rather than personnel specialists' (Brewster & Larsen, 1992).

Papalexandris & Panayotopoulou (2004) found that close collaboration on different HR activities between HR and line managers can create synergies, which add value to the company.
Line involvement in HR is very important for designing and implementing HR activities, due to the fact that line managers are responsible for creating value and therefore they should integrate HR in their work, working in partnership with HR managers and holding HR more accountable in delivering organizational performance (Ulrich, 1998). It is important for HR managers to devolve HR work to line managers in order to advance the strategic HR role or grow further on to an international HR management role since organization's operations become more international (Kelly and Gennard, 2001). In order to accomplish that, HR needs to provide close expertise and advice to the line managers when implementing these new changes. For the line managers it is even more difficult to be involved in HR decision-making. This due to the importance to implement HR principles and practices successfully, since they can add value to their employees by increasing motivation and enhancing their performance, in order to showing better results for their company.

Papalexandris & Panayotopoulou (2004) mention that there are three major important changes which affecting HRM: new technology, increase in change driven HR practices and changing job contents. With new technology and communications systems HRM can be simplified and deliver HR advice and services to the line. Second, line management is more involved in HR activities. By developing a highly sophisticated information system the workload of HR can be reduced such as recruitment, selection, employee benefits, and distance learning (Papalexandris & Panayotopoulou, 2004).
The increase in change-driven HR practices (activities), emphasize the need for upgrading the role of HR specialists. For example HR practices like performance management and culture change are very common with firms undergoing organizational changes like restructurings. Therefore HR expertise is needed which cannot be delivered electronically. Line managers are demanded to learn more about HR work and take higher responsibility in response to changes in organizations. This can create tension, due to the fact that line managers facing time constraints by other task demands. For example when HR professionals want to introduce performance management tools which line managers often consider bureaucratic and time consuming and HR professionals want to monitor in order to minimize biased results (Papalexandris & Panayotopoulou, 2004).

Due to changing job contents task and job flexibility are necessary for organizational success. HR competencies such as managing relationships, communication and leadership increased in importance. HR and line managers have different backgrounds and therefore can create misunderstanding in the way they view things.
In table 1 the obstacles in the relationship between HR and line managers are indicated adopted from the research findings of Papalexandris & Panayotopoulou (2004).

Perceived by HR managers	Perceived by line managers
Fear of reduced influence or even redundancy if HR work is done by the line.	Pressure to introduce new HR practices which are time consuming or difficult to apply.
Fear of being replaced by HR information systems due to cost-reduction efforts and improvements in technology.	Responsibility for HR applications and fear of being criticized for poor performance.
Difficulty in training line managers to participate and adopt appropriate ways of handling employee matters and constant auditing.	Fear of neglecting main job demands due to extra burden from HR issues.
Lack of competencies or willingness of line managers to assist in the HR designed activities such as career development, training etc.	Fear of disputes with subordinates especially in decisions about performance related pay and career development.
	Poor advice from HR specialists which may lead to lower employee performance.

Table 1: Obstacles in the relationship between HR professionals and line managers (Papalexandris & Panayotopoulou, 2004).

These obstacles are in line with the results of research by Nehles (2006), in which the difficulties have been traced to four factors that complicate HRM implementations. The first factor is capacity, where line managers have no spare time for HR practices. The second is competencies, where line managers have insufficient competencies to apply HR practices. The third is support, where line managers are not well supported in executing HR practices. The last is policy and procedures, where line managers are not provided with clear policy and procedures.

These different perceptions mentioned in table 1 point to the need for a better collaboration between HR professionals and line managers where both need to overcome their obstacles in order to form a desired partnership.

In practice, responsibility for activities as decisions on pay, training, selection and downsizing are executed by both HR and line managers. Line managers are in a position in which they are directly responsible for operational output as well as the performance of their team. According to Lowe (1992), line managers' role is no longer limited to monitoring and organizing business, but to achieving commitment, quality and the profitability of employees (subordinates). In order to achieve the best performance of their team, they are supposed to use HR practices like performance appraisals, training and development, staffing selection and compensation (Nehles et al., n.d.). The HR department is more concerned with salary payment, recruitment & selection, downsizing, and training & development.

HRM research suggests that differences between the organization's intended HR practices and employees' experiences of HRM are essential to understanding employees' attitudes and behaviours and, thus, ultimately the relationship between HRM and firm performance (Ridder, Piening and Baluch, 2012). This research followed a process-oriented HRM approach, which is referred to by

Bowen and Ostroff (2004) as *how the HRM system can be designed and administered effectively by defining metafeatures of an overall HRM system that can create strong situations in the form of shared meaning about the content that might ultimately lead to organizational performance*. It is proposed by Wright and Nishii (2006) that intended HR practices of a firm can differ in the implementation of the initial intention of the HR practices, due to the fact that different groups perceive HRM differently. These existing practices are then interpreted by members of the organization, which leads to employee outcomes that are related to organizational performance. This process-based approach to HRM highlights the importance of the psychological processes through which employees make attributions about the HR practices and the rationale behind these practices (Ridder et al., 2012).

Whether employees interpret HR practices as management intended is assumed to be influenced by the strength of the HR system in place that allows employees to form a shared sense of the behaviours that are expected, supported and rewarded by management (Bowen & Ostroff, 2004). According to this view, HRM is more likely to be effective when the HRM system is perceived as high in distinctiveness, consistency and consensus.

When employees interpret HRM in a shared way employees will make sense of HRM in the way it was intended by HR professionals (Sanders et al., 2012). If HR frames of HR professionals and line managers are congruent, we expect that trust in HR will be better. Congruent frames can be found when employees share assumptions, knowledge and expectations (cognitive elements) with others with whom they have a close relationship in which these cognitive elements are similar. These shared cognitive elements are created by processes of socialization, interaction and negotiation in which people develop and exchange similar points of view (Orlowski & Gash, 1994).

Congruence in HRM frames is referred to as *the alignment of frames on key elements or categories across subcultures*, which is adopted from Orlikowski and Gash (1994). By congruence, it is not meant thinking identically, but rather a related think in content, values and categories between HR professionals and line managers. In this research congruent HRM frames imply similar expectations about the role of HRM in organizations, ideas behind the HRM changes, HR practices in the organization, IT tools for HRM processes, or the type of HRM support (Bondarouk, 2006). Incongruence on the other hand, means different assumptions about the HR messages which are send. Organizations where incongruent HR frames exist are likely to experience difficulties and conflicts around developing, implementing and using HR activities (Orlowski and Gash, 1994), such as misaligned expectations, contradictory actions, resistance, and skepticism (Orlikowski and Gash, 1994). Also, incongruent frames lead to problematic communication between different groups (Gallivan, 2001) and negatively effect team processes and performance (Gibson, Cooper & Conger, 2009), due to the fact that greater perceptual differences are associated with decreases in team performance.

2.3 Trust in HRM

HRM systems operate at a high level of analysis, and encompass a program of multiple HR policies that are incorporated in HR practices and internally consistent with the HR philosophy and business strategy, and support reinforcing of desired organizational results (Lepak et al, 2006). The components of HRM systems are: HR philosophy, HR policies, and HR practices (Lepak et al, 2004).

HR philosophies reflect "how organization regards its human resources, what role the resources play in the overall success of the business, and how they are to be treated and managed". This general statement allows interpretation at more specific levels of action within an organization (Schuler, 1992, p. 21). Second, HR policies are "statements providing guidelines for action on people-oriented business issues related to strategic needs" (Lepak et al, 2004, p. 643). In other words, HR policies reflect an employee-focused program that influences the choice of HR practices. Finally, HR practices are described as specific organizational actions designed to achieve some organizational outcomes (Lepak et al, 2006, p. 221). There are many diverse HR practices from which organizations may choose to manage employees.

In this research trust is analyzed within organizations. We assume that when the HRM frames congruence of HR professionals and line managers is high, the trust in the HRM system as a whole will also be high. Alfes et al. (2012) found that trust in the employer moderates the relationship between perceived HRM practices and task performance, turnover intentions and individual well-being. Second, trust has a positive effect on job satisfaction (Rich, 1997) and perceptions of organizational commitment (Yilmaz, 2008). Furthermore, trust in management moderates the relationship between HRM practices and employee attitudes (Innocenti et al., 2011). Finally, Robinson (1996) found that if high trust levels are established and maintained, organizations might be immune to the negative consequences of psychological contact breach. Thus, it was proven by many researchers that trust in HRM has positive firm performance outcomes.

On the basis of consensus among several researchers trust is defined as *a psychological state comprising the intention to accept vulnerability based upon positive expectations of the intentions or behavior of another* (Rousseau et al., 1998). Trust is not a behavior but an underlying psychological condition that can cause or result from such actions (Rousseau et al., 1998).
Across disciplines, there is an agreement on the conditions that must exist for trust to arise. These conditions are risk and interdependence (Rousseau et al., 1998). Risk is the perceived probability of loss, as interpreted by a decision maker, which implies a reciprocal relationship. Risk creates an opportunity for trust, which leads to risk taking. Interdependence as a second necessary condition of trust means that the interests of one group cannot be achieved without relying on another. Both conditions are necessary for trust to occur, however, the nature of risk and trust changes as interdependence increases (Rousseau et al., 1998). Working together in organizations often involves interdependence, and people must therefore depend on others in various ways to accomplish their organizational and personal goals (Mayer, Davis and Schoorman, 1995).

The focus here is on trust as "belief", mentioned in the article of Dietz and Hartog (2006). This form of trust is a subjective, aggregated, and confident set of beliefs about the other group and one's relationship with her/him, which lead one to assume that the other groups' likely actions will have

positive consequences for one. An assessment of trustworthiness of the other groups (HR professionals, line managers) is a way of representing this belief, where trustworthiness is rather a quality that the trustee has, while trusting is something that the trustor does. This means that although A may consider B to be trustworthy this does not necessarily mean that A will actually trust B (Dietz and Hartog, 2006). Trust is understood by the trustor on four different characteristics/dimensions of the trustee which the trusted group is expected to fulfil in. These dimensions which appear most often are: *competence (ability), benevolence, integrity and predictability* (Dietz and Hartog, 2006). Competence refers to the other groups' capabilities to perform his/her obligations in terms of knowledge and skills. Benevolence reflects good willing motives and a personal degree of kindness towards the other group, and a real concern for their welfare. Integrity involves the attachment to a set of principles which are acceptable to the other group, encompassing fair treatment and honesty, and the avoidance of hypocrisy. Finally, predictability is related specifically to consistency and regularity of behavior (and as such is distinct from competence or integrity).

These four dimensions (components) are viewed as separable 'sub-domains' of trust, due to the fact that the content of trust is not uni-dimensional, but multi-faceted (Mayer et al., 1995, pp. 720-21).

In Figure 1 the research model of this study shows two important concepts: Congruence of "HRM frames" and "Trust" in HRM. Good congruence between the HR frames of HR professionals and line managers is perceived when there is a related think in knowledge, expectations and assumptions between HR professionals and line managers in the company. Employee Trust in HRM is regarded as an organizational outcome, which follows after good congruence of the frames between HR professionals and line managers in the company. The concept "trust" contains four dimensions adopted from Dietz and Hartog (2006), which are: competence, benevolence, integrity and predictability.
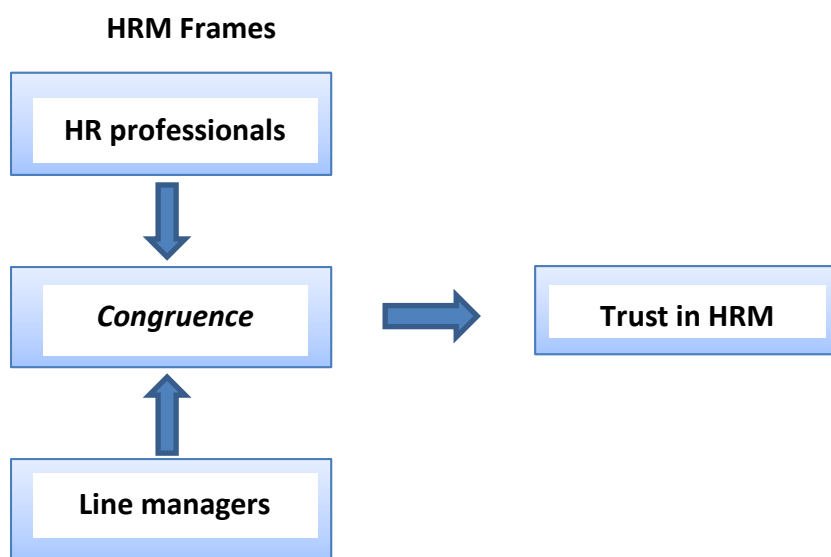
HRM Frames

Figure 1: Research model: Relationships between congruent HRM frames and trust in HRM.

3. Methodology

3.1 Research Design

It is purposed to unfold a model in this study, due to the fact that there is only little research done about HRM frames. The research design is described as an 'inductive grounded theory', because it develops a concept as a result of the observation of empirical data (Saunders et al., 2009). The data have been generated by a series of interviews, document analysis and surveys.

In order to do this, an explorative study has been conducted that aimed to seek new insights into phenomena, to ask questions, and to assess the phenomena in a new light (Saunders et al., 2009). Mixed methods have been used to investigate different phenomena. Using both qualitative and quantitative research simultaneously complemented our purpose. A mixed methods research is been conducted, for different phenomena (constructs) studied in this research, where qualitative research is applied to obtain data about HRM frames, and quantitative research to measure trust of employees in the HRM. It is an expansive and creative form of research, not a limiting form of research (Johnson & Onwegbuzie, 2004). Johnson & Onwegbuzie (2004) defined mixed method research as *the class of research where the researcher mixes or combines quantitative and qualitative research techniques, methods, approaches, concepts or language into a single study.*

We justified the choice of mixed methods by three reasons. To address the research question, we needed to explore perceptions of several stakeholders within an organization (Sale, Lohfeld & Brazil, 2002). The first reason is to achieve cross-validation or *triangulation*, which means combining two or more theories or sources of data to study the same phenomenon in order to gain a more complete understanding of it (Denzin, 1970). This maintains that research methods are interdependent (combinant). Second, we conducted the dominant-less dominant study (Tashakkori & Teddlie, 1998), to give meaning to the concept of HRM frames, as accentuated by HRM trust. By using mixed methods we expanded the breadth and scope to this research (Johnstone, 2004) about the congruence of HRM frames between HR professionals and managers, and the link of trust in HRM among employees at a big international retail company in the Netherlands. By using the strengths of one method to enhance the other *complementary results* can be achieved (Morgan, 1998), which maintains that they are independent (additive). However, our aim is not to study the same phenomena, but rather to combining the two approaches to study the link between two phenomena; HRM frames and trust in HRM. Therefore, *expansion* as the third reason is the main purpose of using mixed methods. In this way the goal of mixing methods is to expand our understanding about the concepts in consideration (Johnson & Onwegbuzie, 2004).

A qualitative measure is used for induction and exploration, due to the fact that congruence of HRM frames is what is wanted to be explored (Johnson & Onwegbuzie, 2004). Second, a quantitative measure is used for deduction, confirmation, theory and explanation of the concept "Trust in HRM". Quantitative data is used to calculate affect sizes for social interactions among employees working in the organization (Cramer & Nevin, 2006). In this case data have been obtained from three groups in the organization to cover many perspectives and insights about HRM frames and trust in HR. These three groups are HR professionals, HR managers, and employees.

3.2 Case study

An explorative case study at large international retail company Zara is conducted to explore congruence of HRM frames between HR professionals and line manager and to explore in what way these shared frames are linked to employees' trust in HRM at this company. Gerring (2004) defines a case study as *an intensive study of a single unit for the purpose of understanding a larger class of (similar) phenomena*. Case studies are considered most appropriate as tools in the early phases of a new management theory, when key variables and their relationships are being explored (Yin, 1994; Eisenhardt, 1989). Second, it is typically for case studies to be carried out in close interaction with practitioners as the practice of HRM is very context related. The practitioners deal with real management situations, where the perceptions, understandings, experiences and HR frames of the practitioners in this organization (HR professionals, line managers and employees) deliver valuable insights for the goal of this research (Gibbert, Ruigrok and Wicki, 2008). Case studies therefore represent a methodology that is ideally suited to creating managerially relevant knowledge (Gibbert et al., 2008), which is specific for human resource management.

In this research it is aimed to measure the perceived trustworthiness of employees working at Zara, which is the willingness to belief in HRM (people management). By approaching three different business units of this company in the Netherlands, the gathered data delivered multiple insights about the perceptions among the respondents.

The data about HRM Frames were collected among 1 HR manager working at the head office of the company, and 7 line managers at three different units. Also, a large group of employees at these units of the company have been studied to measure the level of trust in HRM. In this single case study, a small purposive sample is used, because it provided important information about experiences, not because it was representative of a larger group (Sale et al., 2002). Not statistical generalization is allowed for in this study, but rather analytical generalization. Analytical generalization is a process separate from statistical generalization in that it refers to the generalization from empirical observations to theory, rather than a population (Gibbert et al., 2008).

3.3 Operationalization of constructs

To explore how the HRM system is organised and perceived we developed four main HRM frame domains:

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

The concept "trust" in HRM contains four dimensions which we adopted from Dietz and Hartog (2006):

1) Competence – the other groups' capabilities to perform his/her obligations in terms of knowledge and skills.
2) Benevolence – good willing motives and a personal degree of kindness towards the other group, and a real concern for their welfare.
3) Integrity – the attachment to a set of principles which are acceptable to the other group, encompassing fair treatment and honesty, and the avoidance of hypocrisy.
4) Predictability – specifically related to consistency and regularity of behavior (and as such is distinct from competence or integrity).

Constructs/definitions	Dimensions / definitions	Research instruments	Sample of items
HRM frames *"the subset of cognitive frames that people use to understand HRM in organizations"* (Bondarouk, Looise, Lempsink, 2009)	1. HRM as intended	Semi-structured interviews with HR professionals and line managers, Literature review	**HRM-as-intended** - What do you think this people management is designed to achieve? - What do you think is the reason for this people management to be in place?
	2. HRM as composed		**HRM-as-composed** - What do you think are the guidelines that govern the use for this people management?
	3. HRM in use		**HRM-in-use** - How do you use this people management in practice? - What do you think the consequences of this people management are?
	4.HRM integration (Orlowski & Gash, 1994).		**HRM integration** - What do you think is the role of the people management in the total HRM system?
Trust in HRM "a psychological state comprising the intention to accept vulnerability based upon positive expectations of the intentions or behavior of another" (Rousseau et al., 1998)	1.competence	Survey, Literature review	**Competence** - This people management is capable of meeting its responsibilities. - This people management is known to be successful at what it tries to do. - This people management does things competently.
	2.benevolence		**Benevolence/Integrity** - This people management is concerned about the welfare of its employees.

			- Employees' needs and desires are important to this people management. - This people management will go out of its way to help employees. - This people management would never deliberately take advantage of its employees. - This people management is guided by sound moral principles and codes of conduct. - Power is not abused in this people management. - This people management does not exploit external stakeholders
	3. integrity		**Predictability**
	4.Predictability (Dietz and Hartog, 2006)		- I think that the people management meets its negotiated obligations to our filial. - In my opinion, the people management is reliable. - I feel that the people management will do what you ask.

Table 2: Operationalization table of the constructs

3.4 Interviews

In this study, semi-structured interviews have been carried out to measure the congruence of HRM frames. Semi-structured interviews allowed a certain degree of flexibility for the persons being interviewed in what to talk about, how much to say, and to express it. Also, it gave the interviewer the opportunity to ask further by addressing certain questions. The interview protocol started with three questions about the background information of the respondents, followed by 6 questions about the four HR frame domains (HRM-as-intended, HRM composition, HRM in use, and HRM integration). The questions have been composed on the basis of the four dimensions (HRM-as-intended, HRM composition, HRM in use, HRM integration) of the concept HRM frames in combination with document analysis. We performed a translation-back-translation to compare the translations and discover discrepancies that may reflect ambiguous wording (Douglas & Craig, 2007). After the back translation there was an agreement about the words which had been chosen. In Appendix 1 the interview protocol has been included. During the interviews questions as "What do you know/expect/think?" were important. They covered the content of HRM frames: knowledge, assumptions and expectations.

In total 8 interviews among 7 line managers and 1 HR manager were conducted. The interviewees were selected based of consensus with the HR director. The line managers were interviewed at 3 business units of Zara in the Netherlands (Figure 3). At the head office in Amsterdam the HR manager was interviewed, which is the only HR professional at Zara in the Netherlands. I started with 3 units, and then saw that no more interviews were needed as similar information came from the respondents.

Before starting the interview, the respondents were asked permission to record the conversation in order to work out the answers correctly and subscribe the information as detailed as possible. In this way I could totally focus on the interview conversation. To ensure the privacy of the respondents they were promised that the information would be treated confidentially. This means that personal data such as name and their work locations were anonymized. The data was used only in the context of this research and will not be provided to third parties. After conducting the interviews, the respondents were asked for their email to send the transcripts to them to make sure the answers were understood correctly. Each interview took up to maximum one hour to complete, totalling approximately 6 hours. The interviews were conducted in separate rooms in order to obtain a reliable picture. In this way there was no one there that might influenced the answers of the respondent.
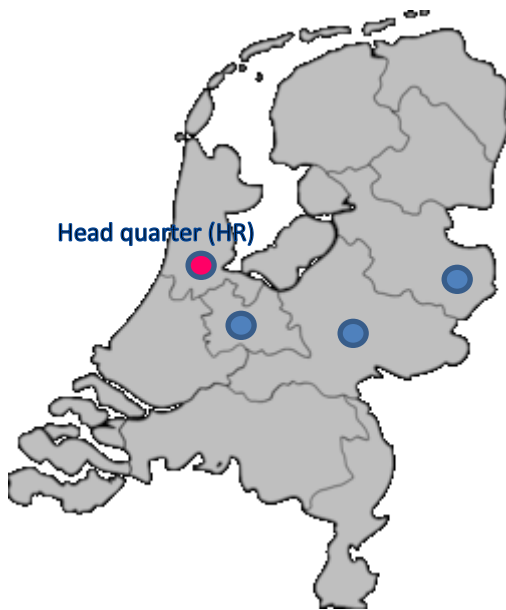
Figure 2: Map Netherlands with the distribution of the interviews at the Zara business units.

3.5 Questionnaires

In order to measure the concept "Trust in HRM" it is aimed to measure the whole HRM system (HR philosophy, policies and practices) at Zara. A questionnaire was composed for the employees of the company to measure the level of trust in HRM. The level of trust is based upon positive expectations of the intentions or behavior of the management. When employees believe that management actions have positive consequences for them, trust level will be high. For these questionnaires existing scales have been used adopted from Dietz and Hartog (2006). The items cover four dimensions of trust. In Dietz and Hartog (2006) the degree to which the employees trusts HRM varies along a continuum of 5 intensity degrees, which are from low to high: distrust, low trust, confident trust, high/strong trust, and complete trust. For our study, we use three levels of trust: *distrust, confident trust* and *complete trust.* We pooled together the levels from distrust and low trust into *distrust*, confident trust and high trust into *confident trust*, and adopted *complete trust* as the highest level of trust. Furthermore, we used a 5 point Likert scale with answer boxes varying from disagree to

agree on a continuum from low to high. The questionnaire can be found in Appendix 2.

In the questionnaire, 7 questions have been composed to obtain background information and 8 statements to measure trust propensity. We included trust propensity statements to control for four dimensions of trust. Mayer et al (1995) mention that people differ in their inherent propensity to trust in which propensity might be thought of as the *general willingness to trust others.* Thus, propensity will influence how much trust the employees have for HRM prior to data on employees trust in HRM (Mayer et al., 1995). People with different developmental experiences, personality types, and cultural backgrounds vary in their propensity to trust (e.g., Hofstede, 1980). Furthermore, by adding 7 background questions we controlled for other factors that might influence the employees level of trust in HRM, which are questions about organizational tenure, function, function tenure, type of employment contract, gender, familiarity with the HRM system and usage of the HRM system.
The scale about trust in HRM with 12 statements are adopted and translated from Searle et al. (2011) and Cummings & Bromiley (1996) (see Dietz and Hartog, 2006). The questionnaires for the employees were handed out in the business units by the line managers who were interviewed. After filling in these questionnaires, the line managers returned the questionnaires by using a sealed envelope to ensure confidentiality. The overall response rate achieved 93%: out of 70 distributed questionnaires 65 respondents filled in the questionnaire.

3.6 Data Analysis

All the information provided by the HR manager and line managers from the interviews are worked out per frame domain (HRM-as-intended, HRM composition, HRM in use, HRM integration). After this, the interview transcripts with the HR professional and line managers were coded based on meaning categorization, in which the extensive interview data was structured into categories (Kvale, 1996). The categories contain the knowledge, assumptions and expectations about the four HRM frame domains, in which the perceptions and statements of the two groups were outlined. After this categorization, two researchers coded the interview transcripts in order to link the code descriptions to each category within the four frame domains (Miles & Huberman, 1994). In this way the differences and similarities in the HRM frames between the two groups could be analyzed. When an alignment or overlap in the frames was observed between the HR professional and line managers, this indicated both groups shared congruent frames. When differences in these perceptions were noticed, the HRM frames were observed to be incongruent.

The obtained data from the questionnaires measuring trust in the HRM system were coded by using the codes as shown in Appendix 3. In Appendix 4, the measurement scale for propensity to trust can be found. The measurement scheme for the control questions is shown in Appendix 5. The three business units were taken together, as no distinction is made between the three units.
The reliability of the scales was tested with Cronbach's Alpha. An alpha of 0.7 is satisfactory and an alpha of 0.8 is considered a good value (Gliem and Gliem, 2003). For the trust in HRM scale, Cronbach's Alpha was 0,87. Cronbach's alpha for the propensity to trust measurement was 0,611. This value is in line with the Cronbach's alpha of 0.55 and 0.66 found by Mayer and Davis (1999), in two subsequent periods for the propensity to trust scale.

A 5-point Likert scale was used to measure both the concepts propensity to trust and trust in the HRM system. In order to analyze the data retrieved from the employee questionnaires, two documents in SPPS are created. In the first document, scales are illustrated with the code, items and variables of the four attributes (competence, benevolence, integrity, predictability) from the concept trust in HRM. In the second document, the questions are included together with the answer options in the 5-point Likert Scale (1-strongly disagree, 2-disagree, 3-neutral, 4- agree, 5- strongly agree). In Boone and Boone (2012) it is stated that *"A Likert scale is composed of a series of four or more Likert-type items that are combined into a single composite score/variable during the data analysis process".* The propensity to trust scale consisted of eight Likert type items, which were combined into one variable for analysis. Twelve Likert-type items were combined during the analysis process into the variable trust in the HRM system. In this study there was no need to analyze the items separately. The composite score for our 5-point Likert scales are analyzed at interval measurement scale, due to the fact that the Likert scale items of trust in HRM and propensity to trust were composed of a series of four or more Likert-type items. These are combined into a single variable. In order to conduct descriptive statistics, the mean is calculated for the central tendency and the standard deviation for variability (Boone and Boone, 2012). Furthermore, Pearson's r, t-test, ANOVA, and regression procedures are considered as appropriate additional data analysis procedures (Boone and Boone, 2012). For this study purpose, Pearson's r (correlation) and the independent-samples t-test are considered as the most appropriate. Pearson's correlation was useful to determine whether there is a significant relationship (correlation) between two variables (Kremelberg, 2010). The most relevant are between the variables propensity to trust and trust in the HRM system. The independent-samples t-test tested whether there is a difference between two groups on the dependent variable; trust in the HRM system (Kremelberg, 2010). Therefore, the t-test was useful to test whether the other control variables – gender and type of employee contract – influenced the level of trust in the HRM system.

We classified the measurement scores of the trust in HRM scale in different degrees, based on Dietz and Den Hartog (2006). The classification 'distrust' was given to scores from 1.0 to 1.999. Scores from 2.0 to 3.999 were seen as 'confident trust', and scores from 4.0 to 5.0 were classified as 'complete trust'.

Distrust	**Low Trust**	**Confident Trust**	**High/strong Trust**	**Complete trust**

$$1.0 - 1.999 \qquad\qquad 2.0 - 3.999 \qquad\qquad 4.0 - 5.0$$
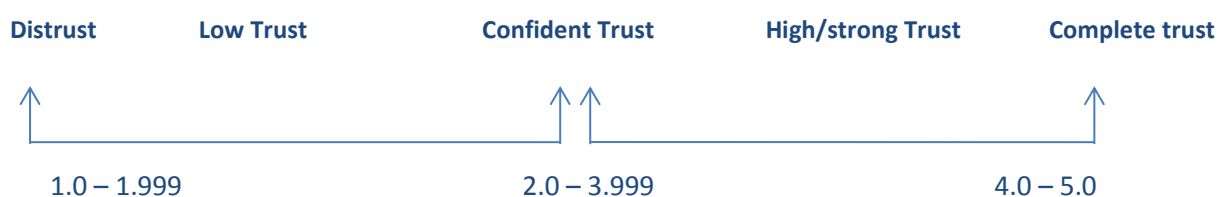
Figure 3: Different degrees of trust in HRM scale, adopted from Dietz and Hartog (2006)

3.7 Trustworthiness data collection and findings

In order to ensure the trustworthiness of the data collection both the interview protocol and the questionnaire were developed and adjusted based on consensus among eight researchers. Second, to ensure validity of the questionnaire trust in HRM we performed a translation of the items to Dutch and translated back to English (Douglas & Craig, 2007). Third, the transcribed interviews have been sent to the respondents afterwards to verify correct understanding (Baxter & Jack, 2008). All the respondents were satisfied with the transcripts and were very pleased to be engaged with the verification. Out of the 8 interviewees, only 2 respondents commented to somewhat nuance a few answers. Fourth, to avoid misinterpretation of the questionnaire items for employees, the understandability was checked together with two line managers within the organization. Fifth, during meetings with the research group the data collection techniques were discussed and consensus was made. Lastly, work experience together with intensive involvement within the case study allowed building up a good understanding of the organizational culture (Bondarouk, 2004).

To ensure the trustworthiness of the findings two researchers used coding as a reliability check and to empower the data analysis (Miles and Huberman, 1994). Definitions became sharper when two researchers coded the same interview transcripts and discussed. Reliability was 98% when coding a total of 10 transcripts by two researchers. We roughly used the same coding for the same parts of data (Figure 4).

Second, within the meetings with the research group interpretation of the findings was discussed and consensus was reached. Moreover, regarding the questionnaires, the overall response rate of 93% was very high; from the 70 questionnaires distributed among three business units of Zara, a total of 65 respondents filled in the questionnaire. This gives a reliable measure of the perceived trustworthiness from the employees.
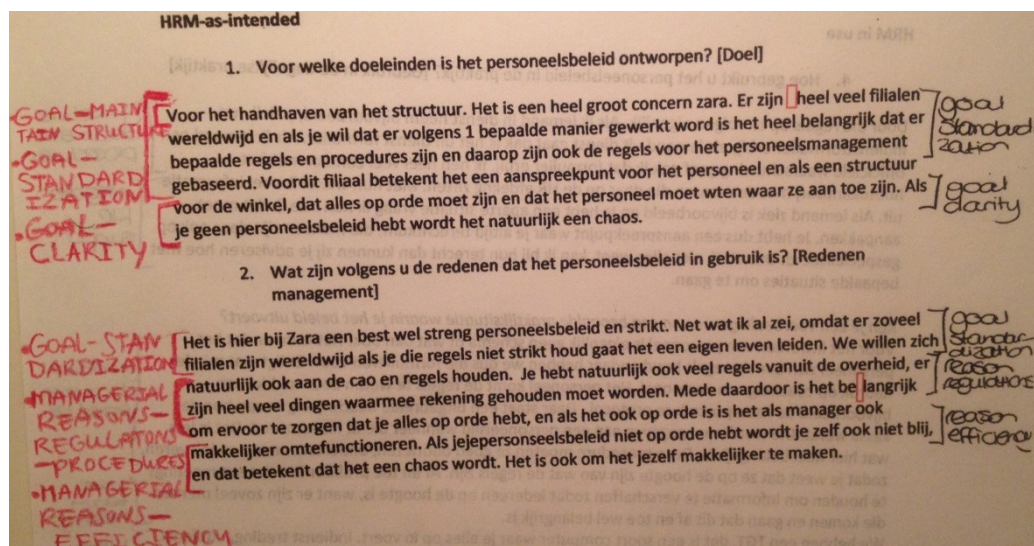
Figure 4: Coded interview transcript by two researchers

4. Case description Zara

A case study was conducted at international retail company Zara in the Netherlands. Zara is one of the biggest international retail companies, in which people are manifested as key elements for the company's growth. Zara's HR department is located at Amsterdam (head office), where HR professionals operate and send their messages to line managers working at the different units in the Netherlands.
The first Zara store opened in 1975 in A Coruña (northwest Spain), where the Group's business began and where it is still headquartered. Zara now operates in 86 markets with a network of more than 1900 stores ideally located in major cities (Inditex, 2013). In the Netherlands 24 stores of Zara are located. Its mother company Inditex went public in 2001. Zara has differentiated its product to ensure that it satisfies customers better than its rivals can – and it can do so at significantly lower cost. Zara achieves this by producing the products and is able to distribute them through its global retail network incredibly quickly, in as little as two weeks. Its unique management model, based on innovation and flexibility, and its vision of fashion (creativity and quality design, together with a rapid response to market demands) have enabled its rapid international expansion and excellent performance at its commercial concepts.

Among the instruments used to involve employees, Zara encourages leadership, providing them with a working environment that promotes autonomy and ability to assume responsibility. This enables staff and company to grow together (Inditex,2013). Profitable expansion of the business remains a key priority. Inditex's corporate culture is based on teamwork and open communication, and performance expectations are very high. For Inditex, speed is the number one priority, above and beyond production costs. These principles underpin each staffer's personal commitment to meeting customers' needs. Inditex offers its employees a dynamic, international working environment in which ideas are valued and internal promotion is a priority. Also, due to personal work experience at Zara it is interesting to explore the HRM system in order to gain more knowledge about the HR function.

The HRM system at Zara is a Control oriented HRM System, where the goal is to reduce labor costs, or improve efficiency, by enforcing employee compliance with specified rules and procedures and basing employee rewards on some measurable output criteria (Lepak et al., 2006). To management, this control oriented approach tends to emphasize well-defined jobs, centralized decision making, little training, less interdependence. The strategic objective of this Control oriented HRM system is to increase employee efficiency and productivity through greater emphasis on rules, regulations, and close monitoring to regulate employee behavior (Lepak et al., 2006). For Zara, this Control oriented HRM system goals are to maintain order, a structured organization, and clarity in rules and procedures among all the organization's members to focus eventually on the product in order to increase the sales performance and stimulate growth of the business units worldwide.

5. Findings: HRM Frames between HR professionals and line managers

5.1 HRM-as-intended

Goal: clearness employee policy

Regarding what the respondents believed the people management at Zara is designed to achieve for, the HR manager and almost all line managers shared common frames. Therefore, these were congruent.

"I think the goal and the key is that the people management is clear to everyone" (LM-1, LM-6). "The goal of the people management is that everyone here follows the rules of Zara and executes and handles them correctly" (LM-4, HR-1).

For example, when the managers have to report an employee sick, when employees quit or apply for leave to go on holiday, it needs to be clear to the head office and that the managers hand in everything clearly. Also, it is important to know where you should be with regard to the administration and the whole policy. Furthermore, clearness is necessary with regard to the employees on the floor and that managers know where they should be with any activity.

Goal: standardization and maintain structure

Another goal of this people management is to maintain structure in the company, due to the fact that Zara is a large retail company. A manager explained:

"There are a lot of business units worldwide, and if you want the company to work according to one certain way, it is very important that there are certain rules and procedures and according to these the rules for the employee policy are based. For the units the people management represents a point of contact for employees and as a structure for the store, that all things need to be in order and that employees should know where they stand. If there is no employee policy it obviously becomes chaos" (LM-2).

The citation indicates that the goal is also standardization in work procedures. The perceptions above are mentioned also by the HR manager in more or less the same words. Thus, there is a *congruence* between the frames of both groups. The line manager mentions that the people management at Zara is very strict. The reason behind this is because there are many business units around the globe which need clear rules and procedures in order to work well. The line manager thinks the managers and employees will otherwise follow their own interpretation. Furthermore, a line manager mentioned that it is expected that employees work at a high tempo, it is important to keep the store neat, and that employees are able to multitask.

"It is expected that employees do many things at once and can also really keep themselves to the system. The goals are that the goods are presented in the right quantity in the store and that basically every moment the same image remains for the customers. Actually, it is all about the customer "(LM-4).

This citation given by another line manager remarks the standardization goal of the company. Both line managers and HR think it is important that all the employees' activities and tasks are coordinated in a good and efficient manner. In this way the company can save employee costs. Especially when it comes to absenteeism, the goal is to make as little costs as possible.

In contrast to most of the line managers' answers, one respondent indicates that the intended goal is to initially keep your employees satisfied. This is been achieved by offering a good salary, promotion possibilities, and good teamwork for which the manager is responsible.

According to the HR manager the HR system at Zara is designed with the goal to support line managers in regard to how they deal with employees. This is acknowledged by some line managers. Also it is there to protect the employees and present clear guidelines about what they as a company expect from their employees and how to deal with human resources and issues. This policy contains guidelines about what the company expects from their employees, but also what the employees can expect from them as an employer. For example, when it comes to absenteeism, it is not acceptable that the employee reports him or herself ill via email or text message. They are expected to call by the telephone and explain the complaints.

Managerial reasons: follow rules and procedures

Considering the managerial reasons for this people management to be in place both groups shared more or less the similar frames, thus it is assumed frames were *congruent*. To most of the line managers and the HR professional it is important to follow the rules and procedures, which are derived from the labour law and collective agreement (retail) . Due to these regulations, it is important to maintain a clear employee policy and keep it in order. Line manager:

"There are of course many rules from the government, there are many things that need to be taken into account. Partly because of this, it is important to make sure that you have everything in order, and if it is in order, it is also easier for us as a manager to operate. If you do not have your people management in order, you yourself are also not happy, which means it becomes a chaos. It is also there to make it easier for yourself"(LM-2).

In the business units many HR tasks are performed by the line managers via forms in the "TGT computer system". This system is placed in every unit and is linked to the head office where HR is located. Via this system all the HR activities can be transmitted. HR receives all the forms automatically. This makes it much easier and faster to communicate and to control whether forms are send properly and on time.

This control management (policy) system at Zara is emphasized by several line managers. For example, a line manager pointed out that management wants more clarity and standardization for the employees in order for them to keep the control. Therefore coordination of the HR activities is an important matter.

Managerial reasons: communication employee policy

Also, it is explained by a line manager that the people management policy is mainly explained by the head office towards the managers who in their turn communicate this policy to their team. Otherwise, when HR corresponds the policy to the employees, the team will see the line managers more as their co-workers instead of their managers. This implicates the system creates a kind of hierarchy in the business structure, to point out that the managers in the higher placed functions are aware of how everything works in the company and that they communicate this towards the

employees. This is in *congruence* with the frame of the HR manager who believes, that the line managers should be the role model. There are several business layers in the company. At the head office there is a HR director, then there are managers from the head office which are the HR manager, operational managers and product managers. Then there are all the business units which have a shop manager, floor managers and sales-assistants. It is every person's responsibility to communicate the policy Zara has. By giving training sessions the policy is being communicated, however several line managers pointed out that this communication can be performed better. One line manager added that concerning the content it is a case of offering the employees guidance and a day planning in order for them to know what is expected throughout the day. In this regard the people management is a support for the employees.

Another line manager pointed out that whenever there is a complaint or question, employees need performance appraisals to function well and to work on their flaws. The line manager mentioned that this is the right of the employee and the duty of the employer, and to create an optimal team with which the company can grow. These assumptions are in line with the HR professional.

Another line manager argued that creating a good structure in the organization in which HR points out what is desirable and what not, will lead to a better work climate where they all benefit. Furthermore, the HR manager pointed out that this people management is necessary to make sure that rules and procedures are clear and to standardize these guidelines. The reasoning behind this is to maintain order in the organization and prevent chaos;

"When there is no employee policy, you of course will see that each store will function differently, and with this policy every business unit and employee knows what is expected of them. Otherwise, everyone is doing what they want, as with a policy everyone knows what is allowed, what not, and what is accepted. So this policy is necessary to maintain a good organization"(HR-1).

The analysis of the interviews has revealed 4 topics within the frame "HRM-as-intended":

Topics	Perceptions HR professional	Perceptions Line managers	Observation
1. **Goal: clearness employee policy**	- Designed to achieve that people management is clear to everyone - Everyone follows the rules and executes them correctly	- Designed to achieve that people management is clear to everyone - Everyone follows the rules and executes them correctly	Congruence
2. **Goal: standardization and maintain structure**	-Maintain structure in company -Support line managers and present guidelines what is expected from employees	-Maintain structure in company -Support line managers and present guidelines what is expected from employees -Work according to one certain way	Congruence
3. **Managerial reasons: follow rules and procedures**	-Follow rules and procedures derived from labor law and collective agreement	-Follow rules and procedures derived from collective agreement -Via TGT system control on HR tasks and forms being send on time	Congruence
4. **Managerial reasons: communication employee policy**	-Managers should be the role model and communicate the employee policy to the employees -Organization members need	-Hierarchy in business structure to point out managers in higher placed functions are aware of how everything works and communicate the employee	Congruence

	performance appraisals to function well	policy towards the employees -Organization members need performance appraisals to functions well	

Table 3: Observations about HRM-as-intended frames

5.2 HRM-as-composed

Forms guidelines and procedures

There is congruence in the frames between both the HR professional and the line managers regarding the guidelines that govern the use for this control HRM system. According to the organization members' view these are clearly the strict rules and procedures at Zara. Furthermore, the line managers highlighted it is important that employees keep themselves to the contract they have signed and for the management to meet the obligations that follow out of the collective agreement. This is also mentioned by the HR manager.

Regarding the recruitment of employees, a line manager mentioned that the rules contain for example how many interviews they can hold with people, with which kind people, which age category, and the amount of salary they need to receive. When recruiting employees managers pay attention to the employee being responsible, flexible and representative. Also concerning the troughflow of employees, rules are applied whenever to hold performance appraisals and when to give someone an official warning when employees do not follow procedures. In addition to this, there is a strict control on for example the registration of recruiting new employees and outflow of employees. HR controls whether everything is applied well. Most of these guidelines are recorded in forms which are available for employees in all business units. For all HR activities there are forms in order to create a standardized procedure. In this way all the units apply these tasks in the same way. The same way goes for registering the hours, which is executed in the same way at every unit. All the HR tasks and activities are executed with the same type of form and file folder. These forms in the file folders are saved behind the front desk at every business unit, in which all the rules and procedures concerning HR tasks/activities are described.

Deadlines HR activities/tasks

Furthermore, managers consider it as a guideline that HR tasks are performed in a certain time. For the execution of tasks, there are deadlines to consider. Considering the content of the HR activities for example, hiring a new employee, it is the rule that the employee first signs his or her contract at the head office in Amsterdam. This is only possible on Wednesdays between 12.00 and 15.00 o'clock or Fridays at 12.00 o'clock. After signing the contract, the employee is able to start working the next day. These are the deadlines to consider as a manager, due to the fact that the manager is responsible for scheduling this appointment in the TGT computer at least one day before the appointment. Such appointments need to be scheduled immediately and as soon as possible, in order for HR to set up the contracts in time.

Reporting illness or when the employee is present again must be reported immediately by the manager via the TGT computer. This is also emphasized by the HR professional. A line manager mentioned it is the manager's responsibility to make sure that the head office is informed about this. The absenteeism form need to be filled in and the manager needs to indicate when the employee is absent/ill, how long it might take, the complaints or reasons why the employee is ill, and whether the doctor is consulted. In absenteeism reporting, there are two waiting days in which the employee is

not entitled to payment. The HR manager mentioned much is recorded by law and by collective agreements;

"Regarding these guidelines we as a company do not have much say in the matter. *Except that there are legal things in the collective agreement, in the sense that if an employee submitted his or her vacation request, we will respond as an employer within two week. Then the law is our guideline"* (HR-1).

There are lots of guidelines included in the policy, which are not necessarily set out by Zara but are legally recorded. This also goes for absenteeism of employees. As a company Zara took in their policy that employees cannot call in sick by a text message, but per telephone as early as possible. The HR manager added:
"This is not defined in the law of course, but something we include in our policies. These are mainly focus points that we include in our policies" (HR-1).

Application holidays
There are also deadlines to appoint the holidays, in which the application of holidays happens twice a year by the managers. For example, holidays from September until January need to be declared in July and the holidays from February until August need to be declared in December. The manager mentioned that the deadline is two months before the beginning of the holiday period, due to the fact that the planning for the holidays first needs to be approved by the head office. First, the managers at each unit have to appoint their team in advance and do the planning. It is not allowed to plan too many employees on holiday at the same time. It could be the case that the head office does not approve the planning, when for example too many employees with a 32 or 38 hour contract are scheduled. Therefore these deadlines for managers to send the planning, so that necessary adjustments can be made on time. Additionally, holidays are unapproved in the months of October, June, the end of December and during school holidays. A manager explained they want everyone to be present during these busy months, as in October a lot of new products will be delivered. Regarding the composition of these guidelines for the application of holidays, both HR and the line managers shared *congruent* frames. There is one line concerning the guidelines, however several managers mentioned these blocked off times lead to disappointments and some frustrations among themselves and employees, which is acknowledged by the HR manager. One manager added:

"I think the head office could better leave the holiday planning to the managers because they often know best what periods are busy and when to deploy the staff. It is more constraining than that it has an advantage" (LM-6).

The downside of this guideline is that people are more inclined to leave and work for a different company. A manager mentioned the people management (policy) especially is advantageous for Zara themselves and less for the staff;

"That basically an employee does not mind, but if you have to work so much and you get little advantages in return than people tend to go away. I can imagine it is annoying for people who have a relationship and a family, because there are blocked off periods if you want days off" (LM-5, LM-6).

Performance appraisals (evaluations)
Considering the rules it is desirable that managers conduct performance appraisals with employees

twice in 6 months. When employees are new, it is desirable to conduct the first performance appraisal after three months. However, due to working with a monthly budget of hours managers unfortunately do not always manage to follow it. Furthermore, almost all the line managers mentioned to hold performance appraisals once in six months, which is in contrast with the expectations that they hold of the HR manager since the guideline is twice in six months. Thus, these frames were *incongruent*. Several managers emphasized that they have a busy working schedule and need to perform a lot of tasks which makes it difficult to properly conduct performance appraisals as much they would like to, due to time limitations. This is also mentioned by the HR manager. In this regard, the line and HR shared *congruent* frames.

The HR professional explained that at the management level new employees also need to be evaluated at least two times within 6 months. In that period, it is important that there are structural evaluations because that person is new to the company and to assess progress. This is also not in line with the line managers assumptions. When hiring new employees, the employee first receives a contract of 6 months, followed by a one year contract in which the managers also receive an evaluation halfway their contract. This goes for the position of all the organization members. In that way they give someone the time to improve themselves. The HR manager explains that at the end of the contract they can decide whether or not to renew their contract. If there was no communication or evaluation it is very annoying to hear at the end that the contract will not be extended. The HR manager mentioned that in one or two months, you cannot really evaluate a new employee, because it usually takes more than 2 or 3 months for employees to know how the company works. The HR manager believed you have to give new employees the time to learn the business. This is *incongruent* with the assumptions of several managers, who experienced that both employees and managers have little time to figure out how everything works, due to the time pressure. A manager mentioned:

"Zara expects that we know everything in a very small time period" (LM-2, LM-3).

These evaluations also go the same way with sales employees who change their function or enter Zara's "potential program", in which employees go through a training process with the hope to get the function they desire. Also during this training program there should be an evaluation from a manager, because it is the manager who trains that person. There are evaluations at different levels. The HR manager will occasionally attend an evaluation, but also the operational manager and commercial manager. With regard to these potential employees, the managers are expected to hold evaluations every two weeks and to be on top of the progress. The evaluation at management level is often performed with three managers from head office; the HR manager regarding people, the commercial manager regarding products, the operations manager regarding the operations. These are all part of the tasks and skills that a manager has to cope with in his or her job. The HR manager explained:

"Therefore, it is important we all three do an evaluation, because a part of our profession is reflected in the tasks of the managers in the stores. It could be the case that I do an evaluation in collaboration with commercial or operational, or they together" (HR-1).

Officially the managers can only use a maximum of two people to hold the performance appraisals; otherwise it can be intimidating if three people sit with the employee. At the management level these evaluations are always held by two people. Regarding sales employees, the manager can do it

alone, however it is recommended to evaluate with two persons. HR explained it could be the case that you get a yes / no story or that something is not communicated towards the employees. If the conversation points are properly recorded in an evaluation, then it is no problem to do it one on one. In addition, the line managers are responsible for their floor assistants, potentials and sales employees. Also, HR will sometimes hold evaluations together with the managers.

Both the HR professional and line managers mentioned the contrast between HR and the line managers is that the managers evaluate the employees at the business units, whereas the HR manager particularly evaluates the line managers. The HR professional emphasized that eventually, the line managers are the ones who daily work with their assistant managers and sales employees, so they should be able to know the best how they perform their work.

Cash desk procedure

A very important procedure highlighted by the HR manager, is the cash desk procedure at all the business units. For example, there is a rule that employees must inform the manager before the start of their work when they have more than 50 euros with them. The manager then checks the amount that the employee has with him. The reason for this is a way of protecting yourself as an employee, when there is a cash desk difference at the end of the day. Another rule is for example, if a customer comes to exchange or return items, the manager must be requested. The manager needs to check whether the item is in good condition and that the receipt is valid. The HR manager mentioned:

"Ultimately, what is very important in our people management policy is that the procedures are followed. At Zara there are a lot of employees working in relation to the cash desks, and deal with a lot of money. I think it is very important that all employees follow the cash desk procedure, including the managers" (HR-1).

What applies to the employees, also applies to the managers. HR appointed an example of a rule in the cash desk procedure that employees cannot come behind the cash desk without the permission of the head cashier. At that moment, the cashier is responsible for the money. This rule also applies to managers. Therefore, both the HR manager and the line managers found it very important that the managers are a role model. The HR manager added:

"Ultimately, you cannot expect your team to follow certain rules or procedures if you as their manager did not do that. So I think a manager should set an example" (HR-1).

Clearness employee policy

Another rule is for example that employees are not allowed to walk outside in their uniform while having their break or to purchase items in uniform. The moment employees leave the store, they have to change clothes or change their shirt. The HR manager explained employees cannot be associated with Zara in their free time, due to the fact that their employees are the business card and they must also profile themselves neatly outside.

At the fitting rooms, procedures are also important. An example given is that the alarm labels are being checked at the fitting rooms and that the bag of the customer is being hold in front of the alarm detector. It is important to also have a clear one line in this regard, to make sure this rule is being followed in all the units on every day of the week. This to prevent that customers who shop in Enschede at the weekend see this does not happen or is performed differently while shopping on Tuesday in a store, for example in Nijmegen. Otherwise it is confusing for the customer as well. The

policy works on both sides, for the employees, but also as a communication regarding procedures towards the customers. There is congruence between both groups about being clear and one lined in this policy.

Strict organization and structure

It is notable that despite the strict control and organization from above, the majority of managers and HR manager indicated that this control HRM system will lead to positive outcomes for the company. A manager pointed out the advantage that Zara continuously has a particular vision in mind which they continuously follow, so the staff knows what they need to pursue. This provides clarity.

"Zara is extremely structured and organized that tasks simply cannot go wrong. I think that is one of their best formulas. They are very much within the lines and focused on one point. I guess that makes them very strong and that this will always remain" (LM-3).

The manager added that Zara usually have one focus, which is the reason they are so strict with rules.

Vertical oriented roles

Most of the managers found that Zara composes and manages its system in an old fashioned way like 'manager above manager'. Additionally, a manager expressed that functions with responsibility are divided in levels (vertically) and from above (head office) they do not want to see the line managers as one team with the sales assistants. Regarding all the units, this control management system must be from the manager's perspective. There are sales assistants (employees) and managers; managers must be strict and sales assistants need to work hard. However, these perceptions were not acknowledged by the HR manager, which means the two groups have incongruence frames.

"We have several managers who maintain all the different units. Operational managers, HR managers, commercial managers keep guaranteed how we do it. It is externally controlled whether we do anything and if everything is performed well by us via the system" (LM-1).

Nevertheless, there is an overlap between the HR professional and the line with regard to the controlling roles of the higher placed management functions. The HR professional pointed out:

"…we demand justification and explanation for many things…, but that's our policy" (HR-1).

The operations manager is responsible for the organizational part inside the stores. This manager is for example concerned with approving vacation schedules, how fast the delivery is performed, how you can make working tasks efficient as possible and how you can classify the warehouse as efficiently as possible. The commercial manager is principally engaged in the product. They are only concerned with the sale of items. Furthermore, their task is to check if something sells well or not and why something does not sell well, whether it hangs in the right place and how you can best present the items in the store. The HR director needs to be informed about important issues and is responsible for the whole policy at Zara, as well as all the other business chains of Inditex.
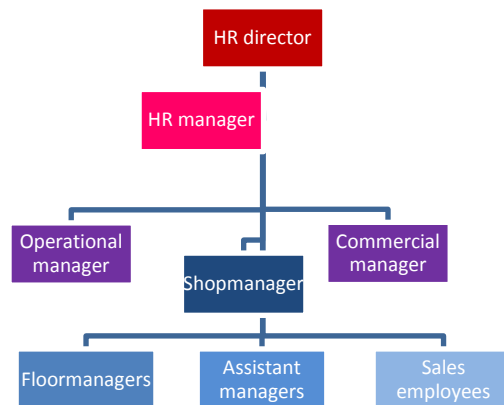
Figure 5: Vertical positioning roles of the organization members at Zara

Intentions rules and procedures

The intentions of this composition are to put control checks on all the activities performed by managers and employees. Second, keeping the procedures standardized. Third, focus on following the rules in order to maintain an organized and structured administration. This ensures standardized store management practices and a global image from the viewpoint of customers worldwide.

For HR at the head office it is important to receive all the papers as soon as possible, in order for them to elaborate on their own tasks. As with new employees who sign their contract, it is important that both, at the units and at the head office everything is arranged and communicated properly towards HR and employees, for example about what documents to bring with them to avoid misunderstanding. Furthermore, due to the fact that Zara is a large organization, the intentions of these guidelines are to express a very clear message towards every employee in the business unit and to make no exceptions. In every unit the same rules are applied which indicates a standardization of rules. A manager explained that in this control management system rules and procedures are maintained by continuously controlling and observing the staff, and HR (head office) controlling the managers. Nevertheless, in this way the company is very able to maintain all the rules in such a large company. Both the line managers and HR experienced that this contributes very well to the intentions of the control oriented HRM system. Most striking is that HR recognized the line managers' perception about the oppressive control. In addition, line managers emphasized the need for control in order for business and HR tasks to be performed well and in a structured way. This implicated most of the managers understand why HR performs their people management this way. Thus, there is *congruence* between the two groups regarding the intentions of the rules and procedures Zara uses.

The HR manager thinks that they are still able to bring in more structure regarding the policy. Until two years ago Zara's headquarters was situated in Belgium, whereas the payroll was located in the Netherlands. In that time they had much fewer stores, and back then they had not the team which Zara has now. HR was very much led from Belgium, which was quite tricky because the rules here in the Netherlands are different compared to Belgium. Thus, as a result Zara has a clear structure now with a HR department and an HR manager. The HR professional thinks they should focus on more structure and more clarity for all the members of the organization. In the beginning it was very difficult for managers to know who to contact with questions. The HR manager could imagine it seems logical the managers come to her with questions regarding the labor hours, however that is

now taken over by the operational manager. This is due to the many organizational changes. The main important outcome according to HR is that Zara now has more structure whereby more control is experienced by the managers. The HR manager appointed:

"At first it was the case that managers could do what they want without really being controlled over everything. Now they might experience that as more oppressive, that they cannot make decisions anymore themselves, because they now have to ask for approval" (HR-1).

The HR manager explained this control management system is developed because things did not always go as they would have liked as a company as a consequence that things have gone wrong and therefore it was decided to avoid this by introducing these control checks. The HR manager mentioned:

"We notice that managers who have years of experience and they think all is good, now find it oppressive that we demand justification and explanation for many thing about why they want to do something, but that's our policy" (HR-1).

The interviews analysis has revealed 9 topics within the frame "HRM-as-composed":

Topics	HR professional	Line managers	Observation
1. Forms guidelines and procedures	-Forms HR tasks to create standardized procedures -Employees keep to contract and management meet obligations	-Forms HR tasks to create standardized procedures -HR controls if all forms applied well	Congruence
2. Deadlines HR activities/tasks		-HR tasks performed in certain time deadline -Appointments must be scheduled immediately by the managers via TGT	Congruence
3. Application holidays	- Application holidays twice a year - Deadline two months before beginning vacation - Disappointments blocked vacation periods	- Application holidays twice a year - Deadline two months before beginning vacation - Not allowed to plan too many persons at same time - Disappointments blocked vacation periods	Congruence
		-Especially advantageous for Zara, less for staff	Incongruence
4. Performance appraisals (evaluations)	- Performance appraisals twice in 6 months -"Give employees the time to know the business"	- Performance appraisals once in 6 months - "Zara expects that we know everything in a very small time period"	Incongruence

		-Difficult to always conduct due to time limitations - At management level max 2 persons conducting performance appraisals, employee level max 1 manager -HR evaluates managers and Line managers evaluate floor assistants, sales employees and potentials.	-Difficult to always conduct due to time limitations -HR evaluates managers and Line managers evaluate floor assistants, sales employees and potentials.	Congruence
5.	**Cash desk procedure**	-Managers role model following cash desk procedure -Employees must inform manager before work when they have more than €50 with them	-Managers role model following cash desk procedure -Managers must be requested when customer returns items -Employees must inform manager before work when they have more than €50 with them	Congruence
6.	**Clearness employee policy**	-Alignment and clearness in following policy -Employees not allowed to wear uniform outside -Fitting room procedure in all units	-Alignment and clearness in following policy -Employees not allowed to wear uniform outside	Congruence
7.	**Strict organization and structure**	- Control HRM system lead to positive outcomes for the company	- Control HRM system lead to positive outcomes for the company -Zara extremely structured and organized that tasks cannot go wrong	Congruence
8.	**Vertical oriented roles**	-"We demand justification and explanation for many things"	-"Managers above managers" - External control from managers up in the hierarchy	Incongruence
9.	**Intentions rules and procedures**	- Following the rules in order to maintain an organized and structured administration - Need for control in order for business and HR tasks to be performed well and in structured way - Intentions of these guidelines are to express a very clear message towards every employee	- Following the rules in order to maintain an organized and structured administration -Need for control in order for business and HR tasks to be performed well and in structured way - Intentions of these guidelines are to express a very clear message towards every employee - Control checks on all activities managers and employees	Congruence

Table 4: Observations about HRM-as-composed frames

5.3 HRM-in-use

5.3.1 Usage in daily practice

TGT HR instrument

All the line managers shared *congruent* frames concerning the usage of the TGT computer system on the work floor. The purpose of this system is that the line managers obtain all information out of this system about what works and what does not work for their business units. A manager mentioned the TGT system is as it were their "head office". Everything that is entered here will be communicated to the head office, which is also mentioned by the HR professional. This is controlled by the head office (HR). Communication with the head office goes in two ways; by email via the TGT and by phone. The HR function and operational tasks in the TGT are only visible to managers and secured with a code. Mail traffic is also sent via the TGT system.

On the one hand managers experienced it as a very useful HR instrument where all the information and activities can be found. All commercial reports with figures of the sales, coordination photos, commercial ideas, the product catalogue, replenishment, and goods delivery can be consulted by both managers and employees. Also, the inflow, transfer or outflow of employees is being registered in the system. Furthermore, the hours of employees are being put in the system by the managers, which is important to make sure that employees are being scheduled according to the number of hours in their contract. It is important to keep control of the monthly budget of hours. The managers work with indicators, which shows them how many hours are worked, what the budget is compared to the previous year and also the productivity.

On the other hand, most of the managers found the hour registration tasks in the TGT quite old fashioned. The managers mentioned:

"Much of the administrative tasks are old fashioned; we first have to calculate the working hours by hand. Then we register them into the TGT. Also the plus and minus hours are being calculated by hand" (LM-6).

"I find it a very cool system, however what I find old fashioned is that the employees at Zara cannot login and register their worked hours themselves" (LM-2).

The manager explained that would be much easier than writing down the hours every evening after work. The managers also have to calculate the plus and minus hours by hand. This is not needed anymore when everything is digitally connected to each other, which saves them a lot of time.

Several managers expected that soon, all these HR tasks like the hour registration, reporting maternity and absenteeism will work automatically so they have less to worry about.

In practice, managers and employees also work often with portable PDA's. In the PDA's, for example the transfers of articles are implemented that are sent to other branches. Also the replenishment for the unit is scanned with this device, which afterwards is being connected with the TGT computer. Via the TGT all forms are printed out.

All the managers mentioned further tasks such as, preparing delivery received twice a week, daily and weekly scheduling, and vacation planning. In addition, they need to check the ranking which shows the best-selling products in the Netherlands and make sure that those items are hanging properly in the store with the right series of sizes. The managers also give this ranking list to the employees to check this. A manager explained:

"This is great both for us as managers but also for the employees, because they are much more concerned with the policies and products in the store. You learn so much more about the products" (LM-3).

Using forms

Within the group of line managers there is *congruence* regarding the usage of the people management, by basically following the rules and use the forms for implementing HR tasks. For example if someone new is employed, managers get the "employment form", when an employee leaves employment, the "out of service form" is being used. The "official warning form" is used, when an employee is given an official warning. Most of the managers mentioned that there is no scheme or form for training new employees into the business. It is more that employees follow to the rules, therefore the manager's use those forms. Although there are many forms, most of the managers missed a form with explanation and guidelines about how to train new employees and which practices to apply. One manager mentioned:

"As far as I know it is not there. What is very important is to give employees the right handles right in the beginning so that they can develop, instead of saying that something is not performed right. It would be nice if we have a kind of guideline of how we should act/coach people. That you as a manager for example can cross off what you have explained to the assistant manager or other employee. Maybe someone did not get an explanation, sometimes you do not know if a topic has already been discussed and sometimes a bit forgotten and then it can be crucial" (LM-2).

If the team is functioning when managers of the headquarters are present, they have a good picture of what is happening at that moment. Furthermore, concerning HR it is not really checked how (in what way) managers perform tasks in daily practice. For HR it is mainly important that all guidelines are followed, forms are entered on time into the TGT and mailed to the head office. In this regard, there is *congruence* between HR and the line managers.

Guidelines and procedures

All the managers and the HR manager shared *congruence* in frames concerning the use of the cash desk procedure. They know the rules by means of the protocol in the cash desk procedure, which is given to the organization members when joining the company. There is a detailed description of how the cash desk works. It is very important employees carefully read, sign and return these procedures, in order for them to be aware of what the rules are. Failure to comply with these procedures is followed by an official warning. If failures are repeated, dismissal will be the outcome. Furthermore, both groups (line managers and HR) emphasized that all employees must perform and know the "6 minima's" rules off by heart. These general rules include 6 practices: 1) a friendly look, 2) welcome customers and show an open attitude, 3) offer an alternative item, 4) fitting room as a good point of sales, 5) a proper cash desk handling, and 6) the manager should give the right example.

In addition, managers are continuously working on the floor, identifying opportunities and managing employees thereon. The focus is to manage the organization of the whole business units to obtain the sales budget. The tools managers use are the information and guidelines that have been given to them. The employees receive all the information in it plus the guidelines in accordance with Zara.

Managers use these guidelines to make sure the employees adhere to it. These rules are on paper and learned during the training. Also during evaluations or performance appraisals these rules are indicated and explained to the employees.

Regarding the blocked vacation periods there is an *incongruence* to be noticed between the ideas of HR and the line managers. Most of the managers noticed these blocked off times create frustration among both employees and managers. A manager expressed:

"I think they better leave this vacation planning to the managers, because they often know best what periods in the units are busy and when to deploy employees. These blocked off times are more constraining then that it has an advantage" (LM-6).

HR training

Several managers experienced to have had only training in the beginning, which was their new employment training. The managers were trained in different business units to be familiar with the content of the guidelines and practice this in their own business unit. A basic training, sales training, HR training and operational training was given. Nevertheless, another manager mentioned not to be trained regarding the collective labor agreement and HR administration. In this regard, there is *incongruence* about the kind of training the managers had in the beginning of the employment.

A manager mentioned: *"In the first year I've had no HR training, but it is already expected that you can do anything and that is pretty difficult I think. Then you take initiative yourself, but then it appeared to be wrong how you handled it. But who is wrong; is it my mistake or the head office's mistake not to have communicated to me how to handle a case"* (LM-3).

Both groups (HR and line managers) think more training is required which are given since this year. A manager explained:
"This is important, due to the fact that managers are strictly judged by their mistakes, and of course there should not be mistakes. At Zara there is a lot emphasis on the product, leaving too little time for training and coaching your employees. We noticed employees find it important if you give them some more attention and ask how things are going and that you will help them and will actually check if it has gone well. That is important I think" (LM-2).

The HR manager's frame seemed to be *congruent* with the line managers. HR mentioned that they are on the right track and they are giving more training sessions since this year like administration training and commercial workshop training. Managers learned at the head office how to deal with certain situations like absenteeism or working overtime, and which rules to follow concerning the collective labor agreement (retail). The managers mentioned they now know exactly what they allowed to do and what not concerning HR activities. However, HR indicated it is sometimes difficult to give more training sessions and to take managers out of the business units when there is not yet a good structure. The HR manager liked to give more training sessions in the future to the line managers about recruitment and how to deal with difficult conversations with employees. The HR professional acknowledged there have not been as many training sessions as they would have liked, due to the fact there is not a good structure in the business units in which all the functions are occupied. HR explained this is a consequence of the fact that Zara is growing more and more. There is a second HR professional in training, which solves a lot of time constraints and they are able to bring more structure into the business units. The focus of HR is to bring in more structure in the business

units and from there they can build towards a better structure to keep improving themselves. HR gave an example of what the case is now:

"There is a business unit with no shop assistant, then we give training to a shop assistant, but what you often see is that this manager is somewhat trained, but on the other hand also is used to fulfill the function that is not fulfilled yet. The fact is that we now don't have a good structure everywhere in which all the functions are occupied, but there are people trained to fulfill these functions" (HR-1).

The HR manager noticed: *"This is also difficult for the manager, because the pressure is high, the sales performance must be achieved, but as you hear it is crisis everywhere. The conversions are less, but then it is asked from managers to train employees while they maybe are not qualified to transfer knowledge. It would be a point of improvement training managers to train others" (HR-1)*

HR assumed that at the time that they have that structure, the managers can solve a lot themselves. HR's perception is that this can be achieved best by developing internal employees and pay attention to their employees by also noticing "high potential" employees who can grow further. The HR manager continued:

"If you do it right, and you have a strong team that's where the managers of the future will be developed. Thus, the structure begins in my opinion in our stores" (HR-1).

Regarding the training of employees, the managers indicated they work with the "Nippon Meeting" practice, which is regarded as a very useful training practice invented by Zara. Guidelines for the use of this practice are in the TGT computer system and in a folder behind the cash desk. The goals of this practice are to strengthen the team, follow the rules properly and to perform better by repeating the knowledge of what Zara expects from their employees. In this way employees are more involve with the products. A manager added:

"Every morning managers need to try applying this, which unfortunately is sometimes watered down because in the morning we have other priorities. However, this is a good boost and works effectively to become an even better team" (LM-3).

Team meetings

Both line managers and HR shared *congruent* frames regarding the team meetings (practice) which are held every morning in the business units. They find it important to provide the employees information about what is the planning that day, what is expected of them and what changes there are within the team. A line manager mentioned:

"The meetings are actually the moments when you can coach your team. Then we look at what can be improved and how we can support each other. For example, there was a meeting about how to reduce inventory shrinkage and things like that" (LM-2).

Some managers hold the team meetings also after work in the evening, to discuss for example what tasks did not go well or what could be improved and to indicate the guidelines of the way they like to work. A line manager explained there are often new employees who need to be trained, thus it is important to hold the meetings both in the morning and in the evening to indicate what needs to be done and sorting out what can be improved. The team meetings are only mandatory in the morning.

Performance appraisals

Within the group of line managers similar frames are noticed regarding the perceptions about performance appraisals. The managers find it important to anticipate on both the negative points as well as the positive points in order to maintain a desirable atmosphere within the team. Thereby it is important to give feedback on what the employees could improve or what they are expected to do. It is striking that line managers and HR shared *congruent* frames concerning the way to motivate employees. It was emphasized that at Zara line managers and HR really motivate employees by pointing out negative points. A manager explained:

"I agree with this view, because by emphasizing the negative points it will be thought provoking. At first it might be discouraging, but it makes you think and therefore remember the feedback" (LM-3).

From the interviews it was clear that both groups (HR and line managers) experienced that in this way the organization members will take action upon these negative points and improve themselves.

The line manager added: *"Moreover, if we're going to emphasize the positive points too much, people feel that all is fine and it seems that they are going to work less hard. In contrast, by emphasizing the negative points they will work harder. Maybe in the beginning we get some complaints about this, but they eventually do work harder. Thus, the stricter we are the better performance results" (LM-3).*

Another manager added that off course, there must be a healthy way of a hierarchy, so that people in the organization behave. Generally they have good faith in their team, that employees understand the feedback and what is expected of them if the managers hold good performance appraisals. Furthermore, the line managers find it important to associate with the employees in a decent manner. In their view this means encouraging the people positively, and undertake things with them outside working hours to create a strong team and to function properly. The managers expected that in this way the basis is good and they can focus on the product.
Eventually, each manager follows his own path, according to his own vision. By all means, the managers follow the guidelines and certain practices such as the Nippon meeting and time management. Nevertheless, they do get a bit of confidence themselves to deal with certain things. The performance appraisals need to be held once in six months. However, managers explained that it was not always possible to stick to this rule. A line manager argued:

 "Honestly I do not hold them often. There are managers who do not hold them at all. I find it very unfortunate that we hardly have time to hold comprehensive performance appraisals, because we are so busy with other tasks" (LM-5).

The HR manager pointed out that although there is not always sufficient time to plan evaluations as they would have liked, the team meetings should offer clarity by communicating every day what is expected of the people. HR assumed that if they decide to keep the people who add value to the company and sit down with the people who perform less, they should not be surprised if their contract will not be extended. Ultimately, HR thinks that regarding the employee policy it is important for both themselves and the managers to be honest and consistent in the decisions they make to create clarity.

Potential program

HR indicated they prefer to see internal employees grow in the business, instead of hiring new employees externally. The HR manager thinks there goes much more time and energy lost with employees who need to be trained and taught everything than employees who already know the business. For example, coaching staff will happen when they know how to perform all basic activities in order to be more involved with Zara. A manager explained:

"It is interesting for the employee to be taught also some management tasks, such as the administration or calculating hours. This saves a lot of work preparation for the managers so they can take over some of our tasks" (LM-1).

If managers notice in practice that an employee is motivated and delivers quality, it is a potential candidate for the assessment day. The assessment takes place in Amsterdam at the head quarter, where the potential candidate is being tested whether he/she has the potential to grow further to a higher function. At first, the managers consult together to share their opinions about the qualities of the potential candidate in practice, and afterwards the commercial manager gives possible agreement for participation in this program. Prior to the assessment day, the employees are coached in the business unit by the shop assistants (managers) about all the tasks they need to perform. From the interviews it was clear both HR and line managers share the same knowledge, assumptions and expectations concerning the potential program and coaching the employees who are potential candidates for the assessment at the head office. Thus, both groups shared *congruent* frames about this topic.

Time management

In the daily practice, managers work with time management with which they are in favor of. A manager explained:

"With time management, we have a goal. First, I make a daily schedule in which I already have a vision of what tasks I want to execute that day. Second, I divide the daily tasks among our team. Thereby you need to be realistic and organized. Everyone gets an activity that they have to do in a certain time period. If the activities are done, they can focus on the next task" (LM-3).

In this way, tasks can be performed efficiently. Thereby, the working pressure is indirectly considered very important for the people management; many tasks/activities need to be executed in very little time and with few people. Both the line managers and HR believe a better organizational performance will be achieved with time management as a practice, due to the fact that people work harder when they work under pressure. However, line managers are aware of the fact that this sometimes could result in employees making mistakes.

Communication Head Office (HR)

Regarding the communication with HR at the head quarter there is *incongruence* to be noticed between the frames of line managers and HR. Also within the group of line managers, there is contradiction in the experiences with regard to contacting HR.
Communication between the line managers in the business units with the head quarter proceeds in two ways; by email via the TGT and by phone.

Some managers experienced the communication between them and HR sometimes passed contradictory when they wanted to consult something;

"For example HR pointed out to call them when we run into something we do not understand, and then if we call they say to mail via the TGT. I think it is preferable to just call, because it is easier to explain a certain issue. Sometimes we do not really get a good access to contact the head quarter" (LM-1).

The HR manager communicates primarily by mail. From the HR manager's perspective, HR received too many emails with questions regarding things which managers can figure out themselves for example by reading the collective labor agreement. The HR manager encourages the managers to also search for solutions themselves, as the HR manager also did in the time of being a line manager.

"I think line managers should hold absenteeism conversations themselves, instead of calling me. This, due to the fact that the line managers are the ones who work particularly with the employees and they should recognize the signals, when someone is not motivated anymore and calling ill for the 4th time within 3 months" (HR-1).

In contradiction, the line managers sometimes think they are not informed enough. A line manager gave an example about an employee whose contract was not renewed. The manager declared this employee did not function properly, however HR gave feedback that the manager handled incorrectly concerning the termination. The manager explained not to be aware of the precise groundings for resignation of employees. Nevertheless, the manager thinks this feedback was a good lesson to take into account with future conversations. Another example concerned the application of holidays. Line managers believed the blocked off times lead to disappointments among the organization members. The HR manager acknowledged many line managers face difficulties with this planning, however the HR manager experienced as a former line manager herself, that this has to do mostly with the lack of a good and open communication;

"Concerning all cases, a good and open communication ultimately helps you for 50/60% with making decisions" (HR-1).

The HR manager believed that managers find it difficult to deal with employees, confrontations and avoid them by giving other examples as a reason. Subsequent to this, the HR manager often tells the managers that they need to communicate clearly. Furthermore, the HR manager believed it is really important that line managers show real interest in their employees. HR pointed out they eventually cannot make it without their team, thus it is important that managers not only control tasks which need to be fulfilled, but also to ask for example about how someone's vacation was. HR mentioned this may be a small thing, but these conversations make your employees feel that they are involved in the company.

5.3.2 Consequences people management

Regarding the consequences associated with the control management system at Zara, within the group of line managers there is a *high congruence.* Between the two groups HR and line managers *congruence is rather mixed*. This due to the fact that line managers mentioned more possible negative consequences than the HR manager. The HR manager believed the people management should in essence not have negative consequences. As long as it is clear what is stated in the policy

and guidelines, this system should only have positive consequences, due to the fact that it is there to support both the employees and the whole company. HR argued that despite the fact that the policy can be sometimes regarded as strict, it brings a lot of clarity to the whole team. This is also acknowledged by all the line managers. Nevertheless, the line managers believed sometimes it is difficult to work under the high pressure and to have little time left to give people really extensive feedback or evaluations. Also, it is hard to steer everything in the right direction as Zara is growing more and more. It is perceived as a negative consequence that there is too little time for training and coaching, which is also highlighted by the HR manager. Another positive consequence mentioned by both HR and the line, is that it is easier to give sanctions when people do not maintain the rules stated in our policy or guidelines. Both groups mentioned not to give official warnings often, however it is useful for organizational reasons and it also serves as communication to employees that the company is respected. Furthermore, line managers believed it is very good that there are strict rules and clarity and that they can hide behind the rules. A manager explained:

"In this way you avoid a yes / no discussion. These are the rules of Zara and whether I agree with it or not does not matter much, I like the fact that I can just keep certain situations concrete" (LM-2).

A line manager mentioned as a possible negative point of performance (time) management, that the motivation can decline due to the fact that sometimes the time for accomplishing tasks is not realistic. Then there is a change that the quality of the work will be less. However, the positive side of the performance management is that the tasks are finished very efficiently and that the team learns to multitask. A manager added: *"Many tasks are delegated to the line managers and employees. The pressure is increased in a positive way, whereby many tasks are completed" (LM-3).*

Most of the line managers found it positive that everything is well attuned to each other thanks to this HR system. The managers experience work in nice stores with lots of great colleagues in which the atmosphere in most of the business units is good. In spite of this, people are satisfied at Zara. Furthermore, it is regarded very positive that employees have the opportunity to grow further within the company. Zara is a very dynamic company in which employees can make a lot of progress. The negative consequence of the employee policy regarding blocked off times and long working days is that a lot of employees tend to leave the company. Therefore, Zara deals with a high inflow and outflow of employees. A manager pointed out:

"I think it may be an improvement to keep in mind the needs and wants of employees, by handling things more flexible and maintain employee satisfaction. I think it is essential; otherwise you have to deal with a large outflow. The main focus is on the product, which goes at the expense of the employees" (LM-6).

The interviews analysis has revealed 10 topics within the frame "HRM-in-use":

Topics	HR professional	Line managers	Observation
1. TGT HR instrument	- Ranking list - TGT communication system between units and HR	- Consult all information and HR activities - Hour registration - Ranking list - TGT communication system between units and HR	Congruence
2. Using forms	- Official warning form - Line managers send forms	- Use the forms for implementation HR tasks	Congruence

		on time to HR	- Official warning form - Line managers send forms on time to HR	
3.	Guidelines and procedures	- Protocol cash desk procedure - Sanctions if rules and procedures not maintained - 6 minima's	- Protocol cash desk procedure - Sanctions if rules and procedures not maintained - 6 minima's - Frustration blocked vacation periods	Congruence
4.	HR training	- Difficult to give more training; no good structure yet - More training required - Focus on internal growth employees	- Only employment training beginning - Training at HR office - More training required - Nippon meeting as training - Focus on internal growth employees	Incongruence
5.	Team meetings	- Meetings to coach the team - Meeting every morning	- Meetings to coach the team - Meeting every morning	Congruence
6.	Performance appraisals	- Motivate employees by pointing out negative points - The stricter, the better performance results	- Motivate employees by pointing out negative points - Anticipate both negative as positive - The stricter, the better performance results	Congruence
7.	Potential program	- If managers notice employee is motivated and qualified then potential candidate assessment day - Previous coaching at business units	- If managers notice employee is motivated and qualified then potential candidate assessment day - Previous coaching at business units	Congruence
8.	Time management	- Better organizational performance	- Perform activities in certain time period - Tasks performed efficient - Better organizational performance	Congruence
9.	Communication head office (HR)	- Lack of good and open communication - HR receives too many emails with questions managers can figure out themselves	- Sometimes no good access - Communication between HR and line managers contradictory	Incongruence
10.	Consequences people management	- In essence no negative consequences - Strictness brings clarity - Easier to give sanctions when people do not maintain rules - Everything well attuned	- Positive to keep situations concrete without going in discussion with employees - Strictness brings clarity - Easier to give sanctions when people do not maintain rules - Everything well attuned - Team learns to multitask	Congruence

Table 5: Observations about HRM-in-use frames

5.4 HRM integration

Role Control HRM system
The line managers considered the control HRM system to function as a top down system, in which one-sided information is being sent to the managers and employees who need to execute conform the rules and procedures. The line managers as well as the HR professional believed this brings a lot of clarity about what is expected from all the organization members in the business units. Thus, considering the role of the control HRM system, there is *congruence* between the two groups. Standardization in work procedures and a clear structure in the business units were regarded by both groups as necessary to maintain order in the company and to achieve growth in sales performance. The HR manager mentioned this people management contains guidelines about what the company expects from their employees, but also what the employees can expect from them as an employer. This is also acknowledged by several line managers.

Furthermore the managers found the TGT computer system a useful HR instrument to keep close communication between the managers in the business units and HR at the head office. Via this system HR can control whether the tasks are completed in time. The HR professional mentioned that although line managers sometimes experienced this HRM system as strict, they eventually experience in the long term that this is necessary to maintain order in the organization, which is also in their favor. Thus, this implicates reciprocity. A line manager argued that the role of the people management towards the line manager is to maintain these strict rules, because HR is also strict to the line managers.

Finally, this people management integrates with both the headquarters and line managers as a supportive system in which there are professional people with responsibilities who support the line managers. The line managers emphasized to experience a good support from HR. The professionals from the head quarter check whether the people management is implemented in the same way in all the business units and provide line managers feedback about how it should be.

Role HR professionals and line managers
There is *congruence* in the frames of both HR professionals and line managers about the role they fulfill. Most of the line managers think the role of HR is to explain what is expected of them, and the line managers execute this. The HR professional acknowledged this and pointed out:

 "It is my role to find out whether the policies we are implementing are executed properly. From the head office it is my job to ensure that all legal obligations that we have as an employer will actually be performed in the business units. The intention is to regularly visit the business units" (HR-1).

Furthermore, the HR professional mentioned to really sit down with the managers to ask how they are doing, how it goes with the team, if vacancies are open, and whether there are things the HR professional should know. At busy times, the HR manager helps in the business units where necessary. The HR professional thinks that it is important not only to visit the units, but also to effectively help with the operational section in the units. The HR manager sees it as her function to especially be there for all the managers and employees and being involved with everything that happens in the units. This however is *incongruent* with a manager's perception that HR is nowadays mainly busy with filling the functions in the units to work on a better structure. A manager added:
 "At the moment I see little added value to the employees, but I think this does change as they have a better structure at Zara" (LM-5).

Most of the managers believed they are the link between the employees on the work floor and the headquarters. The line manager's tasks are to take over the HR functions in the business units, however HR always checks how it goes. Thus, HR tasks are delegated to the line managers on the work floor. Furthermore the line managers must ensure that all requests/applications from employees are going well and have a control function over the employees on the work floor. HR at the headquarters mainly deals with the administration like registration, payments, absenteeism, recruitment of people, vacancies and the labor market, coaching and training. Basically, the line managers will send the applications and forms to the head quarter and HR controls and implement them. As such, HR is considered to stand further away from the daily practice than the line managers, due to the fact that the line managers are dealing more with the operational aspect and the product. HR is considered to be the third thing where line managers focus on. Furthermore, HR has not much to say about the employees on the work floor. HR mainly has to do with recruitment at the management level. Their position is that they are as it were the end managers of the employees. The difference with HR at headquarters and the line managers is that HR at headquarters is more concerned with international legislation and line managers at the business units are more concerned with the employees. At the time line manager face difficulties, they contact HR. Another difference is that HR is more involved with the line managers, whereas the line managers are concerned with employees.

The interviews analysis has revealed 2 topics within the frame "HRM integration":

Topic	HR professional	Line managers	Observation
1. Role Control HRM system	- Maintain order - Clarity about expectations - Standardization - Strictness favorable both groups - Support	- Maintain order - Clarity about expectations - Standardization - Growth sales performance - Strictness favorable both groups - Support	Congruence
2. Role HR professionals and line managers	- HR explains people management - Line managers execute HR tasks on the work floor - Administration and international regulations - HR control function towards line managers - Line managers control function towards employees	- HR explains people management - Line managers execute HR tasks on the work floor - HR control function towards line managers - Line managers control function towards employees	Congruence
	- Effectively help managers and employees in business units	- At the moment little added value from HR to the employees	Incongruence

Table 6: Observations about HRM integration frames

6. Trust in the HRM system

In order to measure the employees trust in the HRM system 12 items were composed about the beliefs in the actions of the people management at Zara. The propensity to trust scale consisted of 8 items. Furthermore, 7 items were used as other control variables (organizational tenure, functions, function tenure, type of contract, gender, familiarity with the employee policy and usage of the employee policy).

The score for the mean trust in the HRM system was 3,606 with a standard deviation of 0,449. Considering the different degrees of the scale which was based on Dietz and Hartog (2006), the mean score for the trust in the HRM system can be classified as 'confident trust'.

The mean for the propensity to trust was 3,300 with a standard deviation of 0,382 (see table 7).

Regarding the background items (other control variables), it could be concluded that the function of most of the respondents was 'sales employee'. Furthermore, the average organizational tenure was 2,17 (years), whereas the average function tenure was 1,98 (years). The number of years did not deviate much from each other. Considering the gender of the respondents clearly most were female. Lastly, almost all respondents were familiar with the employee policy (HRM system) and made us of it.

Table 7: Mean, standard deviation and correlations

	Mean	Standard Deviation	Correlations			
			Propensity to trust	Trust in the HRM system	Organizational tenure (years)	Function tenure (years)
Propensity to trust	3,300	0.382				
Trust in the HRM system	3,606	0.449	.147			
Organizational tenure (years)	2.17	1.764	-.071	-.199		
Function tenure (years)	1.98	1.546	-.094	-.245**	0.935**	

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

The Pearson's correlation test showed a negative significant correlation between function tenure and trust in the HRM system (table 7). The Kruskal-Wallis test was used to assess whether the type of function influenced the level of trust in the HRM system among employees. The outcome showed that there was no significant difference among the different functions in the organization (χ^2=5.283, p=0,259). In order to test whether the type of employment contract of the employees differed in the level of trust in the HRM system, the Kruskal-Wallis test was also used. It could be concluded that there are no significant differences in the outcome among the four type of employment contracts (χ^2=6.438, p=0,092). To investigate whether the mean score of trust is different regarding the control variable gender, an independent sample t-test was conducted. It appeared that gender had no influence on the level of trust in the HRM system, as (p=0.191).

7. Discussion

Within the company under investigation, the congruence in HRM frames between line managers and a HR professional were investigated. Within each of the four frame domains – HRM-as-intended, HRM-as-composed, HRM-in-use and HRM integration – the knowledge, expectations and assumptions from the two groups about the control oriented HRM system could be observed. Following Orlikowski and Gash (1994), congruence in HRM frames is referred to as *the alignment of frames on key elements or categories across subcultures*, in which the focus was on common perceptions in content, values and categories of frames between a HR professional and line managers. The study revealed that within this Control oriented HRM system at Zara, congruence is high between the HR professional and line managers. Based on the composed data from the surveys the outcome showed a confident trust among the employees which can be linked to this strong congruence in HRM frames. Only a minor inconsistencies could be derived from the HRM system in the subcategories of the frames HRM-as composed and HRM-in-use .

7.1 High congruence in HRM frames and confident trust in HRM

Within the frame domain *HRM-as-intended*, the perceptions about the content of all the four subcategories were observed as congruent between the two groups. The goal and managerial reasons for this people management to be in place, were obviously in common. The HR system at Zara is designed to achieve that people management is clear to everyone and every organization member is expected to follow the rules and procedures and executes them correctly. In this regard, the managerial reasons according to the HR professional are for line managers to function as a role model and communicate the employee policy to the employees. Therefore the line managers are aware of the fact that a certain hierarchy in the business structure is needed to point out that they as managers in higher placed functions are aware of how everything works and that they communicate the employee policy towards the employees.

The *HRM-as-composed* dimension showed there was also congruence in the frames of both groups, however within 3 of the 9 subcategories the content of the frames was noticed to be incongruent. As for the guidelines that govern the use for the system, the need for control in order for business and HR tasks to be performed well and in a structured way was recognized by both groups within the subcategory of intentions about the rules and procedures. Furthermore, considering the cash desk procedure, the forms for the guidelines and procedures and the deadlines to conduct HR tasks there was an alignment in the values, content and categories mentioned. Nevertheless, HR did not mention the subcategory deadlines for HR tasks to be performed in a certain time period. This could be explained by the fact that this is not recognizable in the context of the HR professional's job role (Orlikowski & Gash, 1994). The fact that both groups believed the strict organization and structure within this Control oriented HRM system lead to positive outcomes for the company showed the frames are helpful or facilitating by allowing interpretation of ambiguous situations, reducing uncertainty in situations of complexity and change, and provide as a basis for taking action (Orlowski & Gash, 1994). In addition, Bowen and Ostroff (2004) found that when messages are unambiguous they positively influence employees' attitudes and their intention to behave accordingly. Thus, this indicated the common perceptions about the HR policy in frames between both groups serves as a

basis for taking action related to the strategic needs into the common goals of the people management, which is in line with Orlowski & Gash (1994) and Lepak et al. (2004).

The frame *HRM-in-use* covered especially the HR practices as specific actions which were designed to achieve some organizational outcomes (Lepak et al., 2006). Within this frame, 8 out of 10 subcategories were found to be congruent, which overall indicated a good congruence in the frames between the two groups. The line managers' use of the TGT HR instrument and HR practices like time management, Nippon meetings and performance appraisals (evaluations) were congruent due to similar perceptions. This could be explained by the perceptions among line managers that involvement of the line in HR practices is very important for designing and implementing HR activities, due to the fact that line managers are responsible for creating value. Therefore, in line with the reasoning of Ulrich (1998), line managers integrate HR in their work. In addition, they not only hold HR accountable in delivering organizational performance, but also themselves (Ulrich, 1998). Only 2 subcategories – HR training and communication head quarter (HR) – were found to be incongruent. Regarding the topic HR training, incongruence existed within the group of line managers as well as between the group of line managers and HR professional. Some of the line managers mentioned to have had only employment training in the beginning, whereas others appeared to have also HR administration training at the head quarter. Furthermore, line managers desired more training sessions. Regarding the communication with HR at the head quarter, some line managers think there is no good access to approach HR and messages are sometimes contradictory, whereas on the other hand, the HR professional, thinks that they receive too many questions managers can figure out themselves. As indicated by Gallivan (2001), this might be explained by the fact that frames are grounded in different assumptions each can be traced to distinct experiences and historical precedents for each stakeholder group. In line with Orlikowski & Gash (1994), the different frames between the line managers and HR professional could arise from education or work experiences and interactions. The line managers' behaviour in response to a change initiative or in this case HR tasks/activities, 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. It could be the case that the HR professional gained a higher educational level, which explains in her view it is more obvious that line managers also should be aware that they can find out themselves in for example the collective labour agreement about how certain changes or issues could be handled. However, the line managers are not always aware of that. A clear communication between the two groups that is well understood by the line managers is a necessary and critical condition for any change initiative to succeed (Gallivan, 2001).

Within the domain *HRM integration*, almost all the perceptions were found to be more or less similar. However, only a minor difference in the frames between the HR professional and line managers was to be noticed regarding the opinion of the HR professional about effectively helping managers and employees in the business units. This was in contradiction with a line manager's citation that at the moment HR brings little value to the employees. Nevertheless, both groups believed this will be better when HR creates a better structure in the company. Overall, the frames within the two subcategories were congruent, due to the fact that both groups shared an alignment in the perceptions about the role of the HRM system and the role of Role HR professionals and line managers. In line with Kelly and Gennard (2001) (see Papalexandris & Panayotopoulou, 2004), it seemed important for HR managers to devolve HR work to line managers in order to advance the strategic HR role and grow further to an international HR management role since the organization's

operations become more international. This due to the fact that the HR department at Zara is dealing more with the administration and international regulations, since the company is expanding more and more internationally. Furthermore, the HR tasks are executed by the line managers since they are expected to handle such responsibility very well (Brewster and Larsen, 1992) as they are the ones working with the employees on the work floor and are dealing more with the operational aspect and the product. Both groups' perceived the integration of the HRM system within HRM was related to the roles of the HR professional and line managers. In their reasoning, line managers execute HR tasks devolved from HR, whereas HR had more a control function towards the line managers about the performance of these tasks.

Papalexandris and Panayotopoulou (2004) mentioned HR and line managers have different backgrounds and therefore can create misunderstanding in the way they view things. However, this is not the case in this study. In addition, the study revealed that it is possible for different groups to share similar HRM frames. This is also in contradiction with Wright and Nishii (2006) who proposed that intended HR practices of a firm can differ in the implementation of the initial intention of the HR practices, due to the fact that different groups perceive HRM differently. In fact, the HR professional in the company has also experienced the function and job role of being a line manager in the past. This probably explains why there is congruence within the four dimensions between both groups, since HR understands the cognitions of line managers on the work floor as well.

The incongruences within the subcategories in the frames – HRM-as-composed and HRM-in-use – however, seem to have clear similarities with the obstacles mentioned by Papalexandris and Panayotopoulou (2004). First, line managers might feel pressure to introduce new HR practices which are time consuming or difficult to apply. Conducting performance appraisals or evaluations are seen as practices which are very important, but at the same time difficult to conduct, due to time limitations and pressure. Second, line managers experienced fear of neglecting main job demands due to extra burden from HR issues Papalexandris and Panayotopoulou (2004). For example, the registration/calculation of working hours by hand and the high work pressure due to time management leaves little time for (performance appraisals) evaluations, coaching and training of the employees. Third, some of the line managers think they received poor advice from HR specialists which may lead to lower employee performance, in line with Papalexandris and Panayotopoulou (2004). The line managers desire more guidance in *how* to deal with certain HR tasks. In addition, a better access to communication with HR at head quarter is desirable. Otherwise, ambiguous understandings about the messages sent can turn into negative influence of employees' attitudes and their intention to behave accordingly (Bowen & Ostroff, 2004). On the other hand, an obstacle in line with the perceptions by the HR professional is the difficulty in training line managers to participate and adopt appropriate ways of handling employee matters and constant auditing (Papalexandris and Panayotopoulou, 2004). This due to the fact the company is still busy with improving the organizational structure, there is little time for training and coaching the line managers. Nevertheless, most of these obstacles are acknowledged by both the line managers and HR professional.

Trust in HRM
After investigating the level of trust in HRM among the employees at Zara, it became clear the results indicated there is a 'confident trust' in the people management. This classification was based on the different degrees of trust scale adopted from Dietz and Hartog (2006). This trust in HRM is considered as an organizational outcome which followed after the good congruence in HRM frames

between line managers and the HR professional. The classification of the employees trust in the people management as 'confident trust' revealed the employees at Zara found the people management trustworthy. This implies that the employees believe that the decisions and actions of the organization with this Control oriented HRM system, will have positive consequences for them too (Dietz and Hartog, 2006). This research has confirmed there is a relationship between congruence in HRM frames among HR professionals and line managers and employees trust in HRM. Furthermore, this study provided a highly reliable measurement scale to assess the level of trust among employees. The Cronbach's alpha scored 0.87, which is considered a good value (Gliem and Gliem, 2003).

Zara (Inditex) retail sector

Inditex's corporate culture is based on open communication, growth and performance expectations are very high. For Inditex, speed is the number one priority, above and beyond production costs. The need for the company's "quick fashion" has probably to do with the fact that within the retail sector, speed is very important to differentiate themselves in order to ensure that this international retail company can satisfies customers better than its rivals can (Inditex, 2013). By producing the products and distribute them through their global retail network incredibly quickly, Zara enabled itself to respond to market demands rapidly and expand the business internationally. Therefore, the line managers and HR professional believed this excellent performance is a positive organizational outcome of the HRM system.

Control HRM system

The Control HRM system at Zara revealed strong evidence of high congruence between the two groups, which showed that employees make sense of HRM in the way it was intended by HR professionals (Sanders et al., 2012). This implies the Control HRM system is strong and effectively designed and administered, in line with Bowen and Ostroff (2004). The reason why there is congruence within all the four frame domains between the perceptions of line managers and the HR professional, has to do with the believes that this Control oriented system keeps the organization goals maintained by the strict guidelines and procedures and close monitoring to regulate employee behavior (Lepak et al., 2006). In addition, both groups acknowledged the composition of the HRM system's employee policy brings a lot of clarity about what is desirable and expected from all the organization members. Due to this system, the company manages centralized decision making with vertically oriented (top down) positioning roles. Furthermore, both line managers and HR think it is important that all the employees' activities and tasks are coordinated in a good and efficient manner. In this way the company can save employee costs, which is also in line with one of the goals of the system mentioned by Lepak et al. (2006).

Overview HR professional and line managers' maps

In figure 6 and 7, an overall picture has been illustrated with the HR professional maps and line manager's maps. Both maps are outlined to give insights in the reasoning and cognitions of both the groups separately. The high congruence between the groups could probably be explained by the process of interactions and the clear presented guidelines and procedures, which are contextually specific to the company (Orlikowski & Gash,1994). In this way the groups develop and exchange similar points of view. The control within this Control oriented HRM system probably keeps these shared cognitions maintained. Another reason for this congruence could be the fact that the HR

professional has the same organizational background as the line managers. More specifically, in former functions within the company the HR professional experienced the role of line manager too. Therefore, they probably share more or less same understandings in the way they view things, which is in contrast with Papalexandris and Panayotopoulou (2004) who mentioned HR and line managers have different backgrounds and therefore can create misunderstanding in the way they view things.

In figure 6 for example, the subcategory regarding the *intended goal clearness of the employee policy* is aligned with the perceptions about the composition of the forms which represent the guidelines and procedures that follow out of the Control oriented HRM system at the company. Furthermore, it followed that an official warning will be given when the procedures are not maintained properly. This is in line with the integration of *the role of the HRM system*, in which the HR professional mentioned strictness is favorable for both groups. With these guidelines the HR wants to maintain order in the company. Furthermore the subcategory *intentions rules and procedures* within the frame HRM-as-composed showed the HR professional believed it is to express a very clear message towards every employee. This is also being experienced in practice, as the HR professional mentioned that the consequence of the strict HRM system brings clarity. However, the arrow pointing from last mentioned subcategory to the subcategory *Communication head office (HR)* seems to indicate why there might be incongruence between the groups' frames regarding the communication with the head quarter (HR), since HR thinks to receive too many questions managers can figure out themselves too. It could be concluded the arrows in this map point out most of the perceptions from the HR professional are related to each other.

In figure 7 the same map has been illustrated with the line managers' perceptions. For example within the frame HRM-as-intended, the subcategory regarding the goal *of standardization and maintain structure* in the company is in line with the perceptions about the subcategory *Strict organization and structure* within the frame HRM-as-composed, as line managers think Zara is extremely structured and organized that tasks cannot go wrong. Furthermore, it is believed this Control oriented HRM system leads to positive outcomes for the company. These perceptions are related to the cognitions about the time management practice in use, in which tasks are performed efficient and lead to a better organizational performance. These perceptions are aligned to the integration part, in which the perceptions of the subcategory *Role of the Control HRM system* are to maintain order, clarity about expectations and the practices lead to growth in sales performance. Second, within the frame HRM-as-intended, a perception about the subcategory *Managerial reasons: communication employee policy* is for example that organization members need performance appraisals to function well. However, due to time limitations it is difficult to always conduct them. In addition, it was mentioned it is expected that line managers know everything in a very small period. Thus, these arrows indicate that the reasoning among the line managers are also aligned with the subcategory *performance appraisals (evaluations)* within the frame HRM-in-use. However, within this subcategory incongruence was to be noticed, as the line managers conduct evaluations once in six months, whereas the HR professional mentioned the guideline is to hold them twice in 6 months.

Figure 6: Overall picture: HR maps

HRM-as-intended

1. Goal: clearness employee policy
- Designed to achieve people management is clear to everyone
- Everyone follows the rules and executes them correctly

2. Goal: standardization and maintain structure
- Maintain structure in company
- Support line managers and present guidelines what is expected from employees

3. Managerial reasons: follow rules and procedures
- Follow rules and procedures derived from labor law and collective agreement

4. Managerial reasons: communication employee policy
- Managers should be the role model and communicate the employee policy to the employees
- Organization members need performance appraisals to function well

HRM-as-composed

1. Forms guidelines and procedures
- Forms HR tasks to create standardized procedures
- Employees keep to contract and management meet obligations

2. Deadlines HR activities/tasks

3. Application holidays
- Application holidays twice a year
- Deadline two months before beginning vacation
- Disappointments blocked vacation periods

4. Performance appraisals (evaluations)
- Performance appraisals twice in 6 months
- "Give employees the time to know the business"
- Difficult to always conduct due to time limitations
- At management level max 2 persons conducting performance appraisals, employee level max 1 manager
- HR evaluates managers and Line managers evaluate floor assistants, sales employees and potentials.

5. Cash desk procedure
- Managers role model following cash desk procedure
- Employees must inform manager before work when they have more than €50 with them

6. Clearness employee policy
- Alignment and clearness in following policy
- Employees not allowed to wear uniform outside
- Fitting room procedure in all units

7. Strict organization and structure
- Control HRM system lead to positive outcomes for the company

8. Vertical oriented roles
- "We demand justification and explanation for many things"

9. Intentions rules and procedures
- Following the rules in order to maintain an organized and structured administration
- Need for control in order for business and HR tasks to be performed well and in structured way
- Intentions of these guidelines are to express a very clear message towards every employee

HRM-in-use

1. TGT HR instrument
- Ranking list
- TGT communication system between units and HR

2. Using forms
- Official warning form
- Line managers send forms on time to HR

3. Guidelines and procedures
- Protocol cash desk procedure
- Sanctions if rules and procedures not maintained
- 6 minima's

4. HR training
- Difficult to give more training; no good structure yet
- More training required
- Focus on internal growth employees

5. Team meetings
- Meetings to coach the team
- Meeting every morning

6. Performance appraisals
- Motivate employees by pointing out negative points
- The stricter, the better performance results

7. Potential program
- If managers notice employee is motivated and qualified then potential candidate assessment day
- Previous coaching at business units

8. Time management
- Better organizational performance

9. Communication head office (HR)
- Lack of good and open communication
- HR receives too many emails with questions managers can figure out themselves

10. Consequences people management
- In essence no negative consequences
- Strictness brings clarity
- Easier to give sanctions when people do not maintain rules
- Everything well attuned

HRM integration

1. Role Control HRM system
- Maintain order
- Clarity about expectations
- Standardization
- Strictness favorable both groups
- Support

2. Role HR professionals and line managers
- HR explains people management
- Line managers execute HR tasks on the work floor
- Effectively help in business units
- Administration and international regulations
- HR control function towards line managers
- Line managers control function towards employees

Figure 7: Overall picture: Line managers maps

HRM-as-intended	HRM-as-composed	HRM-in-use	HRM integration
1. Goal: clearness employee policy - Designed to achieve that people management is clear to everyone - Everyone follows the rules and executes them correctly	**1. Forms guidelines and procedures** -Forms HR tasks to create standardized procedures -HR controls if all forms applied well	**1. TGT HR instrument** - Consult all information and HR activities - Hour registration - Ranking list - TGT communication system between units and HR	**1. Role Control HRM system** - Maintain order - Clarity about expectations - Standardization - Growth sales performance - Strictness favorable both groups - Support
2. Goal: standardization and maintain structure -Maintain structure in company -Support line managers and present guidelines what is expected from employees -Work according to one certain way	**2. Deadlines HR activities/tasks** -HR tasks performed in certain time deadline -Appointments must be scheduled immediately by the managers via TGT	**2. Using forms** - Use the forms for implementation HR tasks - Official warning form - Line managers send forms on time to HR	**2. Role HR professionals and line managers** - HR explains people management - Line managers execute HR tasks on the work floor - HR control function towards line managers - Line managers control function towards employees
3. Managerial reasons: follow rules and procedures -Follow rules and procedures derived from collective agreement -Via TGT system control on HR tasks and forms being send on time	**3. Application holidays** - Application holidays twice a year - Deadline two months before beginning vacation - Not allowed to plan too many persons at same time - Disappointments blocked vacation periods	**3. Guidelines and procedures** - Protocol cash desk procedure - Sanctions if rules and procedures not maintained - 6 minima's - Frustration blocked vacation periods	
4. Managerial reasons: communication employee policy - Hierarchy in business structure to point out managers in higher placed functions are aware of how everything works and communicate the employee policy towards the employees - Organization members need performance appraisals to functions well	**4. Performance appraisals (evaluations)** - Performance appraisals once in 6 months - "Zara expects that we know everything in a very small time period" - Difficult to always conduct due to time limitations - HR evaluates managers and Line managers evaluate floor assistants, sales employees and potentials.	**4. HR training** - Only employment training beginning - Training at HR office - More training required - Nippon meeting as training - Focus on internal growth employees	
	5. Cash desk procedure -Managers role model following cash desk procedure -Managers must be requested when customer returns items -Employees must inform manager before work when they have more than €50 with them	**5. Team meetings** - Meetings to coach the team - Meeting every morning	
	6. Clearness employee policy -Alignment and clearness in following policy -Employees not allowed to wear uniform outside	**6. Performance appraisals** - Anticipate both negative as positive - The stricter, the better performance results	
	7. Strict organization and structure - Control HRM system lead to positive outcomes for the company -Zara extremely structures and organized that tasks cannot go wrong	**7. Potential program** - If managers notice employee is motivated and qualified then potential candidate assessment day - Previous coaching at business units	
	8. Vertical oriented roles -"Managers above managers" - External control from managers up in the hierarchy	**8. Time management** - Perform activities in certain time period - Tasks performed efficient - Better organizational performance	
	9. Intentions rules and procedures - Following the rules in order to maintain an organized and structured administration -Need for control in order for business and HR tasks to be performed well and in structured way - Intentions of these guidelines are to express a very clear message towards every employee - Control checks on all activities managers and employees	**9. Communication head office (HR)** - Sometimes no good access - Communication between HR and line managers contradictory	
		10. Consequences people management - Positive to keep situations concrete without going in discussion with employees - Strictness brings clarity - Easier to give sanctions when people do not maintain rules - Everything well attuned - Team learns to multitask	

7.2   Limitations and future research

This explorative study has revealed the existence of a relationship between congruence in HRM frames and employees' trust in HRM. The study also gave insights into the relations between the HRM frames of HR professionals and line managers within an organization. However, within the scope of this research it was not possible to further explore this relationship, since we used the mixed method approach. Now that the two concepts – HRM frame congruence and trust in HRM – seem to be related, an empirical study should be conducted in future research to further elaborate on exploring the relationships between the two concepts. The next step will be to quantify the interview transcripts regarding the congruence in frames and put these data into correlations. Although, the response rate of the questionnaires among employees in the company under investigation was very high (93%), line managers indicated afterwards the vocabulary used for the questionnaire was sometimes difficult to understand by the employees. In future research, it might be considered to simplify the vocabulary in the questionnaire.

7.3   Contribution to the HRM literature

This research contributes to the literature on HRM by providing a conceptual framework regarding HRM frame domains and exploring the link between congruence in these HRM frames and trust in HRM. Furthermore, it offers insights regarding the literature on devolving HR responsibilities to the line. The results of the study indicated that line managers are aware of functioning as a role model and implement HR practices in their daily work, as they are the ones working most with the employees and feel responsible to implement HR practices. Thus, they feel responsible to take up the role of a strategic partner (Brewster & Larsen, 1992; Ulrich, 1998).

It is revealed that although the HRM system in the company under investigation showed some minor inconsistencies, this Control oriented HRM system leads to a high congruence in HRM frames between line managers and the HR professional. A remarkable finding can be added to the HRM literature that similar frames can be found, instead of different opinions and perceptions in the implementation of HR practices by different groups (Gallivan, 2001; Wright and Nishii, 2006). Nevertheless, in this study we confirm the expectation that HRM is effective when people management is performed in congruence (Sanders et al., 2012), since congruent frames have been found about the intentions, composition, usage and integration role of the HRM system. This effectiveness can be linked to the implementation of the control HRM system, as its business operations goals are clarity in rules and standardized procedures among all the organization members to focus eventually on the product in order to increase the sales performance. In this way, it is confirmed that different groups will work towards similar goals (Bondarouk et al., 2009).

In addition, both groups experienced these strict organization and structure within the Control HRM system lead to positive performance outcomes for the company. In line with Bowen & Ostroff (2004) effective alignment of HRM practices between the two groups positively influenced employees intentions to behave accordingly. A confident level of trust has shown that employees believed the people management has positive actions for them too. Thus, it can be assumed that this alignment of HRM frames is directly and positively related to trust in HRM. However, further research is necessary to reflect further on these relationships. Lastly, this research provides a measurement instrument for employee trust in HRM, since the measurement scale proved to be highly reliable.

7.4   Recommendations to Zara

In principle, both the line managers and the HR professional shared similar frames concerning the philosophy, policy and practices of the Control HRM system at Zara. Thus, this alignment of perceptions led to a high congruence between both groups and a confident trust level in the HRM system among the employees. Nevertheless, only minor differences arose in some subcategories within the domain frames HRM-as-composed and HRM-in-use. Therefore, to anticipate on these differences in cognitions, some recommendations are outlined to strengthen the HRM system as a whole in order for Zara to improve the HR function and obtain the best performance of their team. Based on this research, the following recommendations could be presented:

- Develop a higher advanced TGT system regarding the registration of hours and other information concerning HR tasks. This saves a lot of time and calculations that can be used to focus more on the products in the business units. In this way, the employees can login and register their hours themselves. As mentioned by Papalexandris & Panayotopoulou (2004), with new technology and communications systems HRM can be simplified and deliver HR advice and services to the line managers. Second, line managers will be more involved in HR activities. By developing a highly sophisticated information system the workload of HR can be reduced such as recruitment, selection, employee benefits, and distance learning (Papalexandris & Panayotopoulou, 2004).
- Regarding applying for holidays, it saves a lot of disappointments among employees and managers if there are less blocked off times in which they are not allowed to take vacation time. A proposal is to leave the vacation scheduling to the line, as they are very well aware in which periods they need to employ their human resources and in which periods they cannot be missed.
- Scheduling more time for training sessions to train both managers and employees. In this way the managers and employees remain up to date as to what is important in the business units. Furthermore, management obtains a clear structure in the units concerning which employees should perform certain tasks. HR will be less concerned with deploying the positioning roles and functions of the staff.
- With regard to the performance of all the organizational members it is desirable that both groups are stricter with the guideline to hold performance appraisals or evaluations twice in six months.
- More communication accessibility is desired towards the head office (HR) if line managers are unclear about whom to contact with difficulties about specific guidelines or tasks which need to be performed. Second, HR should communicate more often with line managers about *how* to deal with certain situations. In this way, the line managers can manage to deal with such situations themselves and HR can focus more on their own tasks.
- Line managers should communicate more openly and honestly towards employees, about the reasons concerning whether to renew or not renew employee contracts. In addition, by consulting for example the collective labor agreement, the line could try to manage certain situations themselves.
- Remain to provide HR assistance and involvement at the business units in order to show line managers and employees that personal contact is available. In this way, line managers and employees perceive HR brings more added value.

8. Conclusion

This study has explored the link between the congruence in HRM frames of line managers and a HR professional and employees' trust in HRM. By analyzing the retrieved data from the interviews with a HR professionals and line managers, together with the data from the questionnaires among employees and document analysis, the central main question will be answered. The central question in this research was as follows:

In what way are shared frames of HR professionals and line-managers linked to employees' trust in HRM at Zara in the Netherlands?

Within each of the four frame domains – HRM-as-intended, HRM-as-composed, HRM-in-use and HRM integration – the knowledge, expectations and assumptions from the two groups about the control oriented HRM system could be observed. The most remarkable finding of the research was that although the Control oriented HRM system showed some minor inconsistencies, this HRM system leads to a high congruence in HRM frames between the different groups. Within the conducted research, in each frame domain a high congruence in the HRM frames between the line managers and the HR professional was observed. This is very positive for the company, since congruent HRM frames are considered to be an important condition for the HRM system's effectiveness. Second, there was observed a 'confident' trust level in trust among the employees of the company under investigation. Thus, it is proven there is a link between congruence in HRM frames of HR professionals and line managers and employees' trust in HRM. In addition, the research showed that good congruence in HRM frames leads to a reasonable high level of trust. Only minor differences arose in some subcategories within the domain frames HRM-as-composed, HRM-in-use and HRM integration. These could be explained by the high pressure of the Control oriented system, in which speed and the strict control on the guidelines and rules to perform tasks leave little time for training and evaluations among employees. Furthermore, the communication level or interactions between HR and the line managers could be increased in which the two groups remain and increase to exchange similar points of view (Orlikowski & Gash, 1994).

This research delivers practical value by offering Zara specific recommendations which anticipate on minor differences in cognitions within the frame domains. These recommendations are presented to maintain a high congruence within the organization regarding the people management and strengthen the HRM system in order for Zara to empower the HR function and obtain the best performance of their team. Furthermore, the study provided a useful measurement instrument to measure trust in the HRM system among employees in organizations. Finally, the conceptual framework and findings of this study deliver value for future research within the Human Resource Management regarding HRM frames and trust in HRM at the organization level.

Literature

Alfes, K., Shantz, A., & Truss, C. (2012). The link between perceived HRM practices, performance and well-being: The moderating effect of trust in the employer. *Human Resource Management Journal*, *22*(4), 409-427.

Baxter, P., & Jack, S. (2008). Qualitative Case Study Methodology: Study Design and Implementation for Novice Researchers. *The Qualitative Report, 13*(4), 544-559.

Bondarouk, T. (2006). Action-oriented group learning in the implementation of information systems: Results from three case studies. *European Journal of Information Systems*, 15, 42-53.

Bondarouk, T., Looise, J. K., & Lempsink, B. (2009). Framing the implementation of HRM innovation: HR professionals vs line managers in a construction company. *Personnel Review*, *38*(5), 472-491.

Boone, H.N., Jr., and Boone, D.A. (2012). Analyzing Likert Data. *Journal of Extension,* 50(2), 1-5.

Bos-Nehles, A. (2010). *The line makes the difference: line managers as effective HR partners.* CPI Zutphen: Wöhrmann Print Service.

Bos-Nehles, A. C., & Bondarouk, T. V. (2012). How line management intentions become employee perceptions: Conceptualization of the role of frames in HRM system strength. WOA.

Bowen, D.E. & Ostroff, C., (2004).Understanding HRM-firm performance linages: The role of "Strength" of the HRM system. *Academy of Management Review*, 203-221.

Brandl, J., Madsen, M. T., & Madsen, H. (2009). The perceived importance of HR duties to Danish line managers. *Human Resource Management Journal*,*19*(2), 194-210.

Butler, J.K. (1999). Trust expectations, information sharing, climate of trust, and negotiation effectiveness and efficiency. *Group and Organization Management*, 24(*2*), 217-238.

Cramer, E., & Nevin, A. (2006). A mixed methodology analysis of co-teacher assessments. *Teacher Education and Special Education: The Journal of the Teacher Education Division of the Council for Exceptional Children*, *29*(4), 261-274.

Cummings, L.L. and Bromiley, P. (1996). "The Organizational trust inventory (OTI): development and validation", in Kramer, R.M. and Tyler, T.R. (Eds), Trust in Organisations: Frontiers of Theory and Research, Sage, Thousand Oaks, CA, pp. 302-31

Davis, J. H., Schoorman, F. D., Mayer, R. C., & Tan, H. H. (2000). The trusted general manager and business unit performance: Empirical evidence of a competitive advantage. *Strategic Management Journal*, *21*(5), 563-576.

De Dreu, C., E. Giebels, E. Van de Vliert. 1998. Social motives and trust in integrative negotiation: The disruptive effects of punitive capability. *Journal of Applied Psychology,* **83** 408–423.

Denzin, N. K. (1970). *The Research Act in Sociology*. London: Butterworth.

Dietz, G., & Den Hartog, D. N. (2006). Measuring trust inside organisations. *Personnel Review*, *35*(5), 557-588.

Douglas, S.P., and Craig, C.S. (2007). Collaborative and Iterative Translation: An Alternative Approach to Back Translation. *Journal of International Marketing,* 15(1), 30-43.

Eden, C. (1992). On the nature of cognitive maps. *Journal of Management Studies*, 29, 261-265.

Gallivan, M.J. (2001). Meaning to Change: How Diverse Stakeholders Interpret Organizational Communication About Change Initiatives. *IEEE Transactions on Professional Communication*, Vol. 44, No. 4, 243

Gerring, J. (2004). What is a case study and what is it good for?. *American political science review*, *98*(2), 341-354.

Gibbert, M., Ruigrok, W., & Wicki, B. (2008). What passes as a rigorous case study?. *Strategic Management Journal*, *29*(13), 1465-1474.

Gibson, C. B., Cooper, C. D., & Conger, J. A. (2009). Do you see what we see? The complex effects of perceptual distance between leaders and teams. *Journal of Applied Psychology*, *94*(1), 62.

Gioia, D. A. (1986). 'Symbols, scripts, and sensemaking: Creating meaning in the organizational experience'. *The Thinking Organization,* pp. 49-74.

Gioia. D.A., & Chittipeddi, K. (1991). Sensemaking and Sensegiving in Strategic Change Initiation. *Strategic Management Journal*, Vol. 12, No. 6, pp. 433-448.

Gliem, J. A., & Gliem, R. R. (2003). Calculating, interpreting, and reporting Cronbach's alpha reliability coefficient for Likert-type scales. Midwest Research-to-Practice Conference in Adult, Continuing, and Community Education.

Gould-Williams, J. (2003). The importance of HR practices and workplace trust in achieving superior performance: A study of public sector organizations. *Journal of Human Resource Management*, 14*(1)*, 28-54.

Hodgkinson, G.P. (2001). The psychology of strategic management: Diversity and cognition revisited. In C.L. Cooper and I.T. Robertson (eds), *International Review of Industrial and Organizational Psychology*, Volume 16. Chichester: John Wiley & Sons, Ltd.

Inditex. (2013). Annual Report Inditex 2013. Retrieved from http://www.inditex.com/documents/10279/18789/Inditex_Group_Annual_Report_2013.pdf/88b623 b8-b6b0-4d38-b45e-45822932ff72

Innocenti, L., Pilati, M., & Peluso, A. M. (2011). Trust as moderator in the relationship between HRM practices and employee attitudes. *Human Resource Management Journal*, *21*(3), 303-317.

Johnson, R. B., & Onwuegbuzie, A. J. (2004). Mixed methods research: A research paradigm whose time has come. *Educational researcher*, *33*(7), 14-26.

Kelly, J. and Gennard, J. (2001). *The effective Personnel Director: Power and Influence in the boardroom,* Routledge, London.

Kremelberg, D. (2010). *Practical Statistics: A Quick and Easy Guide to IBM (R) SPSS (R) Statistics, Stata, and Other Statistical Software*. SAGE Publications.

Larsen, H.H. and Brewster, C. (2003). "Line management responsibility for HRM: what is happening in Europe?". *Employee Relations*, Vol. 25, No.3, pp. 228-44.

Lepak, D. P., Marrone, J. A., & Takeuchi, R. (2004). The relativity of HR systems: Conceptualising the impact of desired employee contributions and HR philosophy. *International Journal of Technology Management*, *27*(6), 639-655.

Lepak, D. P., Liao, H., Chung, Y., & Harden, E. E. (2006). A conceptual review of human resource management systems in strategic human resource management research. *Research in personnel and human resources management*, *25*, 217-271.

Lowe, J. (1992), 'Locating the Line: The Front-Line Supervisor and Human Resource Management', in *Reassessing Human Resource Management,* eds, P. Blyton and P. Turnbull, London: Sage

Mayer. R. C. Davis. J. H., & Schoorman, D. 1995. An integrative model of organizational trust. *Academy of Management Review,* 20: 709-734.

Morgan, D. L. (1998). Practical strategies for combining qualitative and quantitative methods: Applications to health research. Qualitative Health Research, 3, 362-376.

Orlikowski, W. J. and Gash, D. C. 1994. "Technological frames: Making sense of information technology in organizations," *ACM Trans. Inform. Syst.*, vol. 12, no. 2, pp. 174–196.

Papalexandris, N. and Panayotopoulou,L. (2005). Exploring the partnership between line managers and HRM in Greece. *Journal of European Industrial Training*, Vol. 29, No. 4, pp. 281-291.

Johnson, R. B., & Onwuegbuzie, A. J. (2004). Mixed methods research: A research paradigm whose time has come. *Educational researcher*, *33*(7), 14-26.

Johnstone, P. L. (2004). Mixed methods, mixed methodology health services research in practice. *Qualitative Health Research*, *14*(2), 259-271.

James, L. R., & Jones, A. P. (1974). Organizational climate: A review of theory and research. Psychological Bulletin, 81, 1096–1112.

Kaplan, S. (2008), "Framing contests: strategy making under uncertainty", Organziation Science, Vol. 19 No. 5, pp. 729-752.

Miles, M. B., & Huberman, A. M. (1994). Qualitative data analysis: An expanded sourcebook. 1994. *Beverly Hills: Sage Publications*.

Reichers, A. E., & Schneider, B. (1990). Climate and culture: An evolution of constructs. *Organizational climate and culture*, *1*, 5-39.

Rich, G. A. (1997). The sales manager as a role model: Effects on trust, job satisfaction, and performance of salespeople. *Journal of the Academy of Marketing Science*, *25*(4), 319-328.

Robinson, S. L. (1996). Trust and breach of the psychological contract. *Administrative science quarterly*, 574-599.

Rousseau, D., Sitkin, S.B., Burt, R.S. and Camerer, C. (1998), "Not so different after all: a cross-discipline view of trust", Academy of Management Review, Vol. 23 No. 3, pp. 393-404.

Sale, J. E., Lohfeld, L. H., & Brazil, K. (2002). Revisiting the quantitative-qualitative debate: Implications for mixed-methods research. *Quality and quantity*, *36*(1), 43-53.

Sanders, K., Yang, H., & Kim, S. (2012). The moderating effect of employees' HR attribution on HRM– Employee outcomes linkages. *Paper presented at the 2012 Academy of Management Annual Meeting*, August, 6 – 10, 2012, Boston, MA, USA.

Saunders, M. N., Saunders, M., Lewis, P., & Thornhill, A. (2011). *Research methods for business students, 5/e*. Pearson Education India.

Schneider, B. (1983). Work climates: An interactionist perspective. In: N. W. Feimer & E. S. Geller (Eds), Environmental psychology (pp. 106–128). New York: Praiger.

Searle, R., Den Hartog, D. N., Weibel, A., Gillespie, N., Six, F., Hatzakis, T., & Skinner, D. (2011). Trust in the employer: the role of high-involvement work practices and procedural justice in European organizations. *The International Journal of Human Resource Management*, *22*(05), 1069-1092.

Smith, J. K., & Heshusius, L. (1986). Closing down the conversation: The end of the quantitative-qualitative debate among educational inquirers. *Educational researcher*, *15*(1), 4-12.

Tanner, B.M. (2007). *An Analysis of The Relationships Among Job Satisfaction, Organizational Trust, and Organizational Commitment in An Acute Care Hospital*. Unpublished Ph.D. dissertation, Faculty of Saybrook Graduate School and Research Center: San Francisco, CA.

Tashakkori, A., & Teddlie, C. (1998). *Mixed methodology: Combining qualitative and quantitative approaches* (Vol. 46). Sage.

Ulrich, D. (1998). A new mandate for human resources. *Harvard business review*, Vol. *76*, No.1, pp 124-135.

Wright, P. M., & Nishii, L. H. (2006). *Strategic HRM and organizational behavior: Integrating multiple levels of analysis*. Working Paper 06-05, CAHRS, Cornell University, Ithaca, NY.

Yılmaz, K. (2008). The Relationship Between Organizational Trust and Organizational Commitment in Turkish Primary Schools. *Journal of Applied Sciences*, *8*(12).

Yin, R. K. (1994). *Case study research: Design and methods* (2nd ed.). Thousand Oaks, CA: Sage.

Yin, R. K. (2003). *Case study research: Design and methods.* Thousand Oaks: CA: Sage.

Zand, D. E. (1972). Trust and managerial problem solving. *Administrative science quarterly*, 229-239

Appendices

Appendix 1: Interviewprotocol

Filial:	HR Professional/Manager	Interviewnumber:	Date: Time:

My name is Sureya Arun and in the context of my research I want to ask you questions about the peoplemanagement (HRM) in your organization and about the way this works in practice.

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

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

The interview will take 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

1. What is your function? (Official title)

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

3. Experience working for the organisation? (Development within company)

HRM-as-intended

1. What do you think this people management is designed to achieve? (Intended goal, purpose)

2. What do you think is the reason for this people management to be in place? (Managerial reasons)

HRM-as-composed

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

HRM-in-use

4. How do you use this people management in practice? (Use on a daily basis)

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

HRM integration

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

Appendix 2: Questionnaire

Vragenlijst medewerker

Deze vragenlijst is bedoeld om inzicht te krijgen in uw ervaringen met het personeelsmanagement/personeelsbeleid (HRM) dat gehanteerd wordt bij Zara. Hierbij moet u denken aan de werving en selectie van personeel, vakantie aanvragen, ziektemeldingen, evaluatiegesprekken, loonbetaling, trainingen en alle activiteiten om de prestaties van personeel te verbeteren. De uitkomsten van deze enquête zullen gebruikt worden om de dienstverlening vanuit HRM richting de medewerkers te verbeteren. Deze vragenlijst duurt ongeveer **5 minuten.**

Het gaat bij dit onderzoek om uw persoonlijke ervaring of opvattingen, dus er zijn geen goede of foute antwoorden. Uw ingevulde vragenlijst wordt ingenomen door de onderzoeker, die de uitkomsten **anoniem** verwerkt. De gegevens zullen in alle gevallen vertrouwelijk worden behandeld.

Alvast hartelijk dank voor uw medewerking!

In het eerste deel van de vragen wordt gevraagd naar uw achtergrond en uw opvattingen over algemene situaties buiten de werkvloer. In het tweede deel wordt er verder ingaan op uw ervaringen met het personeelsmanagement.

Deel 1

1. Hoe lang werkt u al bij Zara?

……..

2. Wat is uw functie?

…….

3. Hoe lang werkt u al in deze functie?

……..

4. Wat voor type contract heeft u?
   - O Vast, full time (meer dan 32 uur)
   - O Vast, part time (minder dan 32 uur)
   - O Tijdelijk, full time (meer dan 32 uur)
   - O Tijdelijk, part time (minder dan 32 uur)

5. Wat is uw geslacht?
   - O Man
   - O Vrouw

6. Bent u bekend met het personeelsbeleid?
   - O Ja
   - O Nee

7. Maakt u gebruik van het personeelsbeleid?
     O Ja
     O Nee

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

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

Dit waren de algemene vragen. Op **de volgende bladzijde** vindt u de vragen over het personeelsbeleid. Ik verzoek u zo eerlijk mogelijk antwoord te geven en bij elke stelling maximaal één antwoordoptie in te vullen.

	Stelling	Helemaal niet mee eens	Mee oneens	Neutraal	Mee eens	Helemaal mee eens
1	Het personeelsmanagement is in staat om aan zijn verantwoordelijkheden te voldoen.	O	O	O	O	O
2	Het personeelsmanagement staat erom bekend dat het succesvol is in dat wat het probeert uit te voeren.	O	O	O	O	O
3	Het personeelsmanagement voert zaken competent uit.	O	O	O	O	O
4	Het personeelsmanagement is begaan met de belangen van werknemers.	O	O	O	O	O
5	De behoeften en wensen van werknemers zijn belangrijk in het personeelsmanagement	O	O	O	O	O
6	Het personeelsmanagement doet haar uiterste best om werknemers te helpen.	O	O	O	O	O
7	Het personeelsmanagement zal nooit expres misbruik maken van gegevens van werknemers.	O	O	O	O	O
8	Het personeelsmanagement wordt geleid door verantwoorde en morele principes en gedragscodes	O	O	O	O	O
9	Gebruiksrechten worden niet geschonden in het personeelsmanagement.	O	O	O	O	O
10	Ik denk dat het personeelsmanagement voldoet aan zijn verplichtingen aan onze filiaal.	O	O	O	O	O
11	Naar mijn mening, is het personeelsmanagement betrouwbaar.	O	O	O	O	O
12	Ik heb het gevoel dat het personeelsmanagement doet wat je vraagt.	O	O	O	O	O

Appendix 3: Measurement scale trust in HRM

Item number	Code	Scale		Variable
1	Co1	This [sub-system] is capable of meeting its responsibilities.	Het personeels management is in staat om aan zijn verantwoordelijkheden te voldoen.	Competence
2	Co2	This [sub-system] is known to be successful at what it tries to do.	Het personeels management staat erom bekend dat het succesvol is in dat wat het probeert uit te voeren.	Competence
3	Co3	This [sub-system] does things competently.	Het personeels management voert zaken competent uit.	Competence
4	BeIn1	This [sub-system] is concerned about the welfare of its employees.	Het personeels management is begaan met het welzijn van werknemers.	Benevolence/Integrity
5	BeIn2	Employees' needs and desires are important to this [sub-system].	De behoeften en wensen van werknemers zijn belangrijk in het personeels management	Benevolence/Integrity
6	BeIn3	This [sub-system] will go out of its way to help employees.	Het personeels management doet haar uiterste best om werknemers te helpen.	Benevolence/Integrity
7	BeIn4	This [sub-system] would never deliberately take advantage of its employees.	Het personeels management zal nooit opzettelijk misbruik maken van werknemers.	Benevolence/Integrity
8	BeIn5	This [sub-system] is guided by sound moral principles and codes of conduct.	Het personeels management wordt geleid door verantwoorde en morele principes en gedragscodes	Benevolence/Integrity
9	BeIn6	Power is not abused in this [sub-system].	Gebruiksrechten worden niet geschonden in het personeels management.	Benevolence/Integrity
10	Pr1	I think that [the sub-system] meets its obligations to our department.	Ik denk dat het personeels management voldoet aan zijn verplichtingen	Predictability

			aan onze filiaal.	
11	Pr2	In my opinion, [the sub-system] is reliable.	Naar mijn mening, is het personeels management betrouwbaar.	Predictability
12	Pr3	I feel that [the sub-system] will keep its word.	Ik heb het gevoel dat het personeels management doet wat je vraagt.	Predictability

Appendix 4: Measurement scale propensity to trust

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

Appendix 5: Measurement scale control variables

Code	Variable	Questionnaire item	Answer values
Ot	Organizational tenure	Hoe lang werkt u al bij Zara?	Tenure in years
Fu	Function	Wat is uw functie?	Verkoopmedewerker =1; Stock verantwoordelijke =2; Visual merchandiser =3; Hoofdkassiere =4; Assistent manager =5.
Ft	Function tenure	Hoe lang werkt u al in deze functie?	Tenure in years
Tc	Type of contract	Wat voor type contract heeft u?	Vast, fulltime =1; Vast, parttime =2 ; Tijdelijk, fulltime =3; Tijdelijk, parttime =4.
Gn	Gender	Wat is uw geslacht?	Male =0; Female =1.
Fa	Familiarity employee policy	Bent u bekend met het personeelsbeleid?	Yes=0; No=1.
Us	Usage employee policy	Maakt u gebruik van het personeelsbeleid?	Yes=0; No=1.
PT	Propensity to trust		Values from 1 – 5, based on the mean scores on each propensity to trust item
TT	Total trust of employees in HRM		Values from 1 – 5, based on the mean scores on each trust in HRM item