

HRM frames and trust in HRM: a case study in an international airline

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ABSTRACT

In this paper we argue that when HRM frames are congruently aligned among line managers and HR professionals, there will be a strong generation of the intended HRM system expressed in a collective meaning (i.e. in which employees can clearly understand what behaviours are expected) which enhances employees' trust in HRM. For implementation of the HRM system to be successful, it is argued that HRM needs to send unambiguous messages to the various organizational social groups, resulting in a collective sense of what is expected. Effective alignment of HRM frames between HR professionals and line managers affects employees' understanding of messages of the HRM system. However, research has shown that both social groups have different HRM frames including different assumptions, knowledge and expectations about HRM systems (Bondarouk *et al.*, 2009). An explorative case study was performed in an international airline company, Airways, concerning their recently implemented e-HRM system. We took in a so-called multi-view approach on e-HRM developments in different departments; HR professionals, (first-) line managers and employees were included. We adopted a mixed method approach and used document analysis, semi-structured interviews, field notes, and a questionnaire. We confirm that sharing mechanisms between HR professionals and line managers are important in influencing intended behaviors as employees' behaviors of trust. Our research has added that early articulation and discussion of inconsistencies and incongruencies in HRM frames may reduce misunderstandings within and between HR professionals, line managers and employees around the implementation of an e-HRM system.

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Keywords

Frames, Human resource management, Cognitive maps, Trust, Congruence of perceptions

1. INTRODUCTION

Since Bowen & Ostroff (2004) introduced their concept of HRM strength, a new view emerged in the field of HRM research in exploring the link between HRM and organizational outcomes. This process-based approach states that HRM success is not only dependent on its content but whether employees will show behaviors necessary for the intended organizational outcomes, depends on how they make sense of their work situation. For implementation of the HRM system to be successful, it is argued that HRM needs to send unambiguous messages to the various organizational social groups, resulting in a collective sense of what is expected (Bowen & Ostroff, 2004; Sanders *et al.*, 2008; Wright & Nishi, 2013). If these shared perceptions are shaped along with the HRM and organizational goals, then they enhance HRM effectiveness and organizational performance. Therefore, we assume that sharing mechanisms like frames sharing are important in influencing intended behaviors.

Following the social cognitive psychology scholarly tradition, different organizational members may have different understandings about messages sent by HRM and differently behave in line with it. This might prove problematic for performing and sustaining a successful HRM system (Bowen & Ostroff, 2004). In the end, the actors' perceptions of organizational processes, filtered through their prevailing mental frames, form the basis for formulation and interpretation of organizational issues (Hodgkinson, 1997).

It is widely acknowledged that the formation of a shared meaning on organizational issues between social groups is beneficial (Kaplan, 2008). Especially social cognitive theorists, showed that a shared meaning leads to better organizational effectiveness (Kaše *et al.*, 2009) and successful implementation of HRM innovation and changes (Bondarouk *et al.*, 2009; Hesselink, 2013). Contrary, incongruent frames lead to different understandings and conflicts of interpretations expressed in process loss and misaligned expectations, contradictory actions, resistance and skepticism (Orlikowski and Gash, 1994).

With latest development, like electronic HRM and employees self-services, employees have become a crucial group in putting HRM in practice (Bondarouk, 2011; Bondarouk and Ruël, 2013). It has been widely acknowledged that employees' trust is a critical construct affecting the effectiveness, efficiency and performance of organizations (Dirks & Ferrin, 2001; Whitney, 1994; Kramer & Tyler, 1996; Mayer & Davis, 1999; Gould-Williams, 2003). More specifically it has been shown to be related to a variety of organizational performance variables, such as the quality of communication (Roberts & O'Reilly, 1974), employees' performance (Mayer and Davis, 1999), problem-solving (Zand, 1972), satisfaction (Gould-Williams, 2003), citizenship behaviour (Robinson, 1996; Konovsky & Pugh, 1994), and unit performance (Klimoski & Karol, 1976; Davis *et al.*, 2000). In response to a quest for impacting trust, numerous studies have acknowledged the critical role of Human Resource Management (HRM) in building and maintaining trusting relationships in and between organizations, and have revealed that trust is spread over almost every HRM policy domain (Robinson & Rousseau, 1994; Whitener, 1997; Gould-Williams, 2003; Zeffane & Connell, 2003).

If we acknowledge that different actors are involved in putting HRM into organizational life, it appears important to understand frames of different social groups in shaping trust. For example, line managers have increasingly become responsible for implementing HR practices and policies (Renwick, 2003). HR professionals and line managers were shown to have different HRM frames which include different

knowledge, assumptions and expectations about the HRM system (Bondarouk *et al.*, 2009; Keegan *et al.*, 2012).

Thus, when different HRM actors (HR professionals, line managers and employees) have congruent frames, a strong HRM system is generated expressed in a collective meaning (Bowen & Ostroff, 2004). We expect this would enhance employees' trust in HRM, which in turn improves desired HRM outcomes and organizational outcomes as shown by many authors (Tzafrir *et al.*, 2004; Mayer & Davis, 1999; Robinson & Rousseau, 1994; Searle *et al.*, 2011; Gould-Williams, 2003). In this paper, we seek to discover a role of HRM frames in the enhancement of employees' trust in HRM. The findings, assumptions and choices mentioned above resulted into the final research purpose of this study: *to explore the link between shared HRM frames of HR professionals and line managers and employees' trust in HRM*. We have chosen to conduct an explorative case study (Yin, 2003) to discover and analyze HRM actors' frames and their role towards employees' trust in HRM.

2. TRUST IN HRM: THE ROLE OF DIFFERENT PERCEPTIONS OF HRM ACTORS

In the organizational literature several scholars have endeavored to define trust (*e.g.* Mayer *et al.*, 1995; Rousseau *et al.*, 1998); competing definitions and conceptualizations have appeared and the exact nature of trust remains dispute. According to Rousseau *et al.* (1998) this is partly because scholars in diverse disciplines have differently theorized on the causes, nature and effects of trust. In addition, authors have considered different conditions or dimensions of trust to be most important (Kramer, 1999). In their literature review on measurements of trust within organizations Dietz & Den Hartog (2006) provide a well-argued overview of three constituent parts of trust: trust as a decision, as an action or as a belief. Despite divergence in definitions of trust, it is agreed in most research that, whatever else its crucial features are, trust is fundamentally a psychological state and, thus, a belief or perception (Rousseau *et al.*, 1998). Following this, trust is a subjective, aggregated, and confident set of beliefs about the other party and one's relationship with her/him, which lead one to assume that the other party's likely actions will have positive consequences for oneself (Dietz & Den Hartog, 2006, p. 558). In the first place, trust involves a state of perceived vulnerability or risk involving two specific parties: a trusting party (*i.e.* trustor) and a party to be trusted (*i.e.* trustee). Robinson (1996, p. 576) defined trust as a person's "expectations, assumptions, or beliefs about the likelihood that another future's actions will be beneficial, favourable, or at least not detrimental to one's interests". According to Mayer *et al.*, (1995, p. 712), who conceptualized trust not only related to risk but also as a social orientation toward other employees and the society in general, trust is "the willingness of a party to the actions of another party based on the expectations that the other will perform a particular action important to the trustor, irrespective of the ability to monitor or control that other party". This conceptualization of trust does not necessitate risk per se but involves people to be willing to take in risk-taking behaviour with the other party.

Rousseau *et al.* (1998) call for a multi-level perspective to focus on multiple levels, because trust and related processes play a role in an array of entities, individuals, dyads, groups, networks, firms, and interfirm alliances. For example, employees can trust managers but not HRM, line managers can trust HRM but not corporate managers, or HR professionals can trust employees but not line managers. They define trust as "a psychological state comprising the intention to accept

vulnerability based upon positive expectations of the intentions or behaviour of another” (Rousseau *et al.*, 1998, p. 395). We use this conceptual definition, acknowledging that scholars have operationalised trust differently and at different levels. Most studies have concentrated on trust within organizations (e.g. employees and managers or among co-workers), between organizations or between organizations and their customers but increasingly studies focus on trust at organizational level (Searle & Dietz, 2012). Trust in a company is different from interpersonal trust because it is given to an abstract system and, therefore cannot be analyzed similarly as interpersonal trust behaviour. As trust rests in a particular trust target or reference (Mayer *et al.*, 1995) it is important to scope the focus of the study. Our focus is exclusively on trust within organizations (i.e. as an intra-organizational phenomenon).

To create successful working relationships between individuals, trust is a key element, which increases group and business unit performance (Klimoski & Karol, 1976; Davis *et al.*, 2000; Dirks, 2000), leads to more information sharing (O’Reilly & Roberts, 1974), enables openness and mutual acceptance (Zand, 1972), increases productivity (Davis & Landa, 1999), extends job satisfaction (Gould-Williams, 2003), improves organizational commitment (Albrecht & Travaglione, 2003) and reduces employee turnover (Mishra & Morrissey, 1990). An overview of the influence of trust at different levels within and between organizations is presented and outlined (Appendices 1-2). A lack of trust lead to dysfunctional outcomes, like cynicism, low motivation, low commitment, a lack of confidence in the company and organizational ineffectiveness (Camevale and Wechsler, 1992; Mishra & Morrissey, 1990). All in all, these findings suggest that employees’ collective perceptions of trust in management can affect organization’s performance.

2.1 Antecedents of trust and how to influence it

Although the development of trust within organizations seems to be crucial for increased organizational effectiveness yet, it is hard to create and maintain trust (Zeffane & Connell, 2003). Transformational leadership was found to be the most significant determinant of trust, through which transformational leaders engage in actions that gain their followers’ trust and that ultimately lead to desirable outcomes in a meta-analysis (Dirks & Ferrin, 2002). Organizational cultures which underline inclusiveness, open communication, value individuality and encourage feedback are also considered as antecedents of employees’ trust in their employer (Whitener *et al.*, 1998).

Yet scholars have explicated differently how trust is formed and through which processes trust influences workplace behaviors and attitudes. Most research on sources of trust has concentrated on trustor’s perceptions (e.g. an employee) and beliefs of trustee’s features (e.g. a manager) which form a trustor’s sense of vulnerability. For example, Mayer *et al.* (1995) puts three characteristics of a trustee – ability, benevolence, and integrity – as sources of trustworthiness. Yet, trustworthiness and trust are two separate constructs (Mayer *et al.*, 1995, p. 711, 729): trustworthiness is a quality that the trustee has, while trusting is something that the trustor does. Dietz and Den Hartog (2006, p. 560) suggest a fourth component to characterize a trustee – predictability – which specifically relates to consistency and regularity of behaviour. Using a meta-analysis they conclude that the content of trust is multi-faceted and the four content components (i.e. ability, benevolence, integrity and predictability) appear most often and as most prominent in the literature (Dietz and Den Hartog, 2006). Trustworthiness, notice Mayer *et al.* (1995, p. 721),

should be thought of as a continuum, rather than the trustee being either trustworthy or not trustworthy. When the four attributes are all perceived to be high, the trustee would be considered trustworthy. However, this does not mean that the trustor will actually trust the other party as other factors might intervene. Indeed, characteristics of the trustor and characteristics of the relationship itself between the trustor and trustee (e.g. stable or more personal) should also be considered in order to avoid a considerable amount of variance in trust unexplained (Mayer *et al.*, 1995; Dietz & Den Hartog, 2006). Propensity to trust – the extent to which individuals trust others in general was found as a potential influencing characteristic of the trustor but also of the trustee (Searle *et al.*, 2011).

2.1.1 The role of HRM in building trust

Research has emphasized the critical role of HRM towards building intra-organizational trust and have revealed that trust is spread over almost every HRM policy domain (Robinson & Rousseau, 1994; Whitener, 1997; Gould-Williams, 2003; Zeffane & Connell, 2003).

HRM scholars have also examined trust in relation to concepts as climate, communication and empowerment. Earlier theorists have argued that companies will be only efficient when interdependent organization members cooperate effectively in a climate of trust (Carnevale & Wechsler, 1992; McAllister, 1995; Robinson, 1996). HR policies and practices are shown to be crucial in developing trusting relations (e.g. within and across organizations) as they enable the flow of communication, empowerment and participation and procedural justice which in turn increase employees’ trust in management (Schuler *et al.*, 2001). Because employees continuously evaluate actions of management which influences their overall perceived management’s trustworthiness, the perception of HR practices have been acknowledged as one factor important for building and maintaining trust (Robinson & Rousseau, 1994; Mayer and Davis, 1999; Searle *et al.*, 2011). Scholars have examined the impact of trust on certain HR processes (Whitener, 1997). For instance, Mayer & Davis (1999) found that a well-conceived performance management significantly improves trust in senior management. Other scholars have examined the impact of ‘bundles’ (i.e. aligned combinations) of HRM practices on trust because these were argued to have synergistic effects leading to a higher influence on performance than individual practices (Gould-Williams, 2003; Tzafirir *et al.*, 2004; Alfes *et al.* 2012). Drawing on a cross-sectional study within the European service sector Searle *et al.* (2011) found significant prove for the important role that HRM has in enhancing intra-organizational trust. Five combined High Involvement HRM practices were found to influence employees’ trust in their employing organization directly because these are likely to create a clear understanding about what the organization expects from the employee and what the employee is expected to gain in return (Searle *et al.*, 2011). In addition Searle *et al.* (2011) found that these HRM practices indirectly affect employees’ trust enhancing perceived organizational trustworthiness which in turn influence organizational and individual benefits such as attitudinal (e.g. commitment and job satisfaction), behavioural (e.g. intention to quit the organization) and organizational performance (Dirks & Ferrin, 2001). Trust research has demonstrated that judicious HRM execution is crucial because when HR practices are perceived as fair, predictable, reliable, open and having integrity this affects workers’ perceptions about organizational trustworthiness (Dietz and Den Hartog, 2006; Searle *et al.*, 2011).

Thus, HRM policies and practices represent institutionalized organizational processes that can affect employees’ perceptions of the trustworthiness of a company or the organizational

climate of trust (Searle *et al.*, 2011). From the above it is concluded that trust affects employee behaviors that are necessary for the performance of an organization. The next section further elaborates on establishing trust in HRM.

2.2 Defining trust in HRM

We borrowed a definition of HRM of Lepak *et al.* (2004) who conceptualized HRM systems along several levels of analysis. At the lowest level, HR practices reflect specific organizational actions designed to achieve some specific outcomes and HR policies, at a higher level of abstraction, reflect an employee-focused program that influences the choice of HR practices (Lepak *et al.*, 2006, p. 221). Overarching HR philosophies operate at an even higher level of analysis and specify the values that inform an organization's policies and practices. We use HRM system as an umbrella term that encompasses all three elements which, overall, comprise a system that attracts, develops, motivates, and retains employees who ensure the effective functioning and survival of the organization and its members (Jackson & Schuler, 1995, p. 238).

While the literature on interpersonal and on organizational trust is burgeoning, trust in the HRM system has attracted far little attention. In our research we depart from organizational trust as different from interpersonal trust to define trust in an HRM system, for two reasons: first, it is not linked to particular individuals and second, it involves trusting an abstract organization system (and processes), its cultural norms and values, but also its differential organizational actors (Searle & Dietz, 2012, p. 335). Based on the definition of Rousseau *et al.* (1998, p. 395) we apply the following definition of trust in the overarching HRM system:

“a psychological state comprising the intention to accept vulnerability based upon positive expectations of the actions and intentions of HRM”.

In light with above arguments, this paper claims that understanding perceptions of HRM actors, and specifically the extent of congruent thinking about HRM, is critical to understanding how employees act and response to the HRM system. To implement HRM policies or practices HR professionals and line managers have to make sense of it and in this sense-making process they create specific assumptions, knowledge and expectations which form their acts toward it. Congruent thinking of HR actors seems to lead to an unambiguous HRM system perceived by the employees which assumingly lead to improved employees' trust in their organization.

2.3 Frames of the HRM system

The concept of “frames” originate from cognitive psychology (Bandura, 1986) and has been defined as “a 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). Using frames, people make sense of their environment and they develop new interpretations which forms the behaviour in response toward it (Gioia & Chittipeddi, 1991; Balogun & Johnson, 2004). Thus, following the social cognitive psychology, we state that individuals form perceptions which influence in what way they organize and interpret their environment. Put simply, frames are defined as mental models that permit individuals to interact with their environment (Mathieu *et al.*, 2000). According to social psychologists, individuals experience cognition individually but they also have group-level shared cognitions (Bartunek & Moch, 1994). Thus, although frames are individual interpretations, they can be the same within similar groups. According to Mathieu *et al.* (2000)

frames have three decisive purposes: they facilitate individuals to describe, to explain and to forecast events in their environment. In the field of Information Technologies (IT), frames have been widely examined, referred as technological frames analysis, (*e.g.* Orlikowski & Gash, 1994; Davidson, 2006; Lin & Silva, 2005). According to Orlikowski & Gash (1994) organizational members develop specific assumptions, expectations, and knowledge of changes, within the sense-making process, about a new IT system which eventually influences actions toward it (Orlikowski & Gash, 1994). Thus, the technological frames concept is crucial in improving understandings about why actors react in a particular way to a new IT system in order to progress changes more easily.

An understanding of how organizational members interpret the HRM system is crucial in understanding their interplay with HRM. Effective implementation of HR practices has been recognized to be highly dependent on how workers response to these practices (Wright & Nishi, 2013). Workers make sense of messages send by the HRM system in order to interact with HRM. In this sense-making process they form specific assumptions, expectations and knowledge of HRM which ultimately forms their behaviour and response toward it. HR practices developed by the HR professionals are interpreted by line managers who implement them which are eventually perceived by the employees (Gilbert *et al.*, 2011). Ultimately, how employees understand these practices seem to most substantial affect their feelings and behaviors at work. Some studies have found discrepancies between implemented and desired HR practices because they are differently experienced by organizational members (Wright & Nishi, 2013). Research has shown that HR professionals and line managers do perceive and react differently to HR practices or changes in HRM processes and, thus, they have different HRM frames (Guest & Bos-Nehles, 2013; Bondarouk *et al.*, 2009; Keegan *et al.*, 2012). Therefore, the same HRM system can be interpreted differently because of individual frames of reference. Frames' differences tend to originate in different expectations, functions and backgrounds as education and work experiences (Orlikowski & Gash, 1994; Lin & Silva, 2005; Kaplan, 2008). In this paper we use the following definition of HRM frames:

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

A frame is shown to be always interpretive, flexible and context specific because it is affected by numerous organizational circumstances (Davidson, 2006). For example, Davidson (2002) found in a longitudinal study towards IT-related change that organizational turbulence led to constant frame shifts. However, social groups who rely on the same frame can still come up with different understandings and behaviors (Lin & Silva, 2005). Thus, HRM frame domains can only be discovered inside the context particularly at moments in time.

2.3.1 Congruent HRM frames of HR professionals and line managers

Considering congruence of HRM frames we focus on two social groups who perform different HRM responsibilities: HR professionals develop and administer HRM processes, and line managers implement HRM practices on the work floor. Over the past few years HRM responsibilities are devolved to the line (Renwick, 2003) and even further to project managers (Keegan *et al.*, 2012). Moreover, HR professionals partner with the line in enacting HRM responsibilities (Whittaker & Marchington, 2003). Research has shown that both social groups have different perceptions and HRM frames, and therefore, find it sometimes difficult to collaborate (Bondarouk *et al.*, 2009). This may lead to lower HRM implementation effectiveness

(Bos-Nehles *et al.*, 2013). Ultimately, how actors interpret their HRM responsibilities determines how they act and make sense of their priorities (Whittaker & Marchington, 2003).

In this paper we focus on the HRM frames of HR professionals and line managers. According to Bondarouk *et al.* (2009) HRM frames include different knowledge, assumptions and expectations about the HRM system. For instance, HR professionals might think they highly contribute to the organization while line management focus on their own function and lack support or abilities to implement HRM effectively (Bos-Nehles *et al.*, 2013). We view the concept of HRM frame congruence as correspondence or harmony in thoughts about HRM. This necessitates sharing similar expectations, knowledge, or assumptions about the HRM system and changes in the HR processes (Davidson, 2006). We define congruence on account of a technological frames study:

“congruent frames are not identical, but are related in ways that imply similar expectations of the HRM system” (Orlikowski & Gash, 1994, p. 180).

When different stakeholders have aligned frames it does not suggest that they are identical but show similarity in domains and in content. For instance, it would suggest similar expectations about changes in HRM processes or about the role of HRM support. It has been shown that a shared meaning of organizational members leads to better organizational performance (Reger & Huff, 1993), better organizational effectiveness (Kaše *et al.*, 2009), and more successful implementation of HRM changes and innovations (Gilbert *et al.*, 2011; Bondarouk *et al.*, 2009). On the contrary, when frames are incongruent they lead to different understandings, and conflicts of interpretations expressed in process loss and misaligned expectations, contradictory actions, resistance and skepticism (Orlikowski & Gash, 1994) (Appendix 3).

We argue that differences between HRM perceptions of line managers and HR professionals play a crucial role in HRM implementation. This study adopts a multi-actor perspective in order to explore how HRM’ frames congruence of line managers and HR professionals affect employees’ trustworthiness in HRM in order to improve desired HRM outcomes (figure 1). The implementation of HR practices and change processes is expected to be perceived unambiguously and consistently.

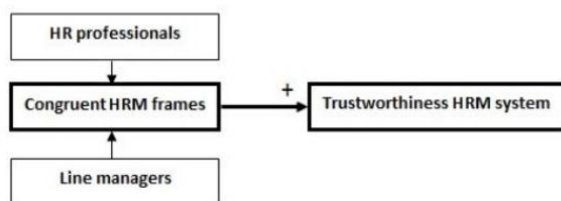


Figure 1: Conceptual model linking congruent HRM frames to trustworthiness in the HRM system

3. METHODOLOGICAL BACKGROUND

Given that not much is known on the association between HRM frames and trust yet and that frames are implicit, an explorative case study was performed to uncover the different understandings and interpretations of HR professionals and line managers about the HRM system. We selected an organization following the purposive sampling technique. In our research the main criterion for case selection was an international, large company that had a clear well-established HRM system because this seems to significantly affect the role of HRM in organizations. Another criterion was that the organization

needed to have a sufficient number of HR professionals and line managers and to be involved in HRM to provide sufficient data for a meaningful analysis. It was important to interview multiple HR professionals and line managers of different departments to collect a rich data about the differences in HRM system frames of these individuals in order to understand the level of congruence between them and employees’ trust.

3.1 Measures of HRM frames

To explore how an HRM system is organized and perceived, we developed four main HRM frame domains based on Lepak *et al.* (2006) who examined how HRM systems affect desired employees’ behaviors. This domain concept is useful for our empirical study to trace how messages of HRM systems are interpreted by HR professionals and line managers. The four measures are:

- (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 views of a set of guidelines that the HRM system is intended to deliver;
- (3) HRM-in-use – the organization 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 organized in specific circumstances;
- (4) HRM-in-integration – the beliefs of how the specific HRM sub-system is positioned in HRM within an organization.

The first component relates to the grounds for introducing the HRM system. The composition of the HRM system is characterized by intentions at content level. What is the system supposed to do and what are its possibilities? The third component concerns the daily execution of the HRM system and focuses on how HR professionals and line managers do think HR instruments should be adopted. The fourth component highlights the position of the specific HRM sub-system in the bigger system and how it fits to the rest of HRM.

Lepak *et al.* (2004) highlight the ‘relativity of HRM systems’ because many different HRM systems and strategies (e.g. HR philosophies) exist in a firm and these are contingent on their unique context and unique facets of their organizational infrastructure. HRM systems are always concrete directed to certain groups of employees, split into sub-systems why Lepak *et al.* (2006) argued to consider HRM systems as designed for specific strategic purposes (e.g. for occupational safety, for customer service). Workers vary in how they contribute to strategic objective’s achievement and, thus, different employee behaviors are desired from different work functions. Following these considerations we acknowledge HRM systems as designed for specific strategic purposes (e.g. for occupational safety, customer service and IT implementation) (Lepak *et al.*, 2006). Therefore, in our research we consider HRM frames and trust in relation to a specific HRM sub-system.

We measured knowledge, assumptions and expectations of HR professionals and line managers (Bondarouk *et al.*, 2009) of one specific HRM sub-system. We treated congruent frames as congruent when we observed similar expectations of HRM systems (i.e. similar in domains and content) and as incongruent when important differences in expectations, assumptions or knowledge about some key aspects of HRM systems occurred.

3.2 Measures of trust

Following the study of Dietz & Den Hartog (2006, p. 560) we included and defined four attributes of trustworthiness: 1) benevolence reflects benign motives and a personal degree of

kindness towards the other party, and a genuine concern for their welfare; 2) competence refers to the other party's capabilities to carry out her/his obligations (in terms of skills and knowledge); 3) integrity involves adherence to a set of principles acceptable to the other party, encompassing honesty and fair treatment, and the avoidance of hypocrisy, and 4) predictability relates to consistency and regularity of behaviour (and as such is distinct from competence or integrity).

Drawing on Searle's *et al.* (2011) measure of trustworthiness at organizational level, we developed 12 trustworthiness items at the HRM level. Benevolence and integrity, referring to a global belief about the organization's positive intentions, were combined, since the concepts are too interrelated for separate analysis (Searle *et al.*, 2011). Sample items are "this [sub-system] is concerned about the welfare of its employees" and "this [sub-system] is guided by sound moral principles and codes of conduct". We transferred the measure of Searle *et al.* (2011) into trust in a specific sub-HRM system. However, Robinson (1996) did not include predictability, why we agreed after several discussion rounds with in total 8 researchers, to include three measure items involving predictability of Cummings & Bromiley (1996). Three levels of trust were distinguished: distrust, confident and complete trust (Dietz & Den Hartog, 2006). Scores from 1.0 to 1.9 were classified as distrust, scores from 2.0 to 3.9 as confident trust, and scores from 4.0 to 5.0 were classified as complete trust. According to Mayer *et al.* (1995) some individuals are more likely to trust than other individuals. We included the eight-item scale of Schoorman, Mayer & Davis (1996) to control for an individual's propensity to trust. An example is, "most people can be counted on to do what they say they do". Scores lower than 3.0 were marked as low propensity to trust and scores above 3.0 were marked as a high propensity to trust. Some additional control variables were included which may affect employees' level of trust in the HRM system. These control variables were gender, organizational tenure, job tenure, department, type of contract and familiarity with the HRM system. Survey participants responded to a five-point Likert scale anchored at "strongly agree" (5) and "strongly disagree" (1). The full scale is reported in Appendix 4.

3.3 Data collection

We used a so-called multi-view approach; data was gathered in different departments from employees, (first-) line managers and HR professionals. To empirically explore our research goal, we have employed mixed method research which encompasses "the class of research where the researchers mixes or combines quantitative and qualitative research techniques, methods, approaches, concepts or language into a single study" (Johnson & Onwuegbuzie, 2004, p. 17). We adopted this approach for three reasons. First, it was as complexity of phenomena required data from a large number of perspectives and to find out about several stakeholders within an organization; HR professionals, managers and employees (Sale *et al.*, 2002). Secondly, as we wanted to provide meaning to the main concept of HRM frames, as accentuated by HRM trust, we conducted a dominant-less dominant study within the tradition of mixed methods research (Tashakkori & Teddlie, 1998). In the managerial literature, using qualitative observation and interviewing is dominant in analyzing frames of organizational members, why we added a small quantitative component to systematically measure the construct of trust. Third, as far as trust and HRM frames constituted different phenomena, it was necessary to expand on different methods (Sale *et al.*, 2002). To expand breadth and range of our research was our main purpose of using mixed methods. Semi-structured interviews, field notes and document analysis were mainly used for analyzing levels of

congruence of organizational members' HRM frames. Quantitative analysis was used for investigating levels of employees' trust in HRM for seeking confirmation of our hypothetical considerations.

To understand HRM frames of the HR professionals and line managers it was necessary to make sense of the context. A total of 25 text junks from documents were analyzed which included annual reports, policy documents (especially relevant to the HRM sub-system) and internal messages as newsletters. Field notes were made to verify or elaborate upon the interview data. The document analysis helped us to understand the intended HRM system, while interviewing HR professionals and line managers gave us insight into how HRM was perceived by these groups. Respondents were selected by our supervisor in cooperation with the HR head of the departments on the basis of remoteness and willingness. Interviews were held with respondents from two social groups in the organization:

- (1) Six HR professionals (of two departments) considered at the company to be the HR business partners or personnel advisors, decentrally located, for line managers.
- (2) Seen as senior line managers seven middle managers positioned below top managers who are responsible for supervising other managers and establishing and meeting goals in their particular department or unit.
- (3) Five operational or first-line managers who are responsible for executing HRM practices and activities at team-level and are expected to manage the workforce directly with regard to personnel-related issues.

The opportunity to examine the views of middle and first-line managers was very useful because it allowed analyzing those managers who determine the parameters at department level and those who are responsible for executing HRM practices on the operational work floor. To reveal the different perceptions of managers and HR professionals in distinctive areas, each manager was matched with the corresponding HR professional. In total 18 interviews were conducted, lasting 40 to 70 minutes, amounting to 17 hours. The main aim of the interviews was to examine how respondents from both social groups perceived the HRM sub-system and how they made sense of it. We adopted several interviewing techniques. To ensure comparable responses, the conversations were split into four blocks: questions about HRM intentions, its guidelines, its daily execution and its position within HRM. We developed an incomplete interview guide to remain open and flexible (Myers & Newman, 2007) (Appendix 5). The interview guide, the conversation and transcription were in interviewees' mother tongue, to ensure quality of the data gathered. We adopted an informal style of conversation which provided the chance to capture perceptions and understandings of the different social groups (Rhodes, 2000). We used the "mirroring" interviewing technique of Myers and Newman (2007), simultaneously listening and forming follow-up questions. Probing techniques were carefully used to gain very detailed and extended interviews (Emans, 2004). For instance, we asked for examples or elaborations during most answers and we summarized or clarified answers to obtain all-inclusive information. All interviews were transcribed in detail to capture respondents' interpretations fully. These were verified by the interviewees through e-mail correspondence. Informal chats after the conversations provided another opportunity to receive more data as some respondents were noted to be more relaxed and shared additional information. In some cases this informal chat was useful to understand perceptions and interpretations better.

To measure the level of employees' trust in an HRM system, a questionnaire was distributed among the employees who were

supervised by the interviewed line managers. Data was collected via an online survey sent to 127 employees spread over three departments. They all received an e-mail invitation for participation in our study and they could click on a hyperlink to access the questionnaire. The response rate was 48.9 per cent. This is equal to 62 valid responses of which 58.1 per cent were male. We included questions to gather background information about the respondents. The mean organizational tenure of respondents was 17.4 years, with a standard deviation of 11.1. The mean job tenure was 6.4 years, with a standard deviation of 5. We used two items to find out whether the respondents were familiar with and made use of the HRM system under investigation. Of the respondents 95.2 per cent stated that they were familiar with the HRM system and 74.2 per cent stated that they made use of the system. When separately analyzing the departments an interesting detail was noticed. Almost all of the respondents indicated to be familiar with the HRM system but whereas at one department 88.9 per cent stated to use the system only 71.4 per cent at the other did.

Detailed data collection lasted for two months in 2014. We aimed to be closely involved to pursue a research role as “participant observer” to gain an inside view and obtain confidential or sensitive information about the HRM sub-system.

3.4 Data analysis

Initially, analysis of organizational documents and interview transcripts was performed in order to obtain background knowledge about the company and to develop better understandings of its environment. After that we aimed to make sense of the data using open coding processes. We analyzed the interviews through “meaning categorization” which involved coding the four blocks (intention, composition, in use and integration) into categories by reducing long statements into simple (sub) categories (Kvale, 1996). Examples of how phrases were coded can be found in the enclosure (Appendix 6). Together with a co-researcher we separately analyzed the interview data to find themes and issues relevant to the HRM’s frame domains. Thereafter, we performed discussion rounds among all the researchers involved. When 95% agreement was reached, we again analyzed the interviews. Continuous reading and re-examination of the interview data and categories took place to revise interpretations and assumptions and to ensure outlining HR perceptions in a clear and consistent way.

Analyzing the data gathered through the questionnaire was the next step in our research. An internal consistency of 0.7 or greater is suggested as acceptable (Nunnally, 1978). The scale of the measure trust in the HRM system was found reliable with a Cronbach’s Alpha of 0.86. To measure propensity to trust we used the measure of Mayer and Davis (1999) who found Cronbach’s Alpha’s in their research of 0.55 and 0.66 in two subsequent periods. Within our research, the Cronbach’s Alpha of the scale ‘propensity to trust’ was 0.74, after exclusion of item 1 and 4. These two items were negatively worded which may accounted for the negative influence on the internal consistency of the scale (Barnette, 2000). The internal consistency values for all constructs in our study exceeded the 0.7 guideline, which indicates good internal consistency. In order to find out the degree of trust of the employees in the HRM system and their propensity to trust we calculated their mean trust scores. We analyzed the central tendency with the mean scores and the variability calculating the standard deviations. For the purpose of this study an analysis of the Likert-type items separately was not needed (Boone & Boone, 2012). Two items were used to quantify familiarity and making use of the system by the employees. The respondents who were

not familiar with MyHR were excluded from further analysis. The system is available for everyone so their reasons not to use the system may be reflected in their trust in the system. We used an independent sample t-test to find out whether significant differences existed between the trust in the HRM system and propensity to trust of employees who use the system and who do not use the system.

Regression analysis was used to test whether there was a difference between respondents with a high or low level of propensity to trust and the mean level of trust in HRM. A t-test seemed appropriate for testing significant differences between both variables. However, the propensity to trust values centered on the mid-point of the scale so we could not make a clear-cut between high and low propensities to trust. Several tests were performed to investigate the influence of the control variables on the level of trust in the HRM system. For example, with the one-way analysis of variance (ANOVA) we quantified the differences in the mean levels of trust in the HRM system and propensity to trust between the different departments of the company.

3.4.1 Trustworthiness of the data

During this research we extensively cooperated in a group of researchers during theory and methodology development, data collection and data analysis which increased internal validity and trustworthiness of our data. For example, during the development of measures of HRM frames after several rounds of discussions, we agreed on four domains of HRM frames that were found from the literature. We also adopted this approach during the development of the measurement scale employees’ trust in an HRM system. Translation and back-translation were used to ensure item’s validity of the trust scale. We constantly re-examined our interpretations and provided feedback to each other which enhanced a critical mindset during the whole research. Interviewing questions were formed in cooperation with the research team in open discussions which supported the reliability of the data collection process. The senior researcher assisted in critically asking questions and in practicing the interviews in order to mainly ensure shared understanding about the content of the questions. We actively practiced on using probing questions and these were actively used during the interviews in order to ensure all-inclusive information. We asked for feedback at the end of each interview to continuously improve our interviews. Member checks were performed for verification of the transcripts to have an aligned understanding with the respondents. During the process of data analysis several rounds of discussions were held with all researchers involving the categorization of HRM frame domains to provide reliable and valid results. Although the time we gathered the data is not long we intensively gathered data during this time period which ensured the collection of all-inclusive information. Being present extensively for a period of two months built trust between the researchers and the subject, and helped develop a common research language.

4. FINDINGS

The case study was conducted in a large European Airline company, called for the remainder of the paper “Airways”. The company dates back to 1919 and employs more than 30.000 employees. Recently, Airways introduced a new e-HRM programme. The HR director stated in a strategy document that HRM should be fully supported by IT in the future, which is expected to greatly impact the organization of HRM (HR Airways, 2014). We have, therefore, chosen to focus on the e-HRM system as the focus of our empirical investigation. We follow the definition of Electronic HRM “an umbrella term covering all possible integration mechanisms and contents

between HRM and Information Technologies aiming at creating value within and across organizations for targeted employees and management” (Bondarouk & Ruël, 2009, p. 507).

4.1 Organizational history and context

Airways is headquartered in one of European countries. In 2007 they merged with a foreign airline organization and became one of the largest airline partnerships after the merger. The company strives for providing their customers innovative products and a safe, efficient, service-oriented operation with a proactive focus on sustainability (Annual Report, 2013). Airways operates from three core businesses: Passenger Business, Cargo, and Engineering & Maintenance. The organization is placed within a complicated environment facing continuous change, globalization and fierce competition. For example, the competitive landscape has led to acceleration in airline consolidation: whereas in 2000 54% of the long haul European traffic was done by 3 major European airline groups in 2009 it reached 82% (Airways, 2013). Airways is highly restricted in operating because it has to adhere to international but also to national rules. For example, the company has to handle with three distinctive labour agreements for its different employee groups (i.g. ground-, cabin-, and cockpit employees). Furthermore, the environment of Airways is heavy institutionalized: the most forceful impact is exercised by the works council, trade unions in the workplace and group divisions. In Airways eight unions are in place and these are highly represented by its worker population. For instance, 85% of the cabin crew and 100% of the aircrew are in trade unions (Airways, 2013). According to the HR director, Airways can be compared to a machine bureaucracy: it is structured by many layers of management and has to handle with rigid and tight procedures, policies and constraints.

As a result of the economic crisis in 2009 the partnership, of which Airways is part of, is since then facing financial losses. Over about a five-year period the average net result of the group was approximately -€700 million (Annual Report, 2013). They highly focus, until now, on structural reduction in costs. For example, Airways has enforced a hiring stop to work more efficient. However, they remain to have a good image as they have won several best employer awards in recent years, awarded by their own employees (Annual Report, 2013). Early 2012 management of both airline organizations realized that a need for major change was obvious. They launched a three-year plan presented as “Transform 2015” to enable the generation of around EUR 2 billion (Airways’ part: EUR 700 million) of free cash flow aimed at reducing its debt.

Airways is experiencing ongoing complex change as it is to a great extent dependent on economic and institutional developments. Its heavy institutionalized environment may have complicated HRM execution and potentially led to more ‘bureaucracy’ in its processes in the organization of HRM. All above confirms that Airways is a complex organization operating within multifaceted internal and external environments. We expect, therefore, that the HRM department has special ways to adapt to these distinctive environments, contexts and units. This offers a unique case study within circumstances and settings that commonly do not appear in other airline organizations (Yin, 2003). We expect that such a dynamic HRM environment complicates the process of aligning frames of different stakeholder groups.

4.1.1 Airways’ departments

The company is comprised of eight departments and in our research we included two of those, Corporate and Cargo. The department Corporate employs around 1000 employees and is located at headquarters. The people are responsible for

businesses which need to be arranged at an organizational broad level (e.g. Procurement, Social Media, Security Services, Real Estate & Facility Contracting and HRM). The involved work highly differs in substance so this department can be viewed as loosely coupled: people do not seem to be intensively engaged in common tasks.

With about 1900 employees spread over several establishments Cargo is responsible for getting cargo to the right place at the right time. The workers mainly perform manual labour. Since 2009 this division is facing financial losses. Over the last three years the total loss of the partnership, Airways included, amounted to almost half a billion euro’s. In the coming years it is planned that the cargo fleet will be reduced and the operation is planned to be restructured. This part of the organization should be profitable again in 2017 (Annual Report, 2013). The departments at Cargo seem to work more closely together; the department managers have their own management teams but are also presented together in a team and meet on a regularly basis. The HR team of Cargo, of around 10 HR business partners, also seems to cooperate closely.

4.1.2 The HRM system at Airways

Whereas in the past every division had their own administrative HRM department, HRM at Airways is planned to become more and more centralized. With the installation of the new HR support service centre in 2012 the development of moving from a decentralized to a more centralized HR operating model has been deployed. Airways’ HR staff total approximately 500 people who are differently located in the business: HR Business Partners (decentral), HR Specialists (e.g. Recruiters and trainers, both locations), HR operations (centrally) and HR strategic and Industrial relations (centrally) (HR Airways, 2014). Excluding the HR administrative support function (100 employees) this makes an HR-to-employee ratio of 1:75.

As a response to managements’ focus on cost reduction at Airways the initiative of “Transform 2015” led to the development of a new HR strategy, called: “HR Connect”, to transform to a new operating model and bring management and staff to the dialogue, where HR should take in a more facilitating role. As the HR director stated:

“Airways is a huge organization and tends to be a bureaucracy because almost everything has to be done according rules and procedures. I am convinced that the company can make a difference through the relationship between the employees and its management. Therefore, my main mission is to bring back the dialogue in the bureaucracy” (Employer, 2014).

The building blocks of the program include ‘one location, standardization and digitalization’ to increase productivity, organization’s flexibility, process efficiency, and occupational safety, improve and develop leadership and diversity, long-term employability and update industrial relations (HR Airways, 2014).

The practice of e-HRM was introduced as one of the main important parts to succeed in running HR operations efficiently and transforming to the new HR operating model. Since 2009 the company already has been trying to implement e-HRM but did not succeed as the introduction of e-HRM faced a very strong resistance (HR Airways, 2014). The e-HRM project manager faced different organizational barriers: multi-level and rigid management structure, slow internal decision-making processes, huge workforce, high union and work councils resistance, workforce diversity and non-standardized processes in departments. All of the above were succinctly put together in a statement by one of the interviewees:

“Airways has to be flexible in order to remain competitive and profitable but this seems to be a paradox with regard to the ‘machine bureaucracy’ and the rules the company has to adhere to (H9)”.

After three years, the e-HRM programme has got the full support of top management. The e-HRM programme manager was highly positioned in the HR organization and a cross-functional e-HRM project team was composed to work on it on a fulltime basis. Airways was able to design the first modules from the new e-HRM system, called MyHR, in 2013. The worker’s council approved the introduction of MyHR, based on the legal requirements. After a successful pilot at the department e-Commerce at the end of 2013 all employees of Airways were put ‘online’ in the middle of 2014. A major feature of implementing the first modules of MyHR was that the system would be introduced through a step-for-step roll-out, per department and per functionality, without customization. An overview of the intended core values of MyHR is presented in Appendix 7.

4.1.3 The e-HRM system at Airways

Users of MyHR include HR professionals, managers and employees; by using the first modules they are enabled to check personal information (e.g. address, children, marital status), to modify personal data, to see an overview of their paychecks and to use a search function to quickly find regulations information. The system is accessible through the Intranet of Airways of a token to login at home. All users possess a password and receive varying levels of authority. The project team is working on an introduction of a mobile app in the future which provides users the possibility to log in on mobile devices and use it everywhere.

In a few years the company aims to use the e-HRM system to its full potential use by extensively implementing Employee Self Services (ESS) and Management Self Services (MSS). Within an ESS the employee should start the process and within MSS the manager should. Airways has bought an off-the-shelf solution from Unite, an external company; a standardized package of around twelve services which will be implemented on a sequential basis. Some of these activities are separate ESS/MSS service but others can be used by employees as well as managers. Next to the services which are already put online, users will be enabled to perform the following activities: peruse contract details (possibility to change its percentage, register start and end data), see overviews of organizational data (team members/organization structure), offer declarations, submit absence data (vacation time), store personal information for HRM purposes (digital personnel file), perform job evaluations, register absenteeism and execute performance appraisal (HR Airways, 2014). In the future a mobile app will be rolled out to provide users the possibility to use MyHR on mobile devices and have access everywhere.

Basically, by now HRM policy-making and decision-making are planned to be even more centralized and the execution of HR tasks and processes to be decentralized. Line managers and employees should become responsible for the operational and administrative HR activities. In three or four years it is expected that HRM will be fully supported electronically. When considering that e-HRM has its origins in the 1990s, Airways can be perceived as a late adopter as they started to implement the system in 2014 (Marler & Fisher, 2013). Although they already had some e-HRM applications in use as Sap HR, e-Recruitment and Intranet they now developed a completely new HR strategy and aim to work from an overall e-HRM view in which e-HRM practices are interconnected and aligned with it.

4.2 Frames’ analysis Cargo

An analysis of the HRM frames about MyHR implementation of two distinct social groups at the airline company has revealed some incongruence in understandings and perceptions of HR professionals and line managers (Appendix 8).

4.2.1 HRM-as-intended

The goals of MyHR that were communicated towards the organization can be summarized as follows. First, Airways aimed to hand over responsibility for personal data management to managers and employees themselves and secondly, to increase efficiency of the HR organization to deliver faster and higher quality HR services to the line and employees (HR Airways, 2014). With MyHR, thus, the organization wants to improve customer satisfaction, decrease costs and improve efficiency. Among workers, particularly first-line managers, the reasons for implementing MyHR were less clear and more diverse, but overall they were consistent with official policies. Grounds for introducing the system mentioned include eliminating administrative work (shifting from HR to managers and employees), enabling cost reductions, reducing paperwork, increasing transparency in HR activities and processes, responding to the times and working more efficient together between the line, HR and employees. Especially, cost reductions and improving efficiency were highly emphasized by line managers as well as HR professionals. However, most line managers also mentioned the aim to let managers and employees be “self in control” for personal data management:

“It is about workers’ own personal data and to entrust people’s own management of it. Everybody can easily take a look at it and make changes whenever they want” (M15, r. 69-71).

Both social groups agreed on the importance to extensively communicate MyHR (its usage and content) during its implementation through different media to get line managers and employees on board and gain widespread support as their population is generally old, low educated and lacking PC skills. HR professionals sensed that the line and employees tend to focus on the daily business:

“It might be hard to reach our employees as they are also not concerned about MyHR. Most of them do not even have a clue about what HR is.. the line tends to focus on getting that package from A to B, the rest is mere detail” (H6, r. 66-67).

Line managers pointed out that a sort of interaction is needed in the system to promote its usage:

“You have to put something in it to reach the people who work here. It all comes down to ‘what’s in it for me’.. for example a blog or a game – means to engage people and get them on board (M14, r. 190-198).

If it is not communicated well, HR expected problems regarding resistance with all consequences that it might entail:

“You may introduce a nice system but if nobody knows about it they will not use it.. this may create quite a bit of resistance. The representative advisory board also looks over our shoulder (H7, r. 47-49).

Line managers and HR professionals both perceived that a future roll-out of MyHR should go faster (less time in between functionalities) to trigger people to use MyHR. First-line managers seemed to rather push everybody immediately to use the complete system which would also to clarify the system.

4.2.2 HRM-as-composed

The organization’s members views of a set of guidelines that MyHR is intended to deliver were all internally consistent and mostly in line with official policies. Guidelines mentioned

include being user-friendly, very simple to use and well-ordered, having all HR processes centrally available in one portal, having a good help desk and providing notifications to keep people informed. They both seemed to agree on the importance of having a user-friendly system with a well-ordered content in order to ease and promote its usage. The line also pointed out that MyHR should always work, be quickly in use, safe (and that people should be convinced of this), easy to access everywhere (also on multiple devices through an app) and should contain a good and very easy search function for HR information. Especially first-line managers underlined that all HR processes should be put in one system:

“Here we go again, another system. This is what I have also heard from other colleagues..not from employees. Whereas we already have a wonderful portal in which you can do a lot. Keep it central and easy at one place” (M16, r. 125-127).

4.2.3 HRM-in-use

Both social groups observed that MyHR was in its early stages and should be developed further to enable strategic goals. They sensed almost no difficulties in working with the system but both remarked that it would be more difficult for their employees. The system is not used on a frequent basis because of its limited content. Some line managers did not check it at all because it was too non-committal and they also had other priorities. MyHR was perceived differently by employees but overall neutral. According to the HR professionals, line managers perceived MyHR positively but some unclarity existed:

“The response from the line was: nice system, but what is next?.. for example, requesting vacation days goes through another system.. It would be logical and nice to combine these otherwise you will only put them up with more systems. They already have to work with 10-15 systems” (H7, r. 184-192).

The lay-out of MyHR was perceived as basic which was fine, to keep it as simple as possible for all working groups at Airways:

“The lay-out is not really fancy but personally I do not need it. It has to remain simple and clear and should not contain all bells and whistles in order to gain employees’ acceptance” (M17, r. 130-131).

HR professionals sensed MyHR as a portal for all self-service HR processes in the future as job evaluations, declarations, absenteeism and performance appraisal. In the view of the HR professionals MyHR will also improve transparency of HR processes and the communication lines within the organization. Line managers, however, had a somewhat broad and uncertain picture about it. MyHR would serve as a portal for all HR information and personal data (e.g. digital personnel file, team overviews and HR documents) which would only become bigger. They sensed that organization’s members will be able to work more efficient together in the future which will lead to time savings for all. In contrast to line managers, HR managers sensed that the line will receive more tasks and responsibilities:

“I do not know whether line managers has caught on to the rest of the impact that the role of HR will change and that they will have to do more.. In the future I am not in between it anymore so they will become completely responsible for their staffing and for having correct data” (H6, r. 161-196).

HR professionals as well as line managers agreed on MyHR leading to a less administrative role for HR. However, most line managers had little to say about a change in the role of HR:

“Questions concerning personal problems as parental leave will still fall within HR. You will maybe communicate a bit

more electronically but I think the role of HR will remain the same in the future (M16, r. 161-164).

The HR professionals doubted the amount of time savings for themselves because of MyHR but they did not agree on their future role. It would expand their business partner role:

“In the past few years a lot has already changed; moving from an “old” personnel manager more to a partner in business.. which will probably be only influenced more because of MyHR” (H6, r. 193-194).

But other expressions were skeptical about an expansion of this role because of concerns about line managers’ knowledge, abilities and skills to perform HR tasks:

“I think that the administrative role of HR will change.. but I do not feel that my roll will move less to the fore. For example, I do not think that the line manager in the operation will know exactly how a parental leave looks like. Perhaps I will have less to do but that will involve such a small part of my work.. but maybe I am misunderstanding (H7, r. 195-202).

However, HR professionals agreed that they will remain to have an important role in the operation to support the line as they tend to focus on the daily business. To get them on board:

“Informing them well and taking them into the processes will become very important (H6, r. 201-202).

4.2.4 HRM-in-integration

HR professionals sensed that MyHR will be intertwined and aligned with all HR processes in the future. Because of the cost reduction it would enhance and the centralization and professionalization of the HRM system, they expected an important role within HRM in the future. Line managers had a less clear picture about it. The first-line perceived it just as a useful tool but generally most line managers assumed that it may take in an important role in the future:

“I do not know how high the priority is within management.. At the end a lot of processes will be entered into MyHR so probably it can take in an important role within personnel management” (M15, r. 171-172).

4.3 Reflection on the frames’ analysis at Cargo

HR professionals and line managers clearly expressed a shared view that the intended goal behind the e-HRM system was to mainly increase efficiency and improve administrative processes for its purpose of cost-reduction. Line managers also sensed that to let managers and employees be “self in control” for personal data management was a reason. HR professionals, however, expressed the view that one of the reasons was to increase transparency in HR activities and processes. Thus, these HRM frames can be seen as congruent.

Assumptions and expectations about the set of guidelines that MyHR is intended to deliver reflected common understandings. Both social groups pointed out that user-friendliness and a well-ordered content should be considered as most important. A good helpdesk for support was also needed. Line managers likewise acknowledged that the system should always function, be safe and be accessible everywhere. HRM frames regarding guidelines can be, thus, perceived as congruent.

HR professionals and line managers’ interpretations about system’s daily use were in line but both pointed out that they did not use it frequently because of its limited content. Expectations regarding consequences and future use differed somehow. The views of HR professionals were not internally consistent about the extent to which MyHR would enable an expansion of the business partner role of HR, as the operation

would always need an active role of HR. But they expressed a shared view that MyHR will lead to more tasks and responsibilities for the line. Line managers, on the other hand, had little to say about this devolution and expected that MyHR would lead to time savings. However, in comparison with HR professionals, line managers had a somewhat broad view of the future content of MyHR. On this basis, HRM frames on its daily use were characterized as incongruent.

Interpretations of HR professionals and line managers about the position of MyHR within HRM were similar. It would take in an important role in the future in overall personnel management but this was based on different grounds. HR professionals sensed an important role, also within Airways, as MyHR would enable cost reductions and the professionalization and centralization of the HRM system. Line managers could only form a broad picture and assumed an important role because at the end a lot of processes would be put into MyHR. Therefore, HRM frames were characterized as incongruent because both groups gave different interpretations of the position of MyHR.

4.4 Frames' analysis at Corporate

4.4.1 HRM-as-intended

HR professionals could clearly articulate the reasons behind the e-HRM system but especially first-line managers had a broad and less clear view. All were generally in line with official policies. Both social groups expressed a shared view that MyHR was introduced to increase efficiency in administrative processes, respond to the times and to improve working relationships between organization's members, albeit with different emphases. HR professionals clearly had a shared view that the main reason behind MyHR was to enable cost reductions (e.g. FTE reduction) and, through this, to contribute to the business strategy of Airways:

"Airways' strategy involves restoring the profitability, save costs and protect cash. It is very simple and as HR we also have to contribute and reduce costs" (H3, r. 98-101).

Standardization and harmonization of HR processes and tasks were also perceived as important reasons. Additionally, HR professionals emphasized to improve the relationship between management and its employees:

"HR Connect, by whatever means, to again centralize the connection between management and its employees in the bureaucracy.. HR will become more transparent and employees will be served more quickly (H5, r. 104-109)".

However, line managers pointed out as main reason to become more client focused and provide more professional HR service delivery to their employees. Goals that were mentioned include: to respond to the times, work more efficient together and to let managers and employees be "self in control" concerning their HR-related processes and to improve client orientation:

"I think that MyHR was primarily invented for HR to move with the modern times. Let us facilitate people more and more in a digital way" (M10, r. 142-143).

Both social groups agreed on communicating all users is very important to engage them and for people to accept the system especially for people who lack PC skills:

"It brings employees' trust in the system. Otherwise you will run risks that certain groups do not want to join and want to stick to the old ways" (M13, r. 85-87).

Some line managers sensed that because of the ageing workforce (hire stop) informing them well would become only become more important but miss proactive communications:

"Communication regarding MyHR is a weak point. To provide an update about where you stand.. I understand that processes are very hard and complex and that it will take longer. But why do they not communicate about it?" (M8, r. 153-158).

4.4.2 HRM-as-composed

HR professionals and line managers perceived similar guidelines which MyHR should deliver and these were in line with official policies. They can be summarized as follows: a user-friendly system, very simple to use, well-ordered content, privacy-technically in place, a safe and protected environment, worldwide accessible, available for everyone, all HR processes centrally available and to function and work well. User-friendliness was pointed out as main important by both social groups. It should be as intuitive as possible in use which was succinctly put together in a statement of a line manager:

"Currently, I expect, which unfortunately is certainly not at Airways in its systems, a "smooth" and well-presented user interface. It should really be state-of-the-art" (M9, r. 151-152).

Some HR professionals also pointed out that their colleagues from the HRM department should realize that HR processes should be as simple as possible and that e-HRM should become an integral part of the broader vision of how to structure HR. Some line managers highlighted that MyHR should contain the right information and be up to date.

4.4.3 HRM-in-use

Both social groups sensed that MyHR was in an early stage and that it would take time to have a complete roll-out. In particular line managers that HR in general takes a long time:

"That is just an overall perspective: when HR is involved it is often lengthy and time-consuming" (M8, r. 78-79).

The content of MyHR was perceived to provide personal information, modify personal data and use a search function for HR information. It was not used frequently; some line managers did not check it at all. Line managers and HR professionals mentioned that the system was easy to access and did not seem very complicated. However, both had concerns about its user-friendliness. One HR professional stated that MyHR provided redundant information and that steps were sometimes unclear:

"When I wanted to open my pay check I received a big red rule which stated 'PDF required' why it looked as if I could not open it, how annoying. Furthermore, I sometimes heard from employees and managers that they perceived it was unclear how to change their personal data (H2, r. 152-158).

In general it hardly generated any responses from employees but both social groups sensed that in the future MyHR will come more alive and that employees will realize its advantages:

"Perhaps my population should get used to the digitalization of HR processes.. but I think that they will like it at a certain point because it will create more transparency" (M13, r. 135-139).

Most line managers also had positive feelings about MyHR but it should not become impersonal:

"The nicest thing about MyHR is to have your own responsibility and to be in charge. However, we have to watch out that it will not become impersonal. It is important to remain to have a face out of HRM, especially where it is more needed than in a headquarters environment (M12, r. 104-108).

HR professionals, clearly, expressed a shared view about its consequences. They would move more out of the operation and provide more strategic support as responsibilities for carrying out HR tasks would be put in hands of the line and employees:

“The role of the HR manager will become more strategic and move more towards organizational development.. there will be more specialists for example in recruitment” (H3, r. 258-260).

HR professionals sensed that MyHR will facilitate standardized processes, transparency in HR processes and activities, more management information and possibility to steer on it and a more efficient cooperation between all workers. Consequently, e-HRM was seen by the HR professionals as a driver which would improve the added value of HRM.

Line managers had a somewhat broad and uncertain picture about this. HR would move more out of administrative processes and workers can probably work a bit more efficient together but the division of roles of HR and the line would remain the same. In general, HR was perceived as an administrative support function:

“I think that the line takes in the most important place with regard to employees’ trust in the organization. I see HR as an administrative part behind it, which often goes too slow. HR in the new world: more digital and only easier administrative processes” (M8, r. 162-165).

Most first-line managers had little to say about it. They also sensed no extra work relating to MyHR:

“What will MyHR and what will the HR manager do? How I picture that is difficult.. I do not expect that it will cost me more time, through a form or digitally, now I also receive it. I prefer to have it digital otherwise I could lose it (M11, r. 96-100).

Both social groups expected that MyHR will achieve its goals in the long-term dependent on changing mindsets of people. HR professionals sensed the standardization and simplification of their processes as a challenge.

4.4.4 HRM-in-integration

HR professionals believed that MyHR will facilitate the added value of HRM in the future why it takes in a special place within personnel management and within Airways. In contrast, line managers could less clearly articulate its position. Most expected that MyHR could potentially take in a leading role to keep abreast of the time and to improve efficiency. They sensed that it will become the only way for executing HR tasks. However, first-line managers had little to say about its position:

“I purely perceive it as a supporting system. I have not thought about its role within HRM. It is of course always good when they can perform their work with less people but as for the rest” (M9, r. 238-239).

4.5 Reflection on the frames’ analysis at Corporate

Both HR professionals and line managers had a similar sense of the reasons behind the introduction of MyHR, albeit with different emphases. Whereas the main driver of HR professionals was to increase the added value of HRM and to enable cost reductions line managers emphasized to provide more professional HR service delivery to their employees and become more client focused. On this basis, we see the HRM frames as “naturally” incongruent as both groups put different emphases on intended e-HRM.

population tended to be hard to get on board. At Corporate the need for changing the attitudes among employees and management toward increased understanding and to be able to increase organizational performance was emphasized.

Most line managers perceived the available modules as data tools: they would not result in large changes in working

The views of both social groups as to the guidelines it should deliver were largely congruent and were in line with Airways’ official policies. User-friendliness was viewed as main important to promote its usage for all working groups. HR professionals highlighted that they should create a sound basis for HRM. These HRM frames were characterized as congruent.

The assumptions of both HR professionals and line managers concerning HRM in use were similar. They both expected that MyHR will become a portal for all HR self-service processes. However, first-line managers had a less clear picture about this. Within the department, alternative and additional perceptions existed about the future role of HR and the line influenced by MyHR. HR professionals highlighted that line managers will receive extra tasks and responsibilities and that HR will become more strategic advisors and developers of programs and policies that will add value to the business. Line managers only mentioned that HR would go more out of administrative processes and that MyHR would lead to a more efficient cooperation between organization’s members. Based on these impressions, we see the HRM frames as incongruent in that both groups gave different interpretations of its consequences.

About the role of MyHR in HRM different assumptions and perceptions existed. HR professionals sensed an important role for MyHR: it would facilitate standardized processes and would increase the value of HRM. The line, however, assumed a potentially leading role because MyHR would enable a more efficient cooperation between organizational members. First-line managers only perceived it as a supporting tool. Thus, these frames were characterized as incongruent.

4.6 Comparison of HRM frames between two departments

An analysis of the HRM frames between the departments has also shown that some incongruence exists between HR professionals and line managers. Table 1 summarizes these findings. Both social groups in both departments could clearly formulate why the e-HRM system was needed and what guidelines it should follow, though with different emphases. Both HR professionals and line managers at Cargo and HR professionals at Corporate sensed that the main strategic reason behind MyHR was to improve efficiency in administrative processes for its purpose of cost-reduction. Both groups have been experiencing a huge pressure to reduce costs. The HRM department (located at Corporate) shared the responsibility for realizing organization goals which are mainly focused at efficiency and saving costs and Cargo is facing structural losses during the last three years. The main driver of introducing e-HRM of HR professionals, especially at Corporate, was to increase the added value of HRM. However, in particular at Corporate, line managers perceived MyHR to become more client focused and to provide more professional HR service delivery to their employees. Nevertheless, we realize that different frames are associated with different functions (Orlikowski & Gash, 1994) as HR specialists are more concerned with policy building and administrative tasks, whereas line managers are more busy with daily execution.

Both social groups shared the view that MyHR should be communicated during its implementation by internal marketing but at Cargo this need was more emphasized because their practices. The interpretations of HR professionals about the (future) consequences of MyHR, at the level of daily use, were not congruent. At Corporate they described a radical change to be achieved because of MyHR, which would be revealed by HRM becoming more strategically oriented by freeing HRM professionals from administrative work and devolving HRM

tasks to line managers and employees. HR professionals at Cargo were more skeptical about this. Some sensed that line managers in the operation lack sufficient HR-related competences, do not have the desire to perform them and, thus, should always need active support and advice from HR managers. Line managers, in particular first-line managers, could only describe broad ideas and directions about the consequences of MyHR. Especially at Cargo, line managers could only describe a limited future content of the system, about the employee and management self-service systems. This has led to different understandings of e-HRM consequences compared to HR professionals. Both social groups at both departments stated that MyHR will influence HR to move more out of administrative processes and to reduce the administrative support function. In contrast to most HR professionals, line managers did not perceive a further change in the role of HR of in their cooperation with HR. In addition, most line managers perceived no extra tasks or responsibilities in the future.

About the systems' position in HRM both social groups also had alternative perceptions. HR professionals emphasized that implementing MyHR can be viewed as an organizational change process which rigorously changes worker's experience. MyHR will facilitate a more strategic role of HRM and an improved value to the business. However, at Cargo the HR professionals seemed to be more careful about it to the extent of MyHR freeing up their time. According to the middle managers, MyHR can potentially take in a leading role in HRM to keep abreast of the time and improve efficiency but first-line managers perceived MyHR only as a supporting system for HR tasks and processes.

4.7 Trust in the e-HRM system

To measure employees' trust in MyHR twelve items were included in the analysis. The mean trust in the HRM system was 3.343 with a standard deviation of 0.465 (Table 2). Based on the scale that was developed by Dietz & Den Hartog (2006) the level of trust in MyHR can be classified as confident trust. To measure the employees' propensity to trust six items were included. The mean propensity to trust was 3.015 with a standard deviation of 0.514.

Table 2: Means, standard deviations and correlations

	Mean	Standard deviation	Trust in HRM	Propensity to trust	Organizational tenure	Job tenure
Trust in HRM	3.343	0.465				
Propensity to trust	3.015	0.514	.380**			
Organizational tenure	16.625	10.898	.022	0.1		
Job tenure	6.219	4.917	.069	0.130	.589**	

*p<0.05, **p<0.01, ***p<0.001

The one-way analysis of variance (ANOVA) showed that the departments at Airways do not significantly differ on their mean propensity to trust (p=0.415) and trust in the system (p=0.492). Several tests were used to investigate the effect of the control variables on the level of trust in MyHR. Using an independent sample t-test no significant differences were found in the mean level of trust in MyHR and propensity to trust between employees who use the system and employees who do not use the system (p=.254 and p=.46, respectively).

We used multiple regression analysis to analyze the relationship between propensity to trust, organizational tenure, job tenure,

and trust in the system as independent variables and trust in HRM as dependent variable. The results of this test reveals that organizational tenure (B=-.002, β =-.041, p=.803) and job tenure (B=.004, β =.045, p=.786) do not have a significant effect on employees' trust in MyHR (Table 3).

Table 3 Regression analysis effects of control variables on trust in MyHR

	B	Standard Error B	β	Significance
Organizational tenure	-.002	.007	-.041	.803
Job tenure	.004	.015	.045	.786
Propensity to trust	.338	.120	.379	.007

*Significant at p<.05

Simple linear regression was used, excluding the non-significant variables, to calculate the effect of propensity to trust on trust in the HRM system because the multiple regression revealed that this causal relationship was significant. The results of the simple regression analysis showed that propensity to trust had a significant positive effect on trust in MyHR (B=.340, β =.380, p=.005). 14.4 per cent of the variation in trust in the HRM system was explained by its relationship with propensity to trust (Table 4).

Table 4 Simple linear regression analysis effect on trust in MyHR

	B	Standard Error B	β	Significance
Propensity to trust	.340	.116	.380	.005

*Significant at p<.01
Notes. R²=.144

The results of the Mann-Whitney test revealed no significant differences between males and females (p=.133) in employees' trust in MyHR. The results of the Kruskal Wallis test indicated that there was no significant difference in employees' trust in HRM and the different types of contract held (p=.237).

5. DISCUSSION

We applied the concept of shared HRM frames and assumed that congruent HRM frames of HR professionals and line managers, concerning a HRM sub-system, would enable trust in the particular system by employees. We selected a large European Airline company, Airways, and chose to focus on the e-HRM system as the focus of our empirical investigation in two departments. We adopted the process-based approach which explains the impact of HRM on individual and organizational performance (Bowen & Ostroff, 2004; Wright and Nishi, 2013). However, how the process affects these outcomes is unknown yet (Sanders, Shipton & Gomes, 2014). We went a step further and found that the framing process (i.e. differences between HRM perceptions of managers and HR professionals) plays a crucial role in HRM implementation. Our research has shown that the overall level of congruence in HRM frames was mixed, since two out of the four HRM frame domains were found to be incongruent including HRM-in-use and HRM-in-integration. We did observe a common language regarding the intentions and guidelines of the e-HRM system. We confirm that different groups of e-HRM users have different, sometimes conflicting viewpoints that result in their different perceptions of usefulness and value of e-HRM (Bondarouk, Ruël & van der Heijden, 2009).

Table 1 Differences in perceptions about MyHR by HR professionals and line managers at Corporate and Cargo

HRM-as-intended	HR professionals	Line managers
<i>Reasons for introducing MyHR</i>	<ul style="list-style-type: none"> To enable cost reductions (FTE reduction) To respond to the times To increase efficiency in administrative processes To reduce paper work To improve working relationships between workers 	<ul style="list-style-type: none"> To increase efficiency in administrative processes To let managers and employees be “self in control” To improve working relationships between workers To respond to the times To enable cost reductions
<i>Additional perceptions at Corporate:</i>	<ul style="list-style-type: none"> To contribute to the business strategy To standardize and harmonize HR policies and practices To again centralize connection between management – employees in the bureaucracy 	<ul style="list-style-type: none"> To improve client orientation To have a faster response from HR
<i>Additional perceptions at Cargo:</i>	None.	<ul style="list-style-type: none"> To reduce paper work To reduce HR administrative HR support function To improve effectiveness
HRM-as-composed	HR professionals	Line managers
<i>Perceptions about the guidelines of MyHR</i>	<ul style="list-style-type: none"> User-friendly Very simple to use Privacy-technical issues to be certain To ensure a safe and protected environment The content should be well-ordered All HR processes centrally available 	<ul style="list-style-type: none"> User-friendly Very simple to use Privacy-technically in place To ensure a safe and protected environment The content should be well-ordered All HR processes centrally available: one system It has to function and work well (quickly in use) Easy to access everywhere and on multiple devices
<i>Additional perceptions at Corporate</i>	<ul style="list-style-type: none"> Access everywhere and available for everyone It has to work and do what it should do HR to realize processes as simple as possible An integral part of broader vision how to structure HR 	<ul style="list-style-type: none"> Available for everyone Right information and up to date World-wide accessible Recognizable environment
<i>Additional perceptions at Cargo</i>	<ul style="list-style-type: none"> A good helpdesk or support function Notifications to keep people updated In the future it should remain user-friendly 	<ul style="list-style-type: none"> A good helpdesk and clear help lines Notifications to keep people informed Good and very easy search function
HRM-in-use	HR professionals	Line managers
<i>Views on the consequences of MyHR</i>	<ul style="list-style-type: none"> A portal for all HR (self-service) processes in the future More transparent HR activities and processes FTE reduction of HR administrative support Less administrative role for HR MyHR will replace HR tasks and processes Extra tasks and responsibilities for the line HR activities and processes more impersonal 	<ul style="list-style-type: none"> FTE reduction of HR administrative support Less administrative role for HR Future role HR unknown but probably to work more efficient. Further it will remain the same HR activities and processes more impersonal To have faster responses from HR Time savings for all organizational members
<i>Additional perceptions at Corporate</i>	<ul style="list-style-type: none"> In the future a less operational and more strategic/advising role for HR (time savings) In the future more HR specialists Increase in added value of HRM at Airways Standardization and harmonization of HR processes Changing worker’s minds as main challenge More management information Better convenience of execution HR tasks by the line A more efficient cooperation 	<ul style="list-style-type: none"> Unknown but expectation: a portal for all HR self-service processes in the future A more efficient cooperation More transparent HR activities and processes No effect on their work activities also not in the future
<i>Additional perceptions at Cargo</i>	<ul style="list-style-type: none"> Incongruent future role HR: more business partner but skepticism about time savings (active role HR is needed) Decisions of line will count for more but no realization Maybe more impersonal but HR contact will remain, especially in the operation important Improvement of communication lines 	<ul style="list-style-type: none"> Unknown but expectation: a portal for all information and personal data in the future Personal contact with HR will not change Employees will need more time to use MyHR More insight in personal/own employees data Better convenience to find information and easier to respond to HR
HRM-in-integration	HR professionals	Line managers
<i>Position of MyHR</i>	<ul style="list-style-type: none"> Intertwined/aligned with all HR processes in the future Important role with regard to cost reductions Important role within HRM in the future 	<ul style="list-style-type: none"> A supporting system in administrative HR tasks and processes (first-line managers) Probably an important role in the future within HRM
<i>Additional perceptions Corporate</i>	<ul style="list-style-type: none"> Organizational change process rigorously changing worker’s experiences Still much to be done in standardization MyHR will facilitate the added value of HRM It should become an integral part of the business culture 	<ul style="list-style-type: none"> Unknown to what extent processes are ready to aligned with MyHR but it has to stand good Potentially a leading role to improve efficiency (middle managers) Becoming the only way for execution of HR processes
<i>Additional perceptions at Cargo</i>	<ul style="list-style-type: none"> Centralization and professionalization of HRM Becoming the only way for execution of HR processes 	<ul style="list-style-type: none"> Probably important role as a lot of processes will be entered A portal for all HR information/personal data

5.1.1 *Congruence of frames at Airways: within and between social groups*

Within both social groups some contradictions in the content of HRM frames were found. HR professionals at both departments sensed a similar view on managerial reasons for introducing MyHR. However, at the department Corporate, HR professionals highly emphasized the need to standardize and harmonize HR processes and to contribute to the business strategy. They were close where central HR policy making takes place and were more closely involved into e-HRM policy making than the HR professionals at Cargo. In contrast, they seemed to focus more on improving efficiency in administrative processes and to work more efficient together. They tended to focus on the operation in which a more active role of HR is expected than in the headquarters environment of Corporate. HR professionals' views at Cargo about the possibility to exert a more strategic business partner role in the future were misaligned whereas at the head office the HR professionals were convinced about this role change of HR in the future. At Cargo some skepticism existed about line managers' ability, skills and knowledge to perform more HR tasks. Consequently, this has led to different understandings about the future position of MyHR within HRM. Within the group of line managers less contradictions in the content of HRM frames existed than HR professionals. About the future content both social groups had not much to say but line managers at Cargo stated MyHR as a portal for all HR related information whereas line managers at Corporate identified the employee and management self services. The line managers at Cargo tended to focus more on daily consequences for their operational employees than at Corporate because they both have to deal with different employee groups (e.g. education level).

Both social groups in both departments could formulate why the system was needed and the guidelines, albeit with different emphases. However, at the level of daily use, interpretations about (future) consequences of MyHR of HR professionals and line managers differed and were incongruent. Especially, first-line managers and line managers at the department Cargo could only describe a limited future content of MyHR which potentially has led to different understandings of e-HRM intentions, e-HRM consequences and further to the position of MyHR within HRM. Both social groups emphasized that HR would receive a less administrative role but line managers, including first-line managers, assumed a much narrower image without anticipating on broader changes to their work load, job roles or interaction with HR than HR professionals. For example, in contrast to HR professionals, most line managers perceived no extra tasks or responsibilities in the future because of MyHR. Views between HR professionals and line managers about the position of the system in HRM were also incongruent. Both social groups in both departments thought that MyHR could take in an important role in the future but they gave different interpretations about it. Whereas most HR professionals sensed that MyHR will facilitate a more strategic role of HRM and an improved value to the business, line managers only had broad ideas and directions about it. They seemed to be more careful and assumed an important role to respond to the times and to improve efficiency. First-line managers, however, only perceived MyHR as a supporting system for HR tasks and processes.

Concerning the dynamics of HRM frames, we noticed them to develop from being congruent (HRM-as-intended and HRM-as-composed) to incongruent (HRM-in-use and HRM-in-integration). HR professionals and line managers had similar perceptions about the intentions of MyHR but they differed at

the level of daily execution and consequences associated with it and how MyHR is positioned in HRM.

5.1.2 *Reasons for different frames of HR professionals and line managers*

Our research revealed reasons for incongruence between HR professionals and line managers which reflect the existing literature but in addition we can add further to this. We confirm that different frames are associated with different functions (Orlikowski & Gash, 1994). HR professionals are more concerned with policy building and administrative tasks while line managers are more busy with daily execution. In particular, first-line managers are more concerned with delivering services to employees whereas HR professionals give more attention to internal clients of the company and accomplish organizational goals. We also confirmed that different expectations, functions and backgrounds play a role in HRM frames' differences (Orlikowski & Gash, 1994; Lin & Silva, 2005; Kaplan, 2008). Line managers viewed that they were not informed about the future content of MyHR and could only made assumptions which led to further misunderstandings at the level of e-HRM consequences and of the position of MyHR in HRM. Most line managers, especially first-line managers, missed proactive communication about MyHR which may created unclearness about what to do with the system. Some line managers did not use it at all. Our research has added that a lack of clarity about the future content of the e-HRM system and future e-HRM consequences and in communication may lead to differences in HRM frames. The departments Cargo and Corporate both have different working groups to deal with. From all interviews it was found that most workers at Cargo are low-educated and perform manual work. Some employees could not speak the mother tongue of the country. Employees at Corporate were described as more highly educated who perform professional jobs at headquarters. HR professionals at Cargo were more operational involved and were also in direct contact with their employees whereas at Corporate HR professionals were more strategically involved and had more indirect contact with employees through the first-line manager. With regard to the employees of Cargo they seemed less technology-ready why they had to be differently managed than employees at the department Corporate. A different target group of employees leading to different tasks and areas of concern was also shown to be a cause of differences in HRM frames within and between HR professionals and line managers.

5.1.3 *Employees' trust in the e-HRM system*

According to Dietz & Den Hartog (2006) a confident level of employees' trust in the HRM system implies that employees hold positive expectations on the basis of confident knowledge about MyHR. Our research on HRM frames also revealed congruence in HRM frames of HR professionals and line managers about MyHR at an intermediate level. Therefore, a link between congruence in HRM frames and employees' trust in the HRM system appears to exist. When I was finalizing this paper a top-journal article was published that called for special attention to a link between congruence and trust which brings an extra importance to our findings (Weber & Mayer, 2014). Our research has shown mixed congruence in HRM frames about MyHR within and between line managers and HR professionals. When HR professionals and line managers have misaligned interpretations about the e-HRM system, messages that are sent through the organization about certain aspects of the e-HRM system would be ambiguous (Bowen & Ostroff, 2004) leading to lower trust of employees in the system. In a recent review of the impact of e-HRM (Bondarouk & Furtmueller, 2012) support is found for people factors (such as innovative and visionary leaders promoting e-HRM, trust,

change management, confidence with technology skills, communication about system usefulness) as most relevant for successful implementation of e-HRM in the last decade. Concerning the implementation of e-HRM our study broadly shows the importance of considering understanding of the system by different groups of stakeholders and their trust in the system.

5.1.4 Recommendations for Airways

Low & Lee (2014) argue that airlines tend to face more volatile economic fluctuations than many other industries. Increasingly, airlines are forced to operate on the basis of tight profit margins. In response to these developments airlines have adopted a short-termist, cost-rational approach to HRM (Boyd, 2001). Within companies which are operating in sectors with high union presence, such as the airline industry, a lower degree of e-HRM adoption can be expected. In a cross-sectional research with senior HRM executives at leading Canadian corporations Haines & Lafleur (2008) found that union presence negatively impacts IT usage. At Airways the unions impeded progress towards e-HRM implementation and defended employees' rights as they had concerns that HRM would become invisible and HR communication would become less personal (HR Airways, 2014). An extra dimension of interest to our research is that the number of the HR function at Airways seems to be very inefficient and comes close to public organizations, as central governments, who tend to have a higher HR-employee ratio than private organizations (Brewster *et al.*, 2006). The size of the HRM department at Airways has potentially led to inefficient working practices in the organization of HRM.

Overall, line managers and HR professionals had incongruent frames concerning the consequences and the position of the e-HRM system which have led to different expectations and assumptions about the system. Even between departments and within the social groups misaligned understandings about MyHR existed which showed high contextual differences in their HRM frames. For implementation of the HRM system to be successful, it is argued that HRM needs to send unambiguous messages to the various organizational social groups, resulting in a collective sense of what is expected (Bowen and Ostroff, 2004). This shows the importance for Airways to achieve a more shared understanding about the e-HRM system. However, why social groups behave differently in response to a change in HRM processes is not only about if it was clearly and unambiguously communicated but mainly about the actors' understanding of the e-HRM system, concerning their HRM frames.

An interesting finding in our research is that when HR professionals and line managers have aligned interpretations about the strategic motivation of MyHR, although with different emphases, line managers did not perceive the implementation of an e-HRM system as essential for HRM to increase its value or to improve its strategic organizational benefits. Especially, first-line managers only perceived MyHR as a supporting tool in administrative HR tasks and processes. Line managers seem to still have a traditional view on the HRM department, narrowly seen as an administrative support unit at Airways. However, stakeholders should be committed to organizations' long-term goals which has increasingly become important (Olivas-Luján, Ramirez & Zapata-Cantu, 2007). We acknowledge that MyHR was only in its first stage but because e-HRM influences an organization as a whole, management and employee support and commitment are of crucial importance (Unknown, 2014).

On this basis, it is important that Airways develops an e-HRM system of which the different HR actors persuasively believe

and have aligned understandings about its strategic organizational benefits, how it improves business operations and how it should be used on a daily basis. We assume that user involvement is needed, especially in this early stage between HR professionals and line managers concerning unaligned frames, to create a shared understanding and gain full support of the different HR actors. We call on Airways to stimulate discussions at an early stage between HR professionals and line managers concerning unaligned frames. The airline sector is in a constant state of change and Airways has an extreme level of bureaucracy. Because of this high organizational turbulence, congruent thinking among HR actors may reduce the likelihood of misunderstandings and delusions around the implementation of MyHR. Difficulties in implementing the e-HRM functionalities are expected to overcome and to progress easier.

5.1.5 Limitations and future research

By its nature, this exploratory research is limited by the novelty of the phenomenon's relationship being explored. Although we could only assume a causal relationship between the congruence of HRM frames of line managers and HR professionals and employees' trust in the e-HRM system this research opened the possibility to examine the relationship between e-HRM adoption and an organizational performance measure such as trust. This seems to be clearly desirable as a literature gap was recognized by Marler & Fisher (2013) in their evidence-based review on HRM between e-HRM adoption and any kind of organizational performance. Future studies to quantify the relationship between HRM frames and employee-level outcomes are clearly desirable. Future research should also focus on incongruence within groups and to the extent this incongruence may outweigh congruence between social groups. Further, our research was performed in the first phase of the implementation of the e-HRM system. Due to the limited functionality it is hard to say much at this stage about future e-HRM developments at Airways. Future research should distinguish between different phases of implementation. Our research was only performed in one specific sector, thus, one should be cautious to generalize the outcomes. Still, we think that, at the level of HRM frames and trust, it is possible for generalizations to other sectors as our theoretical framework is not sector-binded. Nevertheless, statistical generalizations should be done with extreme care. Future research should study the extent of generalizability of our findings to other settings.

Further, the response rate of the questionnaire was 48.9 per cent. Our target group was small because most HR managers at Airways did not likely see the need for a questionnaire on its use already. In our quantitative analysis, we did not include context variables (e.g. job type, age, computer experience). These variables may influence the relationship between HRM frames and trust in a HRM-subsystem. This study solely collected data at one point of time, that is, the study is cross-sectional. Further studies should consider to expand the research model to take into account these aspects. Nonetheless, we believe that our results are worthwhile and brings challenges for future research and cross-validation in distinctive settings.

6. CONCLUSIONS

We hoped to find out whether there was any basis for assuming a link between congruent HRM frames and employees' trust in HRM. Our study can be seen as only a first, tentative, step in achieving a fuller understanding on associations between these phenomena's. We contributed to existing research and added further to the role of HR actors within HRM systems. By adopting a process-based approach investigated through the theoretical lens of cognitive frames we contributed to HRM research and practice. We found intermediate levels of both

congruence in e-HRM and trust in e-HRM. Based on these findings a positive relationship between congruence in HRM frames and employees' trust in the HRM system seemed to exist. It is widely held that line managers and HR professionals have different perceptions of HRM systems and behave differently in accordance to it (Bondarouk *et al.*, 2009, Wright and Nishi, 2013). The impact, however, of these perceptions on organizational-level and employee-level outcomes has been neglected (Sanders *et al.*, 2014). When messages make sense they positively influence employees' attitudes and their intention to behave accordingly (Bowen & Ostroff, 2004). We confirm that sharing mechanisms between HR professionals and line managers are important in influencing intended behaviors as employees' behaviors of trust. Our research has added that early communication and comprehensive discussion of information about the e-HRM system and changes to it are important in enhancing a shared understanding. Early articulation and discussion of inconsistencies and incongruencies in HRM frames may reduce misunderstandings within and between HR professionals, line managers and employees around the implementation of an e-HRM system which will eventually lead to a more successful e-HRM system.

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APPENDIX

1. Results of the literature study: Influence of trust and trust-related workplace behaviors organizational outcomes (direct relationship)

Author	Primary findings	Research method
Communication		
Zand (1972)	Trust has (+) effect on openness in communication in group	Experimental research with two different groups of middle level managers (low and high trust) in an US international electronics company
O'Reilly & Roberts (1974)	Trust has (+) effect on amount of information sent to superior	Experiments covering three experimental conditions, with 171 (under)graduate students of the University of California
Organizational Citizenship Behaviour (OCB)		
Robinson (1996)	Trust in organization has (+) effect on organizational citizenship behaviour	Longitudinal study of 125 newly hired managers (alumni) of US Midwestern graduate business school
McAllister (1995)	Trust in co-worker has (+) effect on OCB and commitment	Cross-sectional research with 194 managers and professionals from various Californian industries
Pillai <i>et al.</i> (1999)	Trust has a (+) effect on organizational citizenship behaviour	A multi-sample survey involving 192 employees of a service agency and 155 MBA students of two US-based universities
Konovsky & Pugh (1994)	Trust in superior mediates the relationship between justice and OCB	Cross-sectional data from 475 US hospital employees and their supervisors
Negotiation processes / Conflict management		
De Dreu <i>et al.</i> (1998)	Trust between negotiators has (-) effect on conflict	Experimental research with 90 business students of the University of Groningen who performed negotiation tasks
Individual performance		
Davis & Landa (1999)	Trust in managers has a (+) effect on productivity and (-) effect on stress	A cross-sectional study among more than 50.000 Canadian employees of several industries
Mayer & Gavin (2005)	Trust in plant and top managers has (+) effect on employees' ability to focus attention on value-producing activities, and is subsequently related to a multi-faceted treatment of performance	A cross-sectional study in a small non-union manufacturing firm headquartered in the Midwestern United States among around 250 employees and their supervisors
Group/business unit performance		
Dirks (2000)	Trust in leader has (+) effect on group performance	Cross-sectional research on team level from a sample of 12 US men's college basketball teams
Klimoski & Karol (1976)	Trust in partners has (+) effect on group performance	Experimental research with members of 29 four-person groups (116 female undergraduates of the Ohio State University)
Davis <i>et al.</i> (2000)	Trust in general manager has (+) effect on business unit performance	A longitudinal study among employees in a chain of nine restaurants using surveys
Gould-Williams (2003)	Systems trust has a (+) effect on organizational performance	A postal survey among 191 public-sector employees working in Wales
Others		
Scott, 1980	Trust in supervision and management has (+) effect on how management by objectives' success is perceived	A single case study, using 116 usable questionnaires in one transportation department of a major city

2. Results of the literature review: Influence of trust and trust-related workplace behaviours organizational outcomes (indirect relationship)

Author	Primary findings	Research method
Commitment		
Farndale <i>et al.</i> (2011)	Trust in senior management strengthens the link between performance management dimensions of HC work practices and commitment	A cross-sectional, multi-level study with 524 questionnaire responses collected from four cross-sectional large UK organizations
Pillai <i>et al.</i> (1999)	Trust in leader mediates the relationship between leader behaviour and commitment	A multi-sample survey involving 192 employees of a service agency and 155 MBA students of two US-based universities
Albrecht & Travaglione (2003)	Trust in senior management has a (+) effect on employees' emotional commitment to their organization	A questionnaire on antecedents and outcomes of trust in two public-sector organizations with a total of 750 respondents
Low intention to turnover		
Costigan <i>et al.</i> (1998)	Trust in employer has (+) effect on perceived effectiveness of the company's reward system, and (-)	A cross-sectional study, with a sample of 35 full-time employees, to test trust between focal employees and

Robinson (1996)	effect on their desire and intent to leave the company Trust in organization mediates relationship between psychological contract violation and intention to remain	their co-workers, supervisors, and top management Longitudinal study of 125 newly hired managers (alumni) of US Midwestern graduate business school
Alfes <i>et al.</i> (2012)	Trust in the employer moderates the relationship between perceived HRM practices and task performance, turnover intentions and individual well-being.	Cross-sectional data from 613 employees and their line managers in a service sector organization in the UK
Albrecht & Travaglione (2003)	Trust in the organization has (+) effect on the extent and conditions under which employees intent to remain in the organization	Cross-sectional research on antecedents and outcomes of trust in two public-sector organizations with a total of 750 respondents
Mishra & Morrissey (1990)	Trust in an organization has (-) effect on the intention to turnover	A questionnaire on perceptions of employee/employer from 143 companies in the area of Michigan
Perceived psychological contract violation		
Robinson (1996)	Trust in organization has (-) effect on perceived psychological contract violation and mediates relationship between psychological contract violation and job performance	Longitudinal field study on 125 newly hired managers (alumni) of US Midwestern graduate business school
Job satisfaction		
Driscoll (1978)	Trust in organizational decision making has a (+) effect on job satisfaction	A mail questionnaire on satisfaction among 109 academics of a faculty of liberal arts in New York
Rich (1997)	Trust in supervisor has a (+) effect on job satisfaction	Cross-sectional research among 183 sales employees and their direct manager from different U.S. companies
Others		
Innocenti <i>et al.</i> (2011)	Trust in superior moderates the relationship between HRM practices and employee attitudes	Cross-sectional research from 46 Italian companies conducted with around 9000 employees/HR managers
Albrecht & Travaglione (2003)	Trust in senior management has a (-) effect on being cynical towards change	A questionnaire on antecedents and outcomes of trust in two public-sector organizations with a total of 750 respondents
Roberts & O'Reilly (1974)	Trust in leader has (+) effect on amount of information sent to superior and on perceived accuracy of information	A multi-level cross-sectional study in four diverse UK-based organizations

3. Results of the literature review: Influence of (in)congruence of frames

Influence of congruent frames	Publications
Increased team processes and performance	DeChurch and Mesmer-Magnus (2010); Mathieu <i>et al.</i> (2000); Gibson <i>et al.</i> (2009)
Increased team effectiveness	Okhuysen and Eisenhardt (2002); Rentsch and Klimoski (2001)
Richer understanding and greater knowledge-sharing between different occupational groups	Bechky (2003)
Collective efficacy	Gibson (2001)
Better organizational performance	Bondarouk (2006); Reger and Huff (1993)
Better organizational effectiveness	Kaše <i>et al.</i> (2009)
Mutual agreement about effectiveness of HR practices between HR and line managers leads to more powerful communication	Guest and Conway (2011)
Enhanced group member satisfaction	Park (2008)
Better implementation of HRM innovation and changes	Bondarouk <i>et al.</i> (2009)
More positive perceptions in groups regarding decision outcomes (fewer problems with implementing decisions and higher levels of satisfaction with decision outcomes)	Mohammed and Ringseis (2001)
Better HR departments' responsiveness to internal customer demands	Mitsuhashi <i>et al.</i> (2000)

Influence of incongruent frames	Publications
Defers decision-making	Kaplan (2008)
Misaligned expectations, contradictory actions, resistance, and skepticism occurs	Orlikowski & Gash (1994)
Different understandings and conflicts of interpretation	Bechky (2003); Kaplan (2008); Lin and Silva (2005); Davidson (2002); Davidson (2006); Yoshioka <i>et al.</i> (2002); Hodgkinson (1997); Sonnenberg <i>et al.</i> (2014)
Greater process loss and ineffective team processes by more difficulties into decision making and communication	Mathieu <i>et al.</i> (2000)
Lowers commitment to a project	Davidson (2002)
Renders communication problematic between different groups	Gallivan (2001)
Decreases in team performance	Gibson <i>et al.</i> (2009)
Results in negative attitudes towards an organizational change	Barrett (1999)

4. Scale development: Propensity to trust and measure of trust in MyHR (Searle *et al.* 2011; Cummings & Bromiley, 1996)

Item number	Code	Dutch Scale
1	Pro-1	Over het algemeen zou men erg voorzichtig moeten zijn met onbekenden.
2	Pro-2	De meeste experts zijn eerlijk over tekortkomingen van hun eigen kennis.
3	Pro-3	Bij de meeste mensen kun je erop rekenen dat ze doen wat ze zeggen.
4	Pro-4	Tegenwoordig moet je alert zijn, anders is de kans groot dat iemand van je profiteert.
5	Pro-5	De meeste verkopers zijn eerlijk in het beschrijven van hun producten.
6	Pro-6	De meeste monteurs zullen niet teveel in rekening brengen bij mensen die niet bekend zijn met hun diensten.
7	Pro-7	De meeste mensen beantwoorden publieke opinie vragen eerlijk.
8	Pro-8	De meeste volwassenen zijn competent in hun werk.

Item number	Code	Dutch Scale	Variable
1	Co-1	MyHR is zodanig ontwikkeld dat het aan zijn verantwoordelijkheden kan voldoen.	Competence
2	Co-2	MyHR staat erom bekend dat het succesvol is in dat wat het probeert uit te voeren..	Competence
3	Co-3	In MyHR worden zaken competent uitgevoerd.	Competence
4	Be/In-1	MyHR dient de belangen van werknemers.	Benevolence/Integrity
5	Be/In-2	De behoeften en wensen van werknemers zijn belangrijk in MyHR	Benevolence/Integrity
6	Be/In-3	In MyHR wordt het uiterste best gedaan om werknemers te helpen.	Benevolence/Integrity
7	Be/In-4	In MyHR zal nooit expres misbruik worden gemaakt van gegevens van werknemers.	Benevolence/Integrity
8	Be/In-5	MyHR is ingericht volgens verantwoorde en morele principes en gedragscodes.	Benevolence/Integrity
9	Be/In-6	Gebruiksrechten worden niet geschonden in MyHR.	Benevolence/Integrity
10	Pr-1	Ik denk dat MyHR voldoet aan zijn verplichtingen aan onze afdeling.	Predictability
11	Pr-2	Naar mijn mening, is MyHR betrouwbaar.	Predictability
12	Pr-3	Ik heb het gevoel dat MyHR doet wat je vraagt.	Predictability

5. Interview guide for HR professionals and line managers at Airways

Introductie notities en achtergrondinformatie

Belangrijkste vraag: Kunt u iets over uzelf vertellen (baan, verantwoordelijkheden, etc.)?

Controleren voor:

- Wat is uw functie? [Officiële titel]
- Wat houdt uw werk in? [Taken, activiteiten en verantwoordelijkheden]

HRM-as-intended

1. Wanneer begonnen de eerste gesprekken over MyHR?
2. Kunt u nog herinneren wanneer het systeem geïntroduceerd werd?
3. Hoe verliep de introductie? [Communicatie]
4. Voor welke doeleinden is het systeem ontworpen? [Doel]
5. Wat zijn volgens u de redenen dat het systeem in gebruik is? [Redenen management]
6. Wat zijn uw gevoelens erover?
7. Wat verwacht u van het systeem?

HRM-as-composed

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

9. Wat houdt het systeem in?
10. Kunt u het systeem beschrijven?

HRM- in-use

11. Kunt u beschrijven hoe de salarisstrook werkt?
12. Kunt u beschrijven hoe het wijzigen van persoonsgegevens werkt?
13. Hoe gebruikt u MyHR in de praktijk?
14. Wat zijn volgens u de consequenties van MyHR?
15. Denkt u dat u het systeem geheel begrijpt?
16. Wat vindt u het leukst en het minst leuke aan MyHR?
17. Is er iets wat u zou willen veranderen?
18. Hoe beïnvloedt MyHR uw dagelijkse werkzaamheden?
19. In hoeverre denkt u dat MyHR zijn doelen heeft bereikt?

HRM-in-integration

20. Welke rol denk je dat [dit systeem] speelt in het gehele personeelsmanagement in uw bedrijf? [Positionering]
21. Heeft het een speciale plaats?

Closure

- Hebben we de belangrijkste zaken besproken inzake MyHR? Zijn er belangrijke dingen overgeslagen?
- Mogelijkheid tot verifiëren van het transcript: vraag naar het e-mail adres.
- Overall feedback op het interview/de vragen.

6. Examples of phrases and the subcategories

Phrases out of interviews	Component and assigned codes
<i>"I think it would be great to have all HR related issues in one portal. Where you can find trainings, information about cao rules and regulations, personal information etc. Employees tend to go quickly to the manager or the HR manager, while it already can be found on the Intranet. They often do not have a clue about where they should go. Therefore, to have it all in one system would be very useful" (H6, r. 137-140).</i>	<u>HRM-as-composed</u> <ul style="list-style-type: none"> • All HR processes centrally available in one portal
<i>"I think that our society is becoming perceptibly more individualistic and that people want to be self in control. We all want less bureaucratic red tape and duplication of effort . So with MyHR a few things come together. In addition when you take a look at the back-up environment to its cost implications. We have to catch up in this" (M12, r. 44-47).</i>	<u>HRM-as-intended</u> <ul style="list-style-type: none"> • To let organization's members be "self in control" for personal data management • To enable cost reductions
<i>"Now the step is not too big so people can become used to it slowly. But for the effectivity? I would take a date: now we switch fully to this system.. In the future they should take more steps because then you will also force people to work with it"(M17, r. 103-110)</i>	<u>HRM-as-intended</u> <ul style="list-style-type: none"> • Step-by-step implementation to avoid a major transition • Future roll-out should go faster and more at once to force people to work with the system
<i>"MyHR will digitalize but also standardize HR processes. I am only in favour of this because you see a lot of diverse divisions within Airways with reasonably great differences in processes. With MyHR you will need to turn to more standard for a sound basis. In the future it won't make any difference for you as a line manager or HR manager where to work within Airways: certain processes are standard. I also think that it will create transparency and clarity in our processes. Then everybody will know: this is the way how we work" (H2, r. 33-38).</i>	<u>HRM-in-use</u> <ul style="list-style-type: none"> • Automation: the system will replace HR processes in the future • MyHR will standardize and harmonize HR processes (simplification) to clarify and create a sound basis for e-HRM • More transparency in HR activities and processes

7. The intended core values of MyHR at Airways (HR Airways, 2014)

The intended core values of MyHR	
To arrange one's own HR activities	Always and everywhere
Personal portal	Modern and up-to-date
Relevant HR information	Sustainable
Digital HR processes	Trustworthy
Interactive self-service	Safe and efficient

8.1 Congruencies in HRM frames of HR professionals and line managers at Cargo

HR Professionals	Line managers
HRM-as-intended – the beliefs of the intended goal and managerial reasons for introducing the specific HRM sub-system	
<p>All internally consistent and in line with official policies <i>They sensed the reasons for introducing MyHR as:</i> To work more efficient To have more efficient HR processes To improve working relationships (to work easier and quicker) between line managers, HR professionals and employees To enable cost reductions (FTE reduction) To reduce paper work To increase transparency in HR activities and processes To respond to the times</p> <p><i>Perceptions about the introduction of MyHR:</i> Airways as a late adopter; e-HRM as a must in these times Before implementation HR Cargo team meeting: discussed how to introduce MyHR to reach their employees (generally old population, lack of PC skills and some illiteracy) During the launch of MyHR extensive communication on its use through: e-mail, line managers, posters, Cargo newsflash and talks/handing out flyers on the floor PC availability check for employees: some more were provided The introduction went well but some unclearness about the tokens Clear expectations about tasks at HR department before and during introduction Communication from headquarters can be improved because of: sudden and quickly changing deadlines, no manual to activate e-mail and offline webpage Extensive communication and information for the line and employees is necessary to excite and help them, stimulate usage and to bring them along with us The line and employees do not see priority in it – they tend to focus on the operation Future roll-out should go faster (less time in between functionalities) Concerns about time it will take to have a complete roll-out Underestimation by headquarters of workload for local HR departments Positive feelings but it remains to be seen for the future</p>	<p>All internally consistent and similar to official policies <i>They sensed the reasons for introducing MyHR as:</i> To enable cost reductions To increase effectiveness To let managers and employees be “self in control” for personal data management To increase efficiency and speed up administrative HR processes To improve availability and have more insight in HR documents (e.g. personnel file) To reduce HR administrative support function To reduce paper work</p> <p><i>Perceptions about the introduction of MyHR:</i> Strange it has not been implemented already earlier Before implementation HR presented its aims, content: discussed how to introduce it to reach their population (generally old population, lack of PC skills, low educated) During the launch of MyHR communication on its use of HR through: e-mail, shop floor meetings, posters, Cargo newsflash and talks/handing out flyers on the shop floor PC availability check for employees: some more were provided MyHR was introduced well but some had expected more from it Most line managers perceived good/clear communication but front-line on a low level Extensive communication (on its usage/content) is highly needed to attempt to create widespread support, otherwise no usage Step-by-step implementation to avoid a major transition but front-line would rather pushed everybody immediately to force usage to also clarify the system Future roll-out should go faster and more at once to trigger/force people to use it Good support is necessary to get employees on board (e.g. helpdesk/workshops). An experience in MyHR is needed to promote usage of it Despite its limited content positive feelings about it: to work quicker, be self in control and to respond to the times</p>
HRM-as-composed – the organization members’ views of a set of guidelines that the specific HRM sub-system is intended to deliver	
<p>All internally consistent and mostly in line with official policies <i>They saw the guidelines of MyHR as:</i> User-friendly (e.g. clear information, short texts, spoken instructions) Very simple to access and to use The content should be well-ordered/conveniently arranged All HR processes centrally available in one portal A helpdesk or kind of support function when the system malfunctions or when there are misunderstandings Announcements/notifications to keep people updated In the future when there are more functionalities it should remain very user-friendly and the content should be well-ordered</p>	<p>All internally consistent and in line with official policies <i>They saw the guidelines of MyHR as:</i> User-friendly Very simple to use The content should be well-ordered/conveniently arranged All HR processes and information centrally as much as possible for accessibility A good helpdesk and clear help lines Safe and protected environment and for people to know it is safe Notifications in the system to keep people informed It has to work and it should be quickly in use Easy to access everywhere and also on multiple devices (through app) Good and very easy search function for HR information</p>

HRM-in-use – the organization members’ understanding of how the HRM sub-system is used daily and the consequences associated with it (including HR instruments and practices, to accomplish tasks and how the sub-system is organized in specific circumstances)	
<p>Internally consistent but incongruent about future role of HR</p> <p><i>They sensed that MyHR:</i> Was in an early stage Provides personal information, possibility to modify personal data and an overview of workers’ pay checks Would be user-friendly and easy to use when people are used to work with PC’s but HR sensed it as harder for their working population Has not been used frequently because of its limited content Lay-out was basic but fine because the focus should be on friendliness and order Was perceived differently by employees but overall neutral Was positively perceived by line managers because of time savings but now it seems to be unclear what can be done with it Was not perceived as a “big change” but expected when it will be extended in the future Should provide an extra confirmation/pop-up when people make a change in their data</p> <p><i>Consequences of MyHR were viewed as:</i> MyHR as a portal of all HR (self-service) processes in the future More transparency for all working groups in HR activities and processes Automation: the system will replace HR tasks and processes in the future Maybe a bit more impersonal but HR contact will remain so not expected Extra tasks and responsibilities for line managers Line managers’ decisions will count for more but they do not realize it yet FTE reduction of HR administrative support function Less administrative role for HR Expansion of the role of HR as a business partner (more use of management information) but also scepticism about time savings: active role of HR is needed in the operation and concerns about limited knowledge, abilities and skills of line managers Improvement of communication lines MyHR will achieve its goals dependent on amount of investment, extent of being complete and extent of user-friendliness</p>	<p>Internally consistent. Some, however, could only describe broad ideas and directions about its consequences</p> <p><i>They sensed that MyHR:</i> Was in an early stage Provides personal information, possibility to modify personal data and to use a search function to find HR related information Was clear to access and would be easy to use when people are used to work with PC’s but probably harder for their working population Has not been used frequently because of its limited content (too non-committal) and they had other priorities Lay-out was fresh, nice, well-ordered and clear Generated no responses yet from their employees (holidays and limited content) Was not perceived “alive” yet: limited content and workers are not triggered to use it Should include demands/feedback from users to succeed Should work straight away (during introduction it was not accessible immediately) Should clarify some of its future content e.g. through notifications Should be introduced as an app to improve its convenience in use</p> <p><i>Consequences of MyHR were viewed as:</i> Unknown but it will only become bigger – MyHR as a portal for all HR information and personal data in the future More impersonal but personal contact with HR will not change Less administrative role for HR Time savings for line managers, employees and the HR department Future role HR unknown but HR will remain on their position. Perhaps more specific contact with HR but overall no changes FTE reduction of the HR administrative support function Better convenience to find HR information and easier to respond to HR It will provide more insight into personal data and for the line in their own team data Employees will need more time to use MyHR in the future MyHR will achieve its goals in the long-term depending on resources, extent of personal content, communication and information To have faster responses from HR department</p>
HRM-in-integration – the beliefs of how the specific HRM sub-system is positioned in HRM within an organization	
<p>All internally consistent</p> <p><i>The position of MyHR was viewed as:</i> Intertwined and aligned with all HR processes in the future Important within personnel management and Airways with regard to the cost reductions Because MyHR is expected to professionalize and centralize the HRM system (and to respond to the times) an important role within personnel management as a whole Becoming the only way for execution of HR activities and processes</p>	<p>Internally consistent. Some, however, could only describe broad ideas and directions</p> <p><i>The position of MyHR was viewed as:</i> Supporting in administrative HR tasks and processes A portal for all HR information and personal data in the future No exact ideas but probably an important role within personnel management in the future because a lot of processes will be entered into MyHR</p>

8.2 Congruencies in HRM frames of HR professionals and line managers at Corporate	
HR Professionals	Line managers
HRM-as-intended – the beliefs of the intended goal and managerial reasons for introducing the specific HRM sub-system	
<p>All internally consistent and in line with official policies <i>They sensed the reasons for introducing MyHR as:</i> To enable cost reductions (FTE reduction) To contribute to the business strategy To again centralize the connection between management and its employees in the bureaucracy To respond to the times To standardize and harmonize HR policies and practices To increase efficiency in administrative processes To reduce paper work To work quicker and easier between line managers, HR professionals and employees</p> <p><i>Perceptions about the introduction of MyHR:</i> A few years ago already aware of implementation of e-HRM at Airways and some stated their involvement in its development Airways as a late adopter compared to other organizations Implementation of MyHR as a huge process (e.g. standardization, approval works council) During its launch communication through e-mail, information sessions (also during lunch time) and team meetings with line managers The introduction went well and was easy in Corporate Key issue: good and clear communication/information to engage the line and employees Concerns about future implementation of functionalities because a lot of systems are not correctly filled and processes are not standardized Conscious choice for step-by-step introduction to prevent problems during roll-out , perhaps in future quicker (impossible to implement it at once and for everybody) Very positive feelings (more standardized, simplified and efficient processes) to move forward and for HR to only have more added value in the organization</p>	<p>Internally consistent and similar to official policies. Some could, however, only describe broad ideas and directions <i>They sensed the reasons for introducing MyHR as:</i> To increase efficiency in administrative processes To let managers and employees be “self in control” concerning their HR-related processes To improve client orientation To respond to the times To enable cost reductions To improve working relationships (to work easier and quicker) between line managers, HR professionals and employees</p> <p><i>Perceptions about the introduction of MyHR:</i> Before implementation HR presented the system in the management teams Airways as a late adopter of e-HRM During its launch communication of HR through e-mail, information sessions, Intranet and in a newflash Every step should be communicated well to the line and employees (clearly show its advantages) to create trustworthiness, especially in operational departments MyHR was introduced well but some unclearness about tokens and some perceived the introduction as not so standing out Most line managers perceived good communication but now miss proactiveness Step-by-step implementation to avoid a major transition (also not possible) but some would rather pushed everybody immediately to force usage Future implementation preferably as soon as possible (less time in between) Positive feelings to keep abreast of the time, be self in control and work more efficient</p>
HRM-as-composed – the organization members’ views of a set of guidelines that the specific HRM sub-system is intended to deliver	
<p>All internally consistent and in line with official policies <i>They saw the guidelines of MyHR as:</i> User-friendly (as intuitive as possible) Very simple to use Privacy-technical issues to be certain To ensure a safe and protected environment To realize for HR processes should be as simple as possible Access everywhere and available for everyone According to the rules of the cao It has to work and do what it should do (e.g. trustworthy) All HR processes centrally available An integral part of the broader vision how to structure HR</p>	<p>All internally consistent and in line with official policies <i>They saw the guidelines of MyHR as:</i> User-friendly The content should be well-ordered/conveniently arranged (also in the future) Very simple to use Safe and protected environment Privacy-technically in place World-wide accessible (available for everyone) All HR processes and tasks centrally available in one portal Right information and up to date It has to function and work well Recognizable environment (“color” of Airways)</p>

HRM-in-use – the organization members’ understanding of how the HRM sub-system is used daily and the consequences associated with it (including HR instruments and practices, to accomplish tasks and how the sub-system is organized in specific circumstances)	
<p>All internally consistent</p> <p><i>They sensed that MyHR:</i></p> <p>Was in an early stage</p> <p>Provides personal information, possibility to modify personal data and to use a search function to find HR related information</p> <p>Has not been used on a frequent basis because of its limited content</p> <p>Was easy to access but concerned about its user-friendliness</p> <p>Lay-out was not very attractive but most important that it should function</p> <p>Will become available through an app which will lead to better convenience in its use and will become more ‘alive’ in the organization</p> <p>Was generally perceived positive by employees only a bit problems with user-friendliness</p> <p>Was overall perceived positive by line managers to be self in the lead but limited content</p> <p>Trainings will not be provided because it should be as intuitive as possible in use</p> <p><i>Consequences of MyHR were viewed as:</i></p> <p>The responsibility for carrying out HR policies and tasks will become a line responsibility and placed in hands of line managers and employees</p> <p>To establish MyHR as a portal for all HR self-service processes (i.g. ESS/MSS services)</p> <p>In the future a less operational but more strategic/advising role (e.g. on organization development and change management) for HR professionals because of time savings</p> <p>More HR specialists in the future on certain issues</p> <p>To increase added value of HRM at Airways</p> <p>MyHR will standardize and harmonize HR processes: only one way to execute HR tasks</p> <p>Changing worker’s minds was considered as most difficult challenge</p> <p>Resistance dependent per department and people’s individual opinions which will need a lot of time: change is always and for everybody exciting, workers will accept it when they realize its advantages</p> <p>More transparency in HR activities and processes</p> <p>FTE reduction of the HR administrative support function and some HR professionals</p> <p>A more efficient cooperation between organization’s members</p> <p>Better convenience with which HR tasks can be executed by the line</p> <p>More management information and possibility to steer on it</p> <p>HR activities and processes will become more impersonal</p> <p>MyHR will achieve its goals but an awful lot needs to be done in the processes</p>	<p>Internally consistent but not about the future role. Some could not describe its consequences</p> <p><i>They sensed that MyHR:</i></p> <p>Was in an early stage</p> <p>Provides personal information, possibility to modify personal data and to use a search function to find HR related information</p> <p>Has not been used frequently as of its limited content and having other priorities</p> <p>Was easy to access, worked quickly and seemed not very complicated. Challenge for the future</p> <p>Some had concerns about is user-friendliness</p> <p>Lay-out was fresh, simple and according Airways’ corporate identity</p> <p>Generated no responses from their employees but probably perceived as good development</p> <p>Would take some time for employees to get used to work with (especially older workers). Most of the worker’s mindsets should be changed</p> <p><i>Consequences of MyHR were viewed as:</i></p> <p>Unknown but expectation to establish MyHR as a portal for all HR self-service processes in the future</p> <p>More insight in personal data and HR-related information</p> <p>Future role of line-HR unknown but HR more out of administrative processes and probably to work a bit more efficient together but it will remain the same</p> <p>No effect on their own work activities also not in the future</p> <p>Better convenience with which HR tasks can be executed by the line</p> <p>More transparency in HR activities and processes</p> <p>HR activities and processes will become more impersonal</p> <p>MyHR will achieve its goals in the long-term but it will not be easy: changing mindset’s of people and implementing a complete system</p>
HRM-in-integration – the beliefs of how the specific HRM sub-system is positioned in HRM within an organization	
<p>All internally consistent</p> <p><i>The position of MyHR was viewed as:</i></p> <p>An organizational change process rigorously changing worker’s experience</p> <p>To become aligned with all HR processes in the future but still much to be done in standardization</p> <p>Important role within Airways with regard to cost reductions</p> <p>Taking in a special place within personnel management as a whole because MyHR will facilitate the added value of HR in the future</p> <p>That it should become an integral part of the business culture with a supporting role</p>	<p>Internally consistent. Most of the first-line managers, however, could not describe it and some line managers could only describe broad ideas and directions</p> <p><i>The position of MyHR was viewed as:</i></p> <p>A supporting system with regard to HR processes and tasks (by first-line managers)</p> <p>Unknown to what extent processes are ready to aligned with MyHR but it has to stand good. MyHR can be a useful tool but it has to fit with the organization</p> <p>Potentially to take in a leading role within personnel management to improve efficiency dependent on having people on board and when functionalities are added (by middle managers)</p> <p>Becoming the only way for execution of HR tasks and processes</p>