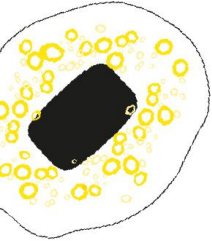


UNIVERSITY OF TWENTE.



Human Resource Information Systems on Technology-enhanced High Performance Work Practices in Human Resource Management

The influence of value-fit and climate-fit on the implementation by managers

Master thesis by:

H.B. Oonk

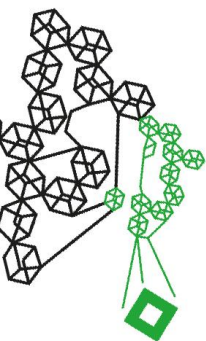
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Abstract

In the dynamic field of Human Resource Management (HRM), the imperative of digitalization and technological integration is undeniable, particularly for organizations striving to maintain or elevate their competitiveness in the market. Therefore, the adoption and implementation of technologies and information systems have become focal points of attention within the HRM sector. Extensive research has been conducted over decades to understand the implementation process. However, technological advancements continue to evolve, new dynamics emerge in this process, leading to more complex challenges. This master thesis endeavors to explore the intricate dynamics inherent in the adoption and integration of Human Resource Information Systems (HRIS) enhancing technology-enhanced High Performance Work Practices (HPWPs). Specifically, it focuses on the impact of value-fit and climate-fit among line managers throughout the implementation process. By delving into these factors, the study explores how the alignment or misalignment of managers' values and organizational climate influence the implementation of HRIS on technology-enhanced HPWPs. Through a qualitative approach, employing semi-structured interviews within a single case study, experiences and perspectives from fifteen managers responsible for HRIS implementation were gathered and analyzed. This study illuminates how the alignment or misalignment of managers' values and organizational climate influences HRIS implementation on technology-enhanced HPWPs. It reveals while value-fit drives managers' engagement in implementation, conflicts arise due to value-misfit, particularly regarding ethical concerns regarding trustworthiness. Additionally, the organization's climate affects the implementation success, with higher support leading to more active implementation among managers. However, despite a conducive climate, clashes between value-fit and climate-fit pose challenges, highlighting the need for a holistic approach that considers both organizational dynamics and individual values to facilitate successful implementation. In conclusion, the study underscores the importance of addressing value-fit and climate-fit dynamics in implementation processes and advocates for holistic strategies that acknowledge the interplay between individual values, technological features, and organizational climates.

Keywords: *HRIS, technology-enhanced HPWPs, implementation, line managers, value-fit, climate-fit*

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1. Introduction

In today's dynamic organizational landscape, technologies influence operational activities to survive in a competitive market, including those within Human Resource Management (HRM) (Buzkan, 2016; De Alwis et al., 2022). One of those innovative technologies is Human Resource Information Systems (HRIS), increasing its influence on HRM and its practices (Vrontis et al., 2022). HRIS refers to technological systems that acquire, store, analyze, retrieve, and distribute data regarding an organization's human resources (Buzkan, 2016; Hendrickson, 2003). These systems are utilized to eventually increase organizational performance (Hendrickson, 2003; Thite et al., 2012). Therefore, HRIS can assist in High Performance Work Practices (HPWPs). HPWPs refer to organizations' activities, methods, or procedures to assist in achieving organizational performance (Posthuma et al., 2013; Richard & Johnson, 2004; Russell et al., 2018). The continuous development and application of breakthrough technologies, including HRIS, are changing the automation of HRM and its tasks, including the HPWPs (Bondarouk & Brewster, 2016; Stanley & Aggarwal, 2019). For example, technologies can aid recruitment by identifying suitable candidates, assessing job performance, and optimizing HPWPs through more efficient procedures like monitoring and document analysis (Pan & Froese, 2023; Stanley & Aggarwal, 2019). In this study, the integration of technologies, such as HRIS, in HPWPs is conceptualized as technology-enhanced HPWPs. Whenever companies want to gain the positive results of the HRIS and (technology-enhanced) HPWPs, they need to be implemented (Krachler, 2023).

Implementation refers to the period in which organizations or individuals '*ideally become increasingly skillful, consistent and committed in their use*' (Klein & Knight, 2005, p. 243; Klein & Sorra, 1996). It is a dynamic process that begins with the choice to introduce a novel (HRM) policy or practice (adoption), during this, different relevant stakeholders will interact and engage with it, with the goal to routinize this (Trullen et al., 2020). Line managers play a crucial role in this process, as they are responsible for the implementation of HRM practices, including HPWPs, at an organizational level (Bos-Nehles & Meijerink, 2018; Pak, 2022; Pak & Kim, 2018).

Yet, Makarius et al., (2020) have identified that managers may express hesitancy towards technology-enhanced practices, potentially leading to resistance during the implementation process. This is because managers struggle to integrate technologies with current processes and systems. Implementation of practices by line managers depends on different factors, among which abilities, motivation and opportunities (Bos-Nehles et al., 2013), perceptions

(Bos-Nehles et al., 2020; Bos-Nehles et al., 2013), organizational and coworker support (Op de Beeck et al., 2018), and capacity (Bos-Nehles & Meijerink, 2018; Op de Beeck et al., 2018). According to Klein and Sorra (1996) as well as Pak (2022) the values of line managers regarding a practice and the (organizational) climate are other important factors that have an impact on implementation. The alignment or compatibility between the values held by line managers and the attributes or characteristics of a technology-enhanced practice referred to as value-fit, has an impact on implementation. A mismatch between the values of line managers and the attributions of a technology-enhanced practice may result in ineffective implementation of HRM practices, since managers may perceive it as potentially lacking social acceptance (González-Benito & González-Benito, 2006; Pak, 2022). Another key factor that determines the HRM implementation is the organizational climate (Pak, 2022). Climate is defined as the collective perception among managers who implement the practice, characterized by the organization's expectations, support, and rewards (Weiner et al., 2011a). The organization shapes this climate through explicit expectations and provisions of support and rewards. Applying this to the context of this study, a strong or favorable climate increases the likelihood of effective implementation by line managers. Conversely, unfavorable climate conditions decrease the probability of achieving desired performance, behavior, and attitudes. Line managers are less likely to implement a technology-enhanced practice in a weak climate, which means a lack of support from the organization (Sikora & Ferris, 2014). The influence of value-fit and climate-fit on implementation comes thus with its challenges for implementing technology-enhanced HPWPs.

The development of technology-enhanced HPWPs and HRIS, along with their new types of attributes (Si & Chen, 2020), is expected to continue in the future. Line managers already expressed hesitancy towards technology-enhanced practices due to difficulties with integrating technologies (Makarius et al., 2020), possibly due to conflicting values. In addition, there are no guides for managers for this, which increases the difficulty. The organization plays an important role in shaping the climate for implementation, based on their support, expectations, and rewards. Therefore, the values of line managers regarding the practice's attributes and the organizational environment are two influential factors in the implementation of HRIS on technology-enhanced HPWPs. These two specific factors have sparked the in-depth research in this master thesis.

1.1 Research goal and research question

The objective of this research is to delve into the factors and conditions that influence the implementation process of HRIS on technology-enhanced HPWPs by line managers. By conducting empirical research and analysis, this study specifically explores the alignment of line managers' values and the organizational climate on implementation behavior. Therefore, the following question will be the foundation of this research:

How do line managers align their values (value-fit) and their perception of the importance of the adoption in the organization (climate-fit), with the implementation of (HR)IS on technology-enhanced HPWPs?

By addressing this research question, this study adds four new insights to the existing literature. This study contributes to the literature on HRIS, technology-enhanced HPWPs, and the implementation behavior of line managers. The influence of value-fit and climate-fit during implementation has been identified (Jacobs et al., 2015; Klein & Sorra, 1996; Pak, 2022). First, this study introduces these two factors in the different context of HRIS and technology-enhanced HPWPs. Additionally, previous research has not explored the interconnectedness of these two factors in implementation. Thirdly, up to now, research have mainly focused on the positive effects of value-fit and climate-fit on implementation (Klein & Sorra, 1996; Pak, 2022). Negative outcomes of value-fit and climate-fit have not been explored. Furthermore, HRIS and technology-enhanced HPWPs and their possibly new set of characteristics (Si & Chen, 2020), have not been examined in the context of value-fit. Practical contributions provide valuable insights and recommendations that can help organizations create more awareness and potentially optimize their implementation process of HRIS and technology-enhanced HPWPs with all the advantages that accompany it.

1.2 Outline

This paper will continue with the second chapter in which the theoretical framework will be presented. This includes previous literature on the topic which will form the theoretical foundation of this research. The research method, context, and data analysis will be described in the third chapter. Consequently, the data and findings of this research will be discussed. The discussion and conclusion will follow. Furthermore, implications, limitations, and suggestions for future research will be done at the end.

2. Theoretical Framework

The following chapter will present the theory which will be used as the foundation of this research. The HRIS on technology-enhanced HPWPs will be connected to the literature on implementation. The implementation process by line managers will be explained with the help of the framework of Klein and Sorra (1996) and the paper of Pak (2022).

2.1 Technology-enhanced High Performance Work Practices and Human Resource Information Systems

Over the past decade, the global integration of technology with HRM has significantly influenced HRM practices and HPWPs (Vrontis et al., 2022). These HPWPs can be categorized into two types of practices; alternate work practices, focusing on job design practices; and high commitment practices, which include training and development and behavior-based appraisal (Punia & Garg, 2012). The original digitalization of HRM, known as E-HRM (Bondarouk et al., 2017), has evolved into a new phase, where breakthrough technologies integrate with HRM practices and HPWPs (Bondarouk et al., 2017; Vrontis et al., 2022). Examples of types of information technology that influence HPWP can be HR analytics, data mining, blockchain technology, and Artificial Intelligence (AI) (Bondarouk et al., 2017; Strohmeier, 2020; Vrontis et al., 2022; Yi et al., 2020). Technology, for example, can support the evaluation process by using technology to measure productivity by tracking movements or transactions. Another information technology influencing HPWPs, is HRIS. HRIS are aiming to assist in decision-making concerning HR functions, as HRIS can manage and monitor various aspects including employees,' applicants,' and contingent workers' qualifications, demographics, performance evaluations, professional development, payroll, recruitment, and retention (Obeidat, 2012). The main objective of the HRIS is to deliver services in the form or precise and timely information to the system's users (Thite et al., 2012). HRIS impacts traditional HR processes by increasing efficiency and effectiveness at different companies regardless the size (Hendrickson, 2003). Especially, large firms adopt HRIS to increase efficiency and effectiveness concerning the compensation and payroll, administration, health care, compliance, reporting, and tracking functionality, eventually leading to operational decision-making (Hendrickson, 2003; Thite et al., 2012). Therefore, HRIS facilitates the delivery of high-quality information, supporting informed decision-making. It supports generation of executive reports for management, particularly benefiting leading organizations (Sadiq et al., 2012). Hussain et al., (2007) concluded that using HRIS adds value to the company. Additionally, recent research demonstrated that the

implementation of HRIS has a positive impact on organizational performance (Abuhantash, 2023). The use of HRIS and technology-enhanced HPWPs can ensure multiple benefits, which are the main reason for companies to adopt. For example, an increase in organizational performance, positive attitudes of employee behaviors, safety, and efficiency (Hussain et al., 2007; Sadiq et al., 2012; Stanley & Aggarwal, 2019; Vrontis et al., 2022; Yi et al., 2020). Despite the advantages, certain challenges exist as well. Illustrative examples include technology acceptance, costs associated with the introduction and implementation of HRIS and technology-enhanced HPWPs, time management, lack of skills, fear of change, the fear of the practice's potential lack of sufficient benefits, and the potential hurdles encountered during the implementation process itself (Banerji, 2013; Hussain et al., 2007; Klein & Knight, 2005; Sylvester et al., 2015; Thite et al., 2012).

2.1.1 Implementation process of HRIS and technology-enhanced HPWP

To realize the benefits of HRIS on technology-enhanced HPWP, organizations must effectively implement them (Krachler, 2023). Within this research, implementation will be defined as a period in which organizations or individuals become, familiar, skillful, and successful in the use of a certain product, service, or system, as this summarizes multiple definitions mentioned in the literature (Klein & Sorra, 1996). According to research conducted by Bos-Nehles and Meijerink, (2018), during the implementation process, managers engage in interactions with various stakeholders, including organizational supervisors and employees. Organizations actively participate in this interaction with the specific objective of facilitating and supporting line managers during the implementation process.

2.2 The climate-fit and value-fit on the implementation behavior of managers

In this research, we explore how line managers align their values and the HRIS' characteristics (value-fit), but also and their perception of the importance of adoption the HRIS in the organization (climate-fit), during the implementation of HRIS on technology-enhanced HPWPs. Pak (2022) assumes that managers function as agents for the organization when it comes to implementation, therefore the values of managers and their perceived climate will be studied.

The alignment of the attributes of an HRIS and the values of the implementing manager is also referred to as innovation-value fit (Klein & Sorra, 1996); or value-fit (Pak, 2022). Whenever there is a poor fit between the organizational values and the attributes of the

practices, it impacts a substantial number of organizational members. This will likely hinder the implementation more, compared to a misalignment between practice and the values of an individual (Klein & Sorra, 1996). When the beliefs and perceptions of a certain HRM practice, matches an individual's beliefs and perception, effective implementation of this practice is more likely (Leiva et al., 2011). Technology-enhanced HPWPs and HRIS can potentially generate a new set of attributes, which can conflict with ethics or social standards (Pak, 2022; Radonjić et al., 2022). This can be issues regarding the privacy of employees or the protection of data. This can be in conflict with the values of managers. Managers, therefore, need to consider ethical implications regarding the practice and its impact. Directing this to the implementation, a balance between ethics and business objectives must be created (Radonjić et al., 2022). Line managers may opt against implementing HRM practices due to perceived incongruence with personal values. Reluctant or partial adoption may occur if practices are deemed socially unacceptable or misaligned with organizational values. Conversely, when managers perceive practices as both beneficial and socially accepted, implementation likelihood (Singh et al., 2020), highlighting the impact of value-fit on HRM challenges. Therefore, the alignment between the attributes of the HRIS on technology-enhanced HPWP and the values of a manager becomes more relevant in the implementation process.

Climate has a role in the implementation process as well. Based on Klein & Sorra (1996), climate refers to the shared summary perceptions of how behaviors and attributes are rewarded, supported, and expected in the organization. In other words, the climate in implementation conceptualizes the degree to which managers perceive importance towards the adoption of practices within the organization, which is also mentioned in connection with rewards and expectations in the context of climate (Jacobs et al., 2014). In the context of this study, the climate is perceived as the environment in which line managers need to implement HRIS on technology-enhanced HPWPs. The climate within organizations can enhance this process by offering support to managers or by implementing specific policies and guidelines for it (Klein & Sorra, 1996; Pak, 2022). When line managers perceive the climate as favorable, managers are more likely to implement HRIS and technology-enhanced HPWPs in the organization (Chaudhary et al., 2014; Shahin et al., 2014). Some managers could feel forced by the organization to implement certain technology-enhanced practices while it might not be perceived as optimal (Bos-Nehles et al., 2017), which can result in reluctance on their part.

The framework proposed in figure 1 will be used to explore the value-fit and climate-fit of line managers in the implementation of HRIS on technology-enhanced HPWPs. The figure suggests that the implementation of HRIS influences implementation of technology-enhanced HPWPs. The value-fit and climate-fit perceived by managers is proposed to influence the implementation of HRIS.

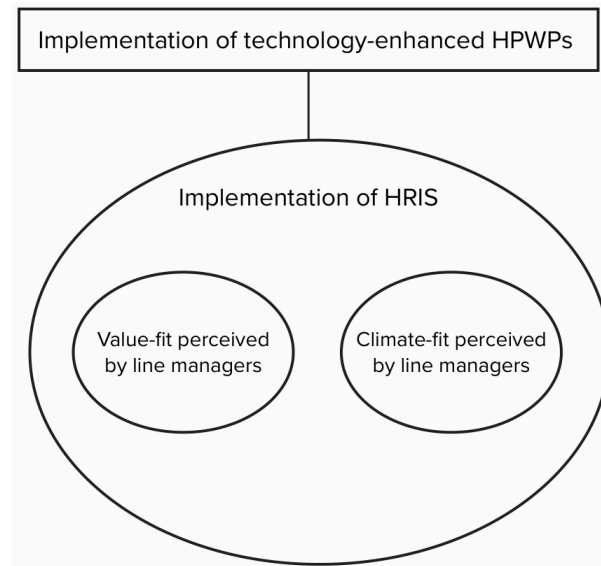


Figure 1 Framework that will be utilized in this research.

3. Methodology

3.1 Research Design

This research aims to explore how managers align their values and their perception of adoption during the implementation of HRIS, which was done by using a qualitative research approach. This type of research was appropriate in this situation, as qualitative research involves collecting data regarding the experiences, perceptions, and behavior of participants (Hammarberg et al., 2016). Using a qualitative approach in this context, helped in gaining an understanding of the opinions and perceptions of (line) managers regarding the climate and the alignment of values, during the implementation. A single case study was suitable in this specific context. A case study can be used to analyze an individual, a group of people, an individual institution, or a problem, process, phenomenon, or event in a particular institution in detail (Starman, 2013, p. 31). This research explores the implementation process by managers, with a specific focus on value-fit and climate-fit. Case studies can offer various benefits. For example, they offer to do research within the particular context of the

ongoing process, it can use different types of research methods, and offer comprehensive explanations of complex scenarios (Zainal, 2007). Applying a single case study to this research allowed to explore the influence of value-fit and climate-fit of managers during the implementation process.

3.2 Research Context

Since this research is about the value-fit and climate-fit regarding the implementation of HRIS, it was crucial to select suitable respondents. It has been established that line managers are responsible for the implementation of HRIS on technology-enhanced HPWPs. Therefore, one of the requirements was that the respondents selected are (line) managers who are responsible for the implementation process of a type HRIS within an organization. In the context of this research, the affiliation of managers within the same company was not a determining factor. Also, the specific type of HRIS on technology-enhanced HPWP was not a relevant factor, as long as it falls under the category of HRIS on technology-enhanced HPWP. The managers who were interviewed must be actively involved in the entire implementation process, as this will ensure that they can provide valuable insights and information on every aspect of the complete implementation process. Within this research, the managers interviewed were working within the same company. This Dutch company is operating in the international leisure sector and has over seven hundred employees. This company was contacted directly through the network of the researcher. The company is introducing an HRIS to support technology-enhanced HPWP, in which productivity is measured based on KPIs, such as turnover, number of transactions, and payroll. This is specifically done in the catering department of the leisure company. The objective of this practice is to measure the efficiency of the workforce and to possibly optimize this. At the start of the research, the practice was introduced to the line managers who had been instructed to implement it. The company observed a low adoption rate and aims to increase this strongly. Consequently, the company wanted to gain insights into the requirements for managers to implement and to identify what prevents managers from implementing. Therefore, it was highly suitable for this research, as there are multiple managers responsible for the implementation of this HRIS on technology-enhanced HPWP and this is not executed as hoped for by the company.

3.3. Data Collection

To collect the opinions and perceptions of the (line) managers responsible for implementation, semi-structured interviews were held during the first quartile of 2024. This type of interview involves having a set of prepared open-ended questions but allows the participant to elaborate

on or explain more regarding the topic (Alsaawi, 2016). Additionally, semi-structured interviews support the researcher in gaining a better understanding of the distinctive perception of a respondent (Adeoye-Olatunde & Olenik, 2021). These types of interviews allow the researcher to guide the conversation to one or several topics (Busetto et al., 2020). The open-ended questions in this type of interview will encourage the participants to provide more detailed and comprehensive responses, which facilitates the coverage of all relevant aspects and helps to avoid the omission of important elements (Doody & Noonan, 2013). In order to explore how line managers align their values and perceive the importance of adoption during implementation, the interviews were conducted with managers who were responsible for the implementation. This includes four catering managers, seven park managers, two regional managers, a Food and Beverage manager, and a Commercial Concept manager. Initially, respondents were contacted via e-mail or by phone to engage in this study. Fifteen interviews were subsequently conducted, either via Microsoft Teams or over the phone, to ensure efficiency and mitigate geographical barriers.

The objective of the interviews was to acquire understanding regarding the implementation process performed by managers. Respondents were asked about the implemented HPWP, including its attributes, policies, and their perspectives on the HPWP. Furthermore, personal values and their possible influence on the implementation process were investigated. Additionally, the climate provided by the company and its potential impact on the managers was explored. A complete overview of the interview questions is presented in Appendix A. All interviews were recorded, after permitting by the respondents. The recordings enhanced the accuracy during the transcribing process. The interviews varied in duration, ranging from 40 to 60 minutes, upon the depth of the responses provided. This methodology facilitated the analysis aimed at addressing the research question.

3.4 Data Analysis

To answer the research question, the information provided by the respondents was gathered, analyzed, and processed. The interviews, when approved by the respondents, were recorded. This supported the first step of the data analysis, which was the transcribing of the interviews. Transcribing the interviews ensures that the exact words of the respondents are preserved (Alsaawi, 2016). The recordings allow the researcher to listen multiple times to the interview and support the accuracy of the transcripts. The transcripts then were used in the coding

process. The coding method used is the ‘Gioia method’ combined with deductive coding. The Gioia approach is about ‘theory building or discovery and seeks to generate and develop new concepts and theories’ (Chandra & Shang, 2019, p. 2). The deductive aspect of this research lies in the preselected themes of value-fit and climate-fit. This study aims to explore potential new insights on the value-fit and climate-fit. The Gioia method can be described as a systematic approach to concept development known as inductive coding. Inductive coding is a process, wherein researchers read and interpret raw textual data to derive concepts, themes, or a process model through data-driven interpretations (Chandra & Shang, 2019; Gioia et al., 2013). In this research, raw text was used as the foundation for the potential additions to current theories and concepts. The questions of the interviews were structured around the two themes of value-fit and climate-fit, which guided the coding process. The coding process in this research started with the first-order analysis, as described by Gioia et al., (2013). This involves reviewing all transcripts closely and categorizing the data. The first-order labels or categories stay as close to the original text as possible (Chandra & Shang, 2019). The second step in this coding process was the creation of second-order themes, also known as axial coding (Gioia et al., 2013; Magnani & Gioia, 2023). This step involves comparing and contrasting the first-order categories, emerging them into second-order themes. Lastly, the aggregate dimensions were created. This involves sorting and ‘aggregating’ the second-order themes into more abstract dimensions to create theories based on empirical evidence (Magnani & Gioia, 2023). In this study, the aggregate dimensions were utilized to answer the research question. A complete overview of the codes is presented in Appendix 2.

4. Findings

The following chapter will present the findings aimed at addressing the research question. The findings are categorized to explore both value-fit and climate-fit, as discussed in the data structure. Initially, the discourse will focus on the specific HRIS, enhancing HPWPs, that has been implemented. Subsequently, attention is directed towards an examination of the implementation process, considering the value-fit and climate-fit as perceived by managers. Broadly, managers’ perspectives on the implementation of the HPWP tend to diverge, falling into either positive or negative categories. This dichotomy of opinions underscores the multifaceted nature of their perceptions and the potential implication for the efficacy and success of the implemented practice.

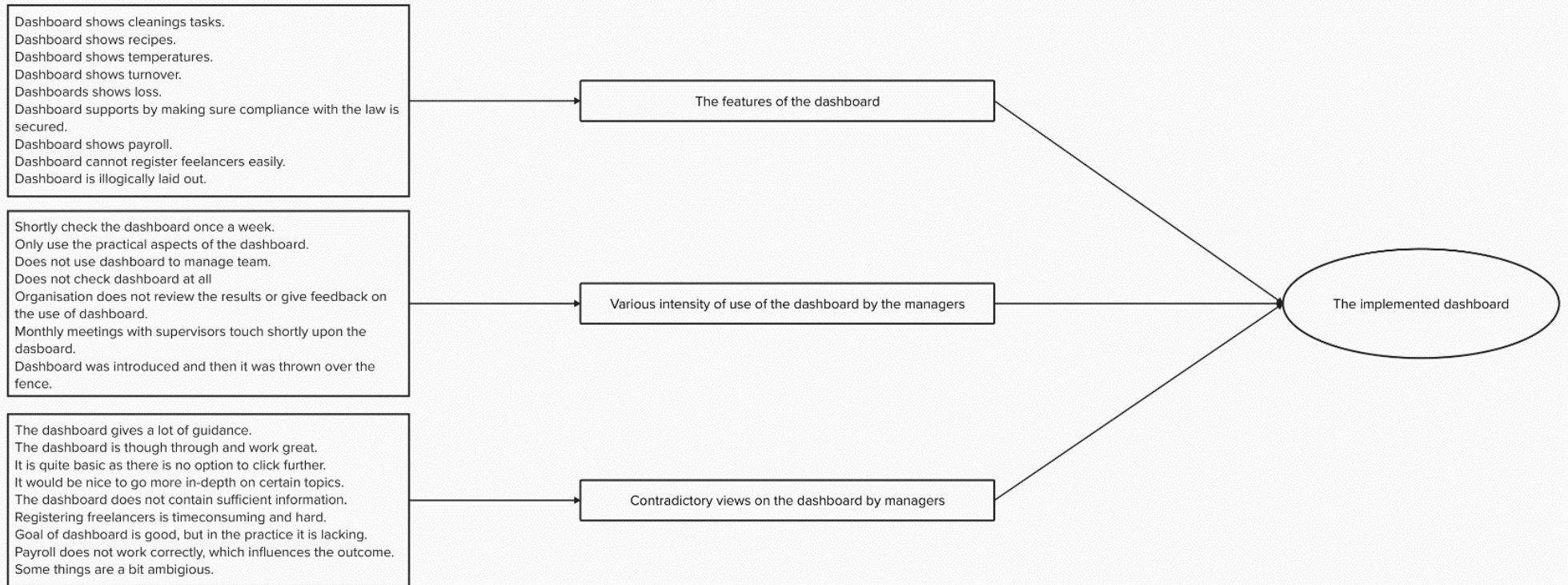


Figure 2 Overview of the findings on the implemented dashboard.

4.1 The implemented HRIS

During the interviews, the implemented HRIS was discussed first. A complete overview of these codes is displayed in Figure 2. The HRIS, supporting technology-enhanced HPWPs, was referred to as F&B dashboard, dashboard, Power BI, or tool, and is subsequently denoted as dashboard. The objective of the dashboard is to gain insight into and oversight of the catering department within the leisure company, particularly focusing on aspects such as profitability, costs, and productivity within operational restaurants. The leisure company recently transitioned to managing the catering department in-house after its lease expired. Consequently, they required insights into the operations of the catering department and the dashboard was developed. The dashboard has two sub-departments, which were mostly used by the managers. First, the KPIs, such as turnover, payroll, and costs are shown. This is used to gain insights into the profitability of the catering department. The dashboard also shows practicalities, such as recipes and temperatures. This is done to make sure that compliance with the law is secured.

“The tool was introduced to gain insight and control in and over the catering sector. We can analyze turnover, check and compare worked hours, but it also contains recipes and cleaning tasks.” (Respondent K)

“The main thing we really use is everything about cleaning, temperatures and that kind of stuff. If we get a check from the government, we can show them the dashboard.” (Respondent G)

4.1.1. Difficulties during the implementation process

Yet, some managers mentioned problems they ran into. An example, the payroll of employees is shown in the dashboard, but this input is not reliable. The freelancers can hardly be registered and also registration of working hours is not reliable. This is the case because the registration system of the working hours is not aligned with the dashboard.

“I think it is the combination of reading the sales of the catering industry together with the payroll that is recorded from Manus. If you are not using Manus properly for your freelancers and temporary workers... Yes, then this system is no longer useful because it is not correct.” (Respondent D)

Moreover, some managers find the layout of the dashboard less than ideal. While it presents outputs based on data, the underlying data itself is not displayed, leaving managers desiring clarity on how specific inputs are derived. Additionally, one manager noted that certain cleaning tasks are either misclassified or overly detailed. Ideally, they would prefer the flexibility to customize the layout according to their preferences.

4.1.2. Current use and intended use of the dashboard

The current actual use of the dashboard by managers was also explored. The managers described varying degrees of engagement with the dashboard. Overall, three categories have emerged in this context. Firstly, some managers hardly use the dashboard at all, relying instead on their personal methods of operation. Interestingly, most park managers fall under this category. Secondly, others utilize the practical features of the dashboard, such as managing cleaning tasks, accessing recipes, and monitoring temperatures. This usage primarily aims to ensure compliance with laws and regulations. Typically, catering managers demonstrated this level of utilization. Lastly, some managers employ the dashboard to monitor both the KPIs and the practical aspects, showing a higher level of engagement compared to their counterparts. Examining KPIs appears to be more for personal interest than for guiding team decisions. Some park managers and regional managers adhered to this level of utilization. However, none of the managers fully exploit the dashboard's potential to manage their teams based on its output. Two of the respondents were closely involved in the development of the dashboard. They have explained the intended use of the dashboard as envisioned by the development team. The intended use of the dashboard is for managers to have an extensive overview of KPIs regarding the catering department. Drawing from these insights, managers can guide their teams according to the outcomes, thereby ensuring the catering department's return to profitability. These insights include factors such as waste, labor costs, purchasing costs, turnover, and payroll hours. Utilizing these measures, managers can strategize to decrease costs and enhance profitability. Restaurants can compare their performance with others to gauge effectiveness. Moving forward, the dashboard will evolve to enable predictive capabilities. This will empower managers to forecast optimal staffing levels and purchase perfectly.

Comparing the actual use and intended use of the dashboard, it becomes evident that the dashboard is not being utilized to its full extent. None of the managers fully exploit its capabilities for team management purposes. This shortfall may stem from several factors, including inadequate or unreliable input and output, the inefficiencies in input registration,

and the suboptimal layout. Furthermore, the dashboard's incomplete development could also contribute to its underutilization.

4.1.3. Opinions on the dashboard

Managers have different opinions on the dashboard and its features. Despite the various opinions, the fundamental essence of these opinions remains the same. According to the respondents, the dashboard has a great goal of gathering valuable insights to ensure profitable restaurants operations. Nevertheless, they note deficiencies in execution, primarily stemming from unreliable data and a lack of detailed information on KPI's, which result in lacking use.

“I already knew Power BI from my former job, so it was not completely foreign to me. But yes, that immediately made me think: yes, it's all fun. But then you get those numbers. That is not correct at all, because the input we put in is not correct.” (Respondent L)

In essence, the dashboard constitutes as an HRIS, primarily designed for the measurement of productivity and performance. This dashboard encompasses diverse metrics, such as cleaning task completion, turnover rates, and payroll data analysis. A consensus among managers prevails regarding the dashboard's overarching objective, perceived as useful and desirable. However, there exists a collective perspective among managers regarding the deficiencies in both the execution and implementation phases of the dashboard.

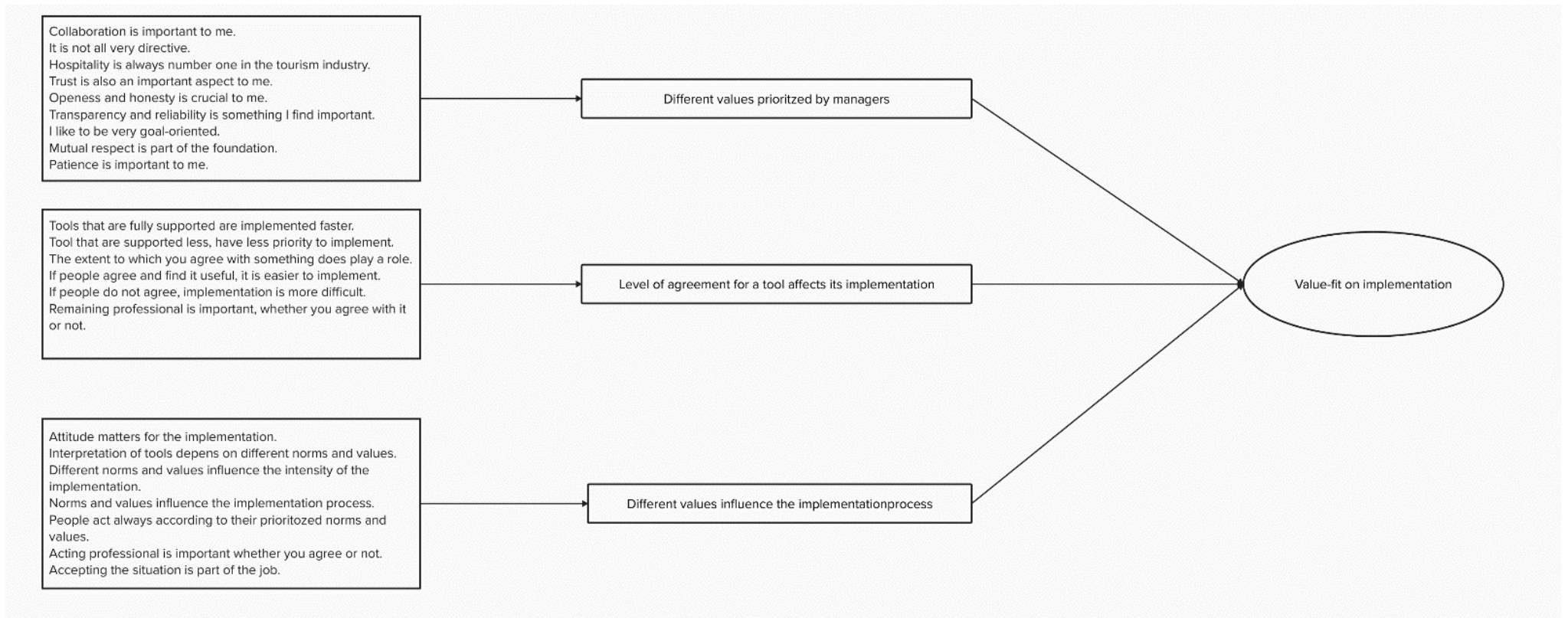


Figure 3 Overview of the findings regarding the value-fit.

4.2 The value-fit perceived by managers

Next up, the value-fit of managers was explored during the interviews. The findings regarding this aspect, are presented in Figure 3.

4.2.1. The values of individual managers

When raising the question regarding the personal values of managers, many respondents shared similar answers. Some managers needed some time to think about this, as they did not expect this question. Eventually, line managers prioritize some overlapping values such as honesty, trust, reliability, collaboration, openness, transparency, mutual respect, and patience. These values are represented in their function in the way they behave, respond, and manage their teams. Consequently, this plays a role during the implementation process of the HRIS and technology-enhanced HPWPs. When addressing their alignment or lack of alignment between their values and the characteristics of the dashboard, managers explained that there must be a fit between those two aspects. The dashboard is not perceived as reliable, implementing it makes it harder, according to the respondents. The quote of Respondent M supports this statement:

“The rest, yes, if I'm honest I don't use it to make adjustments. Because the input is already incorrect, you can assume that the output is also incorrect. Yes, you are not going to focus on something that is not reliable.” (Respondent M)

Measuring the productivity of restaurants and employees, is one of the objectives of the dashboard. Managers support this objective by utilizing the dashboard. Given their values honesty and openness, managers maintain transparency with their employees regarding the dashboard's utilization. Managers do believe that in order to grow and operate profitability, using the dashboard is necessary. Consequently, they communicate this importance to their teams, emphasizing the necessity of gaining these insights. Managers believe whenever they are not open about the use and force the use of the dashboard, they will encounter more resistance from their employees.

“I think if you are more directive in your position or a little less transparent... I think you force your team more to use a tool. I think you will encounter more resistance and that the implementation will be less successful. But I do think that this influences the implementation process, albeit in a negative sense.” (Respondent F)

4.2.2 Management on employees

Three managers noted that employees initially seemed unhappy, resulting in some resistance. However, once the employees understood the dashboard's necessity and rationale, they became more open to its utilization. One manager underscored to the team that the dashboard served as a supportive tool rather than a directive. This manager emphasized that while the numbers provide valuable information, it does not dictate decisions completely. The human judgment on this information is crucial. To illustrate, one respondent highlighted that despite zero turnover per hour when no guests were present, there must still be an employee working during opening hours. Consequently, this could result in seemingly low productivity for this employee, due to the lack of guests generating turnover. Furthermore, some managers view engagement with the dashboard as an aspect of their operational approach.

“Because you have to be very mindful of the costs, but then, what I mentioned before, all the information has to be correct. And the moment you're just at the minimum, less than one employee, I can't deploy. So yes, then you have to say, we will close the business, that can also, that can also be a decision.” (Respondent K)

“...you can monitor that much better. If you build a dashboard around it...then it's not so much whether you agree with it, but this is the way of working. We work with these KPIs and you're either supporting it or not.” (Respondent A)

4.2.3. Values on the implementation process

Trust as a value plays a role in the implementation process. Managers who prioritize trust strongly emphasize the importance of mutual trust among team members. Directing this towards the implementation process, managers demonstrate trust in their employees by relying on them to utilize and operate the dashboard effectively. For instance, employees are tasked with completing cleaning tasks, which managers subsequently monitor. Moreover, trust extends to the dashboard itself. Managers must have confidence in the accuracy and reliability of the data output to effectively manage the restaurant. If managers lack trust in the dashboard's output, they will be hesitant to base team and restaurant management decisions on it.

“Then I'll go back to the word trust. Yes, you must be able to trust that the information you receive is correct.” (Respondent L)

This is in line with the level of agreement managers have for a tool. Twelve managers are more active during the implementation process when they agree with the features and

utilization of the tool. The other three managers shared a similar answer, as they found it part of the job. So implementing this HRIS is their responsibility, regardless of whether they support the dashboard or not. These three managers held positions as catering managers. This could potentially be attributed to the imposition of dashboard usage by the park managers. Conversely, tools that are supported less, receive less priority to implement. Whenever managers do not perceive a tool as helpful or useful, the implementation is less likely to happen.

“...well like I said that one part (the overview of cleaning tasks) works great. I agree with that. That other part (the overview of KPIs) is well thought out, and if it would work, I would agree with it too. But I do believe that if you use or implement something, it must work. And then it has to work well, otherwise there is little point.” (Respondent O)

According to four managers, the interpretation of the dashboard also depends on the norms and values they prioritize. Consequently, values influence the implementation process by managers.

“If, for example, I didn't think collaboration was very important and I thought it was important that everyone minded their own business. Yes, then I think you will have a very difficult implementation process. I think it would have happened in fits and starts. Now it actually went very smoothly. So I believe that norms and values do influence the implementation process.” (Respondent H)

The implementation process of managers seemed to be affected by their personal norms and values. The different prioritized values among managers affect the degree to which they implement the dashboard, as their behavior and actions align with their norms and values. When there is a fit between their values and the features of the dashboard, managers seem to become more active in the implementation process of the dashboard. On the contrary, when there is a no fit or a poor fit between their values and the features of the dashboard, managers demonstrate a less or no active role in the implementation process of the dashboard. Generally, managers agree with the dashboard features, and their values are congruent with these features. However, the inadequate execution of the dashboard results in a less active and successful implementation process.

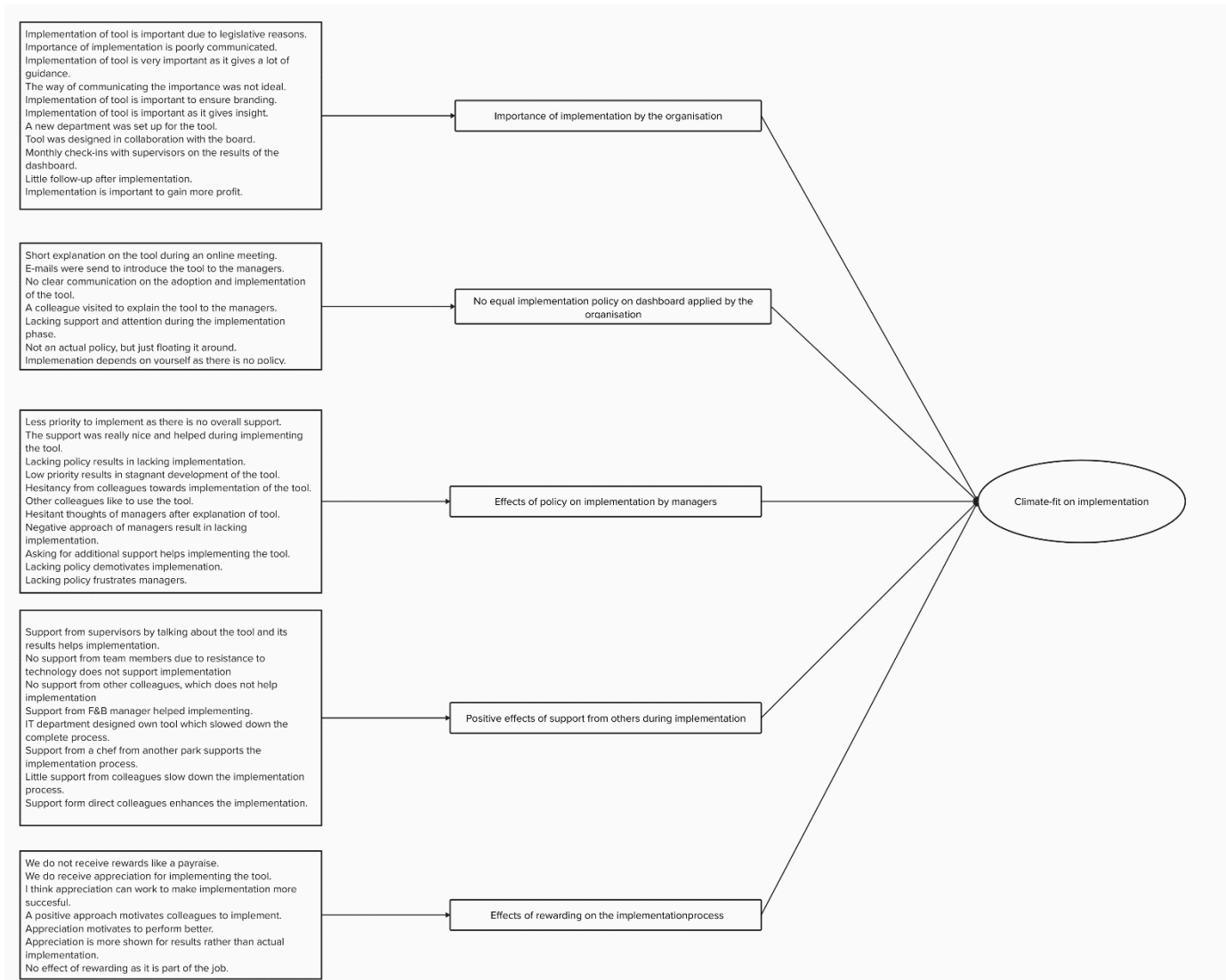


Figure 4 Overview of the findings regarding climate-fit.

4.3 The climate-fit perceived by managers

Figure 4 shows the overview of the findings regarding this topic. The climate-fit perceived by managers consisted of various aspects.

4.3.1 Importance of implementation

The importance of implementation by the organization was investigated first. Twelve managers stated that the implementation of the dashboard is important, and three managers were not aware of the importance. Respondents mentioned various reasons for this importance, including legislative reasons, ensuring branding, providing insight and potentially gaining more profit. The practical features of the dashboard, focusing on monitoring cleaning tasks and temperatures, are tailored to comply with Dutch laws and regulations governing restaurant hygiene and product safety. This measure is implemented to prevent closure of the restaurants by the food and commodity authorities. Another reason mentioned by the respondents is the importance of ensuring branding. The leisure company operates forty-four different parks in the Netherlands. To maintain uniformity and upholding the brand identity, it is essential for the recipes and operational procedures to remain consistent. Implementing a single dashboard for all restaurants reinforces this unity and brand coherence.

“It is very important. This is mainly for the sake of legislation but also for the unity of all parks. That is why it is important for the company to work with this, so that it is clear for everyone.” (Respondent B)

The most noted reason for the importance of implementation by the organization is measuring productivity and acquiring valuable information about the operational aspects of the restaurants. Having recently taken over the restaurants after leasing, the company has faced significant challenges, resulting in financial losses. To reverse this trend and achieve profitability, it is crucial for the company to gain valuable information regarding turnover and costs.

“I think we should consider this very important, because we can see that we have lost a lot of money in the catering industry in recent years. And if you can't see very well, what is the turnover? What is my staffing commitment? Together with my temporary workers, you won't make any money there.” (Respondent D)

An important note here is that these respondents have guessed that the organization would find it important. They based this answer on the actions undertaken by the organization, as a new department was set up for the dashboard, and during monthly meetings with supervisors

the dashboard was discussed. All respondents mentioned that the organization did not communicate the importance very clearly. Three managers mentioned that they had never noticed the importance, as there were no, or fewer follow-up actions undertaken after the adoption of the dashboard. They found that the organization did not prioritize the dashboard anymore after the Microsoft Teams meeting. The managers did not receive any sort of information or message regarding the dashboard.

4.3.2. Organizational policy on the implementation

The organizational policy regarding the implementation was explored next. Generally, all managers mentioned similar steps regarding the applied implementation policy. The company introduced the HRIS by e-mail, in which managers received log-in credentials for the dashboard. An online meeting via Microsoft Teams was held to give a short explanation on the dashboard and its features. After this, no further actions were taken to implement the dashboard, according to eleven managers. Only three managers received further support from a colleague during a visit. One manager had extra support from a colleague for a longer period of time. Ten of the respondents literally said that there was no actual policy. They felt left alone, as the dashboard was launched, and no further attention was paid to it.

“It feels like it was launched and forgotten” (Respondent C)

From this, it becomes evident that managers have received varying policies from the organization. These different policies for different managers resulted in different implementation among managers. Managers who received additional support found implementation easier, while those without support faced more difficulties. The lack of clear policy negatively impacted implementation, as managers felt less priority was given to it. This raised questions and hesitations, ultimately leading to incomplete implementation.

Surprisingly, all managers expected such a policy, asserting that it aligns with the company’s typical approach. They recalled previous instances where tools or practices were introduced without subsequent follow-up, leading to the incomplete implementation of multiple tools or practices.

“Our catering team is very cohesive, and we have a good working relationship. So yes, I expected this support from them. And for the organization too... Although there is no support, I somehow expected that. As I just said, our company is good at launching things and then making them float.” (Respondent M)

Also, the hesitancy of other colleagues towards the dashboard was expressed by some respondents. Some of their colleagues had a hesitant approach towards the technology, which made implementation more difficult, according to the managers.

'They were a bit resistant in the beginning... Yes, they were a bit resistant. And it also took a long time before it really got into their system. Honestly, I can't say that I really experienced support from them. Maybe more of a burden.' (Respondent G)

One contributing factor to this discrepancy was the age of the colleagues, particularly team members who were older. The manager explained that they were more hesitant towards technology and preferred traditional paper-based methods. Their difficulty in adapting to technology necessitated additional support from the manager, thereby slowing down the implementation process. Overall, the managers who received support from other colleagues found that it made implementation more successful. Working with the dashboard becomes more manageable, as both managers and employees support each other during challenging moments. The managers who did not receive support from others, encountered more difficulties, as it slowed down the implementation process. Managers had to actively encourage their employees to engage with the dashboard, rather than it being adopted autonomously.

4.3.3 Appreciation and reward during implementation

The last discussed aspect of climate-fit was the impact of rewarding for implementation. Nine of the respondents mentioned they were rewarded for implementing the dashboard, by receiving compliments. Four of the respondents were not rewarded for implementing the dashboard at all, while two respondents were rather appreciated for the results of the dashboard. Rewarding, especially in the form of compliments, supports the implementation process, according to the managers. Positive rewarding motivates to perform better and implement the dashboard more successfully, according to eleven managers.

The climate provided by the organization is not perceived as ideal by the managers. Managers perceive the policy as inadequate, leading to deviations from the company's intended dashboard implementation. The support of colleagues is a contributing factor to implementation. Managers who received additional support from both the company and colleagues, demonstrated greater utilization of the dashboard compared to those who did not receive such support.

Other difficulties managers encountered during the implementation process were linked to the dashboard. One found the dashboard has a narrow focus, resulting in a low perceived value. This park manager would value a more extended dashboard, in which not only the catering department is shown, but also the housing, the other facilities, and the technical service. Another thing some managers mentioned was the approach of the organization. The organization has grown significantly over the past years. Therefore, a lot of different practices and processes have been introduced. Yet, the organization cannot keep track of everything. This results in a lot of practices that are partly used or not used at all, as the organization fails to follow up on these practices.

Overall, the impact of value-fit and climate-fit on the implementation process in this context is apparent. A comparison between the intended use and the actual use of the dashboard reveals that the dashboard is not fully utilized. This discrepancy may be attributed to value-fit and climate-fit factors. Value-fit seems to affect the implementation process by ensuring alignment between the individual values of managers and dashboard features, which may not always be achieved. For instance, values such as trust and reliability are not reflected in the dashboard output, leading to managers' distrust of the data. Additionally, the organizational climate plays a role during implementation. Some managers perceive a climate-fit, while others perceive the policy regarding dashboard implementation as less than ideal, indicating a preference for more support and follow-up to fully utilize and implement the dashboard.

5. Discussion

The implementation of technology-enhanced HPWPs and HRIS within organizations has become increasingly prevalent in modern businesses (Obeidat, 2017). One such HRIS is this dashboard which provides managers with valuable insights into various aspects of their operational performance. However, despite the perceived benefits, successful implementation and utilization of such tools remain complex and multifaceted endeavors. The dashboard is not being utilized and implemented in accordance with the company's intended purposes. Managers are employing the dashboard in three ways, ranging from not using it at all to utilizing it to gain insight into the catering department. During this study, there was a specific focus on the value-fit of individual managers and the climate-fit.

5.1 Value-fit or value-misfit?

The value-fit plays a role during implementation, as managers are less likely to implement the tool when there is poor alignment between their values and the features of the tool (Leiva et al., 2011). Conversely, when there is a good fit, managers tend to be more actively engaged in the implementation process. Focusing specifically on various values, the values prioritized by individuals seem to reflect in their behaviors. The values of individual managers must be aligned in and by the dashboard to achieve alignment between their values and the tool. This value-fit has an impact on managers during the implementation of the dashboard. This is reflected in both the extent to which managers implement it and the level of activity they exhibit during the implementation process. Prioritized values such as honesty, trust, and reliability, seemed to be causing a value-misfit, rather than a value-fit. Misfits in organizational context suggest that organizations might decide to adopt practices that initially seem to be appropriate, while this might actually not be the case after closer examination (Mullaly & Thomas, 2009). Applying this to the specific context, managers initially supported the adoption of the dashboard. However, after closely working with the dashboard, the operationalization of the dashboard would clash with their values. Managers who uphold values such as trust and reliability encounter a discrepancy with the features of the dashboard, given its lack of trustworthiness and reliability in output. Consequently, managers find themselves either refraining from active management or constraints in making decisions based on the dashboard's results, owing to a lack of confidence in the accuracy of the data presented. Due to the prevailing trust issues in the utilization and implementation of information technologies (Budhwar et al., 2022; Martin et al., 2019), managers deem it unethical to rely on such technologies for making operational decisions. The clash between the managers' values and the dashboard's output seems to result in lacking implementation of HRIS. Without reliable data input and output, the HRIS cannot fulfill its potential to enhance HPWPs through technology-driven solutions. This, in turn, undermines the organization's potential to leverage HRIS to effectively optimize HPWPs, such as workforce productivity, performance management, monitoring, and training.

5.2 Climate-fit

In terms of climate, alignment with managers' expectations and the organization's policies and support has impact on successful implementation (Wilson-Evered & Hartel, 2009). The organization can create a positive climate for implementation by providing access to training and assistance, providing feedback, providing incentives and engaging users in decision-

making on the HRIS (Weiner et al., 2011b). While managers recognize the importance of implementing the dashboard, they have not been adequately informed about its importance. This is represented in the implementation policies of the organization. Individual managers have received different policies leading to different levels of implementation. These different policies are based on different levels of support by the organization. The level of support from both the organization and colleagues plays a crucial role in implementation success; higher support seemed to be preferred by managers during implementation. The managers who received more support, experienced climate-fit regarding the implementation of the dashboard. Consequently, this resulted in more active implementation. Additionally, recognizing and rewarding managers for their implementation efforts serves as motivation to continue and improve implementation practices. Managers receiving more support from the organization and other colleagues were more active and successful in implementing the HRIS as opposed to managers who received no support. Managers receiving no support mentioned improvements as training and additional support for a better climate-fit. Comparing the findings of this study with prior research, it could be posited that the organization in this scenario has facilitated a climate-fit for implementation for some managers (Scott, 2004; Weiner et al., 2011b; Wilson-Evered & Hartel, 2009). However, managers suggest that there is still room for improvement.

5.3 Clashing fits

In analyzing the findings of this study, value-fit and climate-fit are both playing a role in the implementation of HRIS. However, in this particular context, a scenario has emerged, where a value-misfit and climate-fit exist alongside each other. This creates a situation where the positive impact of climate-fit on implementation is counteracted by the negative impact of the value-misfit. In this study, while the organizational climate seems to be conducive to HRIS implementation, with managers perceiving a favorable fit, there is discordance in terms of values. As a result of this clash between value-fit and climate-fit, managers may encounter complexities and challenges in the implementation of HRIS. Despite the perceived suitability of the climate, the presence of a value-fit may hinder managers' willingness to implement HRIS. This reluctance stems from ethical concerns regarding the HRIS. Ultimately, the coexistence of a value-misfit and climate-fit presents a nuanced situation for the organization, highlighting the intricate interplay between individual values and organizational dynamics in the implementation process. Addressing this discrepancy requires a holistic approach that considers both the organizational climate and the alignment of values, fostering an

environment where managers feel empowered to embrace HRIS implementation while upholding their ethical principles and values.

5.4 Theoretical Implications and Contributions

While emerging technologies and its implementation have received attention, there is a lack of research on the new HRIS affecting technology-enhanced HPWPs, including their new attributes and implementation processes. This study makes a valuable contribution to the existing literature regarding HRIS, technology-enhanced HPWP's, and its implementation by managers, with a specific focus on value-fit and climate-fit.

The primary theoretical implication suggests the impact of a value-misfit on the implementation process by managers. Numerous research papers have investigated the impact of both value-fit and climate-fit, confirming that they affect the implementation of practices (Jacobs et al., 2014, 2015; Leiva et al., 2011; Pak, 2022; Singh et al., 2020). These studies consistently demonstrate that whenever there is a fit between the practices' attributes and the values of managers, implementation is more likely to happen. Favorable climate and climate-fit will likely also increase the implementation effectiveness (Pak, 2022; Shahin et al., 2014). It is crucial to note that the previous papers employed a quantitative approach, whereas this research adopts a qualitative methodology, revealing new insights. While this research emphasizes the impact of climate-fit, it does uncover divergent findings regarding value-fit, by shedding light on the occurrence of value-misfit in the context of implementation. Value-misfit, in this scenario, refers to the misalignment between the values held by managers and the features of a tool or practice. Additionally, this research suggests the negative impact of value-misfit on the utilization and implementation of such tools and practices. By recognizing this existence of value-misfit, this study contributes to a deeper understanding of the complexities involved in implementation processes and the consequences of utilization of HRIS and technology-enhanced HPWPs. Furthermore, this study extends the current literature by addressing the clash between value-fit and climate-fit and its impact on implementation. Until this research, the coexistence of these two fits and their discordance has not been considered.

While the value-misfit emerged from an ethical dilemma of line managers, managers neglected other ethical considerations. Emerging technologies also generate new ethical considerations for the business landscape (Epaminonda et al., 2023). The HRIS examined in this research could possibly raise ethical concerns regarding the measurement of employee

productivity, particularly regarding employee privacy. Despite the findings of Epaminonda et al., (2023) indicating an increased awareness of these issues among individuals, none of the managers mentioned this as a dilemma in the implementation process. This could be attributed to either a lack of awareness or simply a lack of concern on their part.

Comparing the intended use and the actual use, a difference was identified. As the findings explain, the intended use is only achieved, when the tool is utilized to its full capacity. Since the output of the tool is contingent on its input, managers, and employees must ensure thorough and accurate completion of the input. In other words, the HRIS on technology-enhanced HPWP in this case depends on human input. This can be seen from a sociomateriality perspective. Sociomateriality is a research stream within the landscape of technology in organizations. It advocates for a perspective that views materiality and technology as integral to human activities and relationships (Leonardi, 2013; Myllymäki, 2021; Orlikowski & Scott, 2023). It emphasizes the dynamic and situated nature of activities, which are shaped by and shape individuals, actions, tools, software, documents, and infrastructures. Directing this to this study, the effectiveness of the implemented tool hinges on human activities and input. It is through these inputs that the tools generate output, providing managers with reliable data to inform their management decisions. The tool only becomes valuable to managers when it is utilized accurately. Managers are driven to adopt tools or practices when they perceive them as useful or valuable (Priyashantha, 2023; Vrontis et al., 2022; Yi et al., 2020). However, while these factors may drive initial interest, they must be actually present in practice for the line managers. The findings of this research, reveal that line managers tend to adopt and implement such tools only when they perceive a significant improvement in their usefulness. Otherwise, these tools may not be integrated into the business environment, according to the preferences of line managers and employees. While the decision-makers, may perceive a tool or HPWP as useful, line managers might perceive this HPWP as not useful. However, even if decision-makers recognize the usefulness, if it is not present in practice, the implementation may not succeed. In this scenario, managers responsible for designing the tool, emphasized its usefulness while managers responsible for implementation and utilization did not perceive it as useful. Therefore, this study underscores the importance of actual usefulness in the successful adoption and implementation of HPWPs.

By delving into the existence of value-misfit and exploring the dynamics between different fits, this study contributes to the literature on value-fit and climate-fit on implementation processes.

5.5 Practical Implications

The findings of the study also have some practical implications for both organizations and line managers engaging with HRIS and technology-enhanced HPWPs. Firstly, this study emphasizes the actual usefulness perceived by managers and employees, which can be executed in the short term. While organizations' boards might be convinced of the need for an HRIS or HPWPs, this is not automatically the case for managers and employees. Therefore, investigating this need on the floor is crucial for the first step in gaining insight into its actual usefulness. This builds on the perspective of Jewell et al., (2022) suggesting involving employees in the processes of designing and implementing HPWPs, as their knowledge, experience, and skills are critical.

Next up, creating awareness of the features of HRIS and HPWPs is important for the implementation process. Specifically, the ethical consequences that are generated by these new technology-enhanced HPWPs. Employees, including managers, must be informed about the data collected or to be collected about them, and organizations should communicate openly with their employees about the technologies they use (Budhwar et al., 2022). For organizations, managers, and employees, it is necessary to be aware of ethical issues surrounding technologies in the business environment. Increased awareness enables managers to consider these factors during implementation, reducing possible challenges later in the process.

Regarding value-fit and climate-fit, there are some practical implications as well. Again, creating awareness of these two factors during the implementation process is important. Organizations should assess the alignment of their managers' values with the features of technology-enhanced HPWPs to ensure effective implementation. Whenever organizations are aware of the alignment or misalignment before implementing, they can anticipate on this. Especially in this specific case, the company designs its own HRIS, which enables it to adapt or refine certain aspects to enable a more aligned fit between its features and managers' values. This study reveals that support from an organization during the implementation impacts the implementation process. The organization should prepare the implementation of HPWPs thoroughly, in order for it to be successful. A tailored implementation process for the specific company is important. A favorable policy for managers includes training and support, but also ongoing evaluation and improvement. Providing comprehensive training and continuous support for the managers during the implementation is preferred. This includes not only technical training on using the technology but also guidance on aligning values with tool

features and understanding the importance of the tool and implementation. The implementation process should be continuously evaluated and followed up by managers in a higher hierarchy. It could be refined based on feedback of managers, which allows the organization to identify areas for improvement. They can make necessary adjustments to enhance implementation effectiveness over time.

5.6 Limitations and Future Research

Although this research has found some promising results on value-fit or value-misfit and climate-fit, there are some limitations to it as well. Fortunately, limitations can lead to possible options for future research. The first limitation rises from the selection of respondents. A total of fifteen managers were interviewed, among which four catering managers, seven park managers, two regional managers, a Food and Beverage manager, and a Commercial Concept manager. Although some hierarchical differences were found already during this research, no conclusion can be drawn from this. In order to thoroughly investigate this, the different hierarchies should be evenly represented. Including the perspectives of employees on the technology-enhanced HPWPs, HRIS, and the implementation by managers can provide valuable insights into the effectiveness of implementation. Employees directly experience the implementation and utilize the tools, making their perspectives valuable for understanding the implementation process. Additionally, different set of interview questions could be designed for each hierarchy, focusing more on the differences between them. Two limitations can be directed to the research approach. First, this research is designed as a single case study including semi-structured interviews. This single case study focused on a large organization within the leisure sector, specifically examining the implementation of HRIS on HPWPs within the company's catering department. It is important to acknowledge that findings from this study may not be universally applicable to all companies, as factors influencing the implementation process and value-fit and climate-fit dynamics can vary across different organizational contexts. For instance, smaller companies or those operating in different sectors may face unique challenges and considerations when implementing HPWP. To address this limitation and enhance the generalizability of findings, future research could explore implementation processes in companies of varying sizes and operating in diverse sectors. By comparing implementation experiences across different sectors and organizational sizes, researchers can identify common patterns, differences, and best practices, leading to more generalizable findings and broader implications for practice. This approach enables a

more holistic understanding of the factors influencing technology-enhanced HPWP implementation and offers insights applicable to a wider range of organizational contexts. Secondly, the semi-structured interviews were conducted within a relatively short timeframe of a single month. The timespan is relatively small, compared to the timespan of a complete implementation process. This limited period may not fully capture the dynamics of a complete implementation process, as it only provides a snapshot at one point in time. To gain a more comprehensive understanding of the implementation process and the influence of value-fit and climate-fit, future research could consider conducting interviews over the various stages of the implementation process rather than within a single period. This would allow for a more nuanced exploration of how factors evolve and interact over time, providing deeper insight into the implementation process.

6. Conclusion

This master thesis has investigated the implementation of HRIS on technology-enhanced HPWPs within organizations, with a focus on the impact of value-fit and climate-fit dynamics. This was done by addressing the following research question: *How do line managers align their values (value-fit) and their perception of the importance of the adoption in the organization (climate-fit), during the implementation of (HR)IS on technology-enhanced HPWPs?*

Through qualitative analysis of managerial perspectives, several key findings have emerged to answer this question. Firstly, the study emphasizes the importance of aligning individual managers' values with the features of HRIS on technology-enhanced HPWPs for successful implementation. The identification of a value-misfit and its consequential impact on implementation underscores the impact of value-fit on implementation outcomes. Managers who perceive a mismatch between their values and the features of HRIS were inclined to avoid its utilization and implementation. Conversely, those who did experience a value-fit demonstrated greater conviction in the usefulness of HRIS on technology-enhanced HPWPs, leading to more proactive implementation efforts. Notably, the new features generated from technology and its possible ethical consequences seemed to be overlooked in this specific case.

Secondly, it has become clear that climate, including policies, support mechanism and perceived importance of the technology-enhanced HPWP, played a role during the

implementation process. A favorable climate, characterized by supportive policies, organizational support, evaluation, and appreciation, seemed to impact implementation in a positive way. However, the emergence of clash between the value-fit or value-misfit and climate-fit introduces additional complexity and dynamic challenges to the implementation process, necessitating future research.

Overall, this study aligns with previous research by underscoring the importance of the value-fit and climate-fit in the implementation process of HRIS on HPWPs. Furthermore, it elucidates how these factors interact and influence the implementation of HRIS on technology-enhanced HPWPs. The findings contribute to a deeper understanding of the complexities involved in implementation processes and highlight the need for holistic approaches that consider the interplay between individual values, technological features, and organizational climates.

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8. Appendix

8.1 Interview questions.

English

- Can you briefly introduce yourself?
 - What is your name?
 - What is your job description?
 - How long are you working for the company?
- What is your experience with working with the dashboard?
- Can you tell something about the dashboard?

- Why is the company implementing the dashboard?
- In what way is the company implementing the dashboard?
- What is your role in this process?

Implementation process – Value-fit

- What, in your view, are the core values you prioritize in your managerial role?
- How would you implement a tool you agree with or support?
- How would you implement a tool you do not agree with or not support?
 - Would there be a difference between whether you agree with the tool or not?
 - What would the difference be?
- What is your opinion on the features or characteristics of the dashboard?
- In what way(s) do you agree or disagree with the dashboard and why?
 - Could you explain?
- In what way would you implement the practice differently, if you had a different perception or different values?

Implementation process – Climate

- How important is it for the company to implement this dashboard?
- In what ways do you notice this importance?
- Can you provide specific examples or strategies the company has employees to implement this dashboard?
- What is the policy of the organization regarding implementation?
- What is your experience with this policy on your role during the implementation process?
- What influence does this policy have on the implementation process?
- What kind of support from others within the organization have you received during the implementation process?
 - What influence did this have?

- How does this organizational support and policy align with your expectations?
- How are you rewarded for implementing this practice?
- How do you think employees would react to the practice?
- How does this influence the implementation of this practice?
- What would you consider as good or what could be improved to support you during this implementation process?

Ending questions:

- In your view, what could the organization do to further support line managers in successfully implementing these practices in line with their values and the prevailing climate?
- What are other difficulties you encountered during the implementation process?
- Is there anything that I missed considering the implementation process and your role in this?
- Is there anything else you would like to add?
- Do you have questions for me?

8.2 Complete overview of codes.

