Can the Evidence-Based Management Movement

Help e-HRM Bridge the Research-Practice Gap?

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Agenda

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1. Introduction
2. Message from D. M. Rousseau
3. The Evidence-based Perspective
   - The EBMgt Collaborative and its Contributions
4. Using EBMgt in e-HRM
5. Concluding Thoughts

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1. Introduction

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1. Introduction

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- Is there a "Research – Practice gap" in e-HRM?
  - HR seems to have it (e.g. Rynes 2007)
  - IS as well (e.g. Applegate 1999; Benbasat & Zmud 1999)

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Financial Times said:

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- "Chief executives,… pay little attention to what business schools do or say," because of academics' "inability to research and write about their work in a way that real-life business people understand"
- "Many business school faculty prefer to adorn their work with scholarly tables, statistics and jargon because it makes them feel like real academics"

Skapinker 2008

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Is "Jargon" the Problem?

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- How about the *issues*?
- A main finding in Olivas-Luján et al (2007) is that "Top management support" is important for companies to use e-HRM…
- Another main finding (Olivas-Luján & Florkowski 2010) is that a positive relationship between IS and HR matters in the intensity of use of HR technologies…

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Our Essential Message:

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- The emerging field of e-HRM would do well by making
  as <u>purposeful</u> an effort as possible,
  to ensure that its scholarly work does not grow separate from
  what is <u>needed</u> and
  what is <u>useful</u>
  for <u>PRACTITIONERS</u>

- How do we do that?

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Might an Evidence-Base View Help?

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- Evidence-Based movements have appeared in:
  - Medicine (Sackett et al 1996, 2001)
  - Education (Thomas & Pring 2004)
  - Criminal Justice (Sherman 2002)
  - Management (Pfeffer & Sutton 2006; Rousseau 2006; etc.)
  - Software Engineering (Dybå et al 2005)
- Common denominator: use the "best-available scientific evidence" to improve practice

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2. Message from Denise M. T. Rousseau

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3. The Evidence-based Perspective

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Original Definitions EBM & EBMgt

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- "the conscientious, explicit and judicious use of current best evidence in making decisions about the care of individual patients"
  Sackett et al (1996)

- "a way of seeing the world and thinking about the craft of management; .. using better, deeper logic and employing facts,.. permits leaders to do their jobs more effectively"
  Pfeffer & Sutton (2006)

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3-part Definitions

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EBM

- "the integration of [1] best research evidence with [2] clinical expertise and [3] patient values"

  Sackett et al (2000)

EBMgt

- "a movement to integrate [1] best-available evidence, [2] manager's judgment and [3] stakeholder values in business decision making"

  Olivas-Luján (2008)

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Most Recent EBMgt Definition

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- "making decisions through the conscientious, explicit, and judicious use of four sources of information: [1] practitioner expertise and judgment, [2] evidence from the local context, a critical evaluation of the [3] best available research evidence, and the [4] perspectives of those people who might be affected by the decision"

Briner et al (2009)

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Why the Differences?

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- Methodology!
  - RCTs in medicine, the "Gold standard"
  - RCTs impossible in many (HR) Mgt problems
- "Nature" of tasks
  - Biological systems in EBM
  - Social systems in EBMgt

  "God gave all the easy problems to the physicists" (in Rousseau et al 2008; 500)

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The EBMgt Collaborative

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...a community-of-practice to make evidence-informed management a reality. [Its] mission is to close the gap between management research and the ways practitioners make managerial and organizational decisions and educators teach organizational behavior, theory, strategy and human resources management

Carnegie Mellon U website

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The EBMgt Contributions

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- A work in progress
- Systematic Research Syntheses (Rousseau et al 2008), akin to "Systematic Review" in EBM. Four types:
  - Aggregative
  - Integrative
  - Interpretive
  - Explanatory
- Research Translations prototype –a basis for SIOP's new *Science You Can Use*

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Contrasting:

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Conventional Lit Reviews

- Motivated by debates in the scientific literature
- No need to specify the way that sources are found
- Replicability, not guaranteed
- Often limited to published sources, sometimes only to certain journals or types of publications (e.g., empirical only)

Systematic Research Syntheses

- Explicitly based on the SRS' intended use
- Must specify keywords, aggregators, databases, and sources utilized
- Must be sought after as an essential characteristic
- Include unpublished studies, conference papers, dissertations, consultant reports, surveys, databases, etc.

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Contrasting (cont.):

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Conventional Lit Reviews

- May be restricted to as few as one level of analysis but others may be included
- Frequently disregarded; studies carried out recently may be placed alongside others that had different dates or backgrounds (e.g., different nations, industries, profit orientations, etc.)
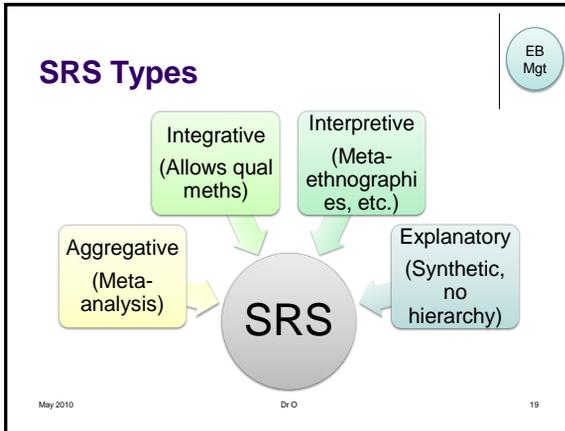- Most are restricted to studies published in the English language

Systematic Research Syntheses

- Any study that is relevant to the research question should be included, taking into account its level of analysis
- Background features are to be specified to better understand the applicability and relevance of the studies for the research question
- Relevant studies in other languages ought to be included too

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SRS Types

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Integrative (Allows qual meths)

Interpretive (Meta-ethnographies, etc.)

Aggregative (Meta-analysis)

Explanatory (Synthetic, no hierarchy)

SRS

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Research Translations

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- SIOP's *Science You Can Use* new series, edited by Rousseau (et al?)

- Bozonielos' "Research Translations" that appear in AMP

- Aim for "Bridge" journals like HRM

- Practitioner publications (SHRM's *HR Mag*)

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4. Using EBMgt in e-HRM

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Suggestions from the EBMgt Movement and its Collaborative

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- Start with Practitioners' problems!
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- Start with Practitioners' problems!

- Write and use Systematic Research Reviews

- Write and use Research Translations

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5. Concluding Thoughts

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Why Are We Here?

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- To have a good time
- To experience different cultures/places/…
- To make a difference!
- Rigor in our work is essential, relevance increasingly so!
- We owe it to our constituents!
- A lot of work lies ahead…

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