Beyond people and tools, what is the place for the organization in the analysis of ICT uses?

Ewan OIRY – Lest – Univ. Méditerranée,
Roxana OLOGEANU-TADDEI - Cregor – Univ. Montpellier II
Amandine PASCAL – Lest – Univ. Méditerranée,
Robert TCHOBANIAN- – Lest – CNRS
Overview

1. Literature revue on ICT uses
2. HRM literature completes this literature
3. Methodology and case study presentation
4. Results
5. Discussion
1. Literature revue on ICT uses

IS Literature shows that ICT uses are linked with:

1. How people enact a given technology (Orlikowski, 2000),
2. Technology as artifact.
2. HRM literature completes it

IS literature wish to better take into account HR policies and role of structure in the ICT uses.

Pichault and Nizet (2000) propose a link between structure, HR policies and change management.
3. Methodology and case study presentation

- Qualitative and explorative case study

- DT : a firm
  - That conceives softwares

- 48 people

- That use software « Think Together » to improve decision making in R&D service.
4. Results (1)

Orlikowski (2000) framework is powerful

Different enactments:

- AT (problem solving use),
- MM (unplanned use),
- GS (limited use).
4. Results (2)

Results that can be completed by using HRM conceptual framework.

In fact, those uses are linked with:

- Place of user in firm (see for example the distance between MM and R&D service),

- Strategic objectives reflexion of this firm (how to create a right distance between R&D service and clients?),

- Difficulty to create hierarchical level in an adhocratic start up
5. Discussion / conclusion

- Main result:
  - HR literature can enrich conceptual frameworks that analyse ICT uses

- Research perspectives
  - Articulate « local » analyse of uses and global organizational phenomenons (repartition of power, strataegic objectives definition, etc.)