OCCASIONING CHANGE THROUGH HR SOURCING

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CONTEXT

INTRODUCTION – THEORY – METHODS – FINDINGS – DISCUSSION – CONCLUSIONS

- Growth of HR Sourcing arrangements
- Distinguishing ‘shared services’ and ‘outsourcing’
- Impact upon HR Function and organization as a whole
RESEARCH PROBLEM

INTRODUCTION – THEORY – METHODS – FINDINGS – DISCUSSION – CONCLUSIONS

- Motives and goals HR Sourcing are frequently unachieved
- Unleveraged potential for HR Sourcing
- Organizational agents engage with, enact, subvert or avoid HR Sourcing
- Developing an insight into the post-implementation dynamics of HR Sourcing
Structuration theory (Giddens 1984)

‘We create society at the same time as we are created by it’

Agency

Agents are knowledgeable, able actors who strive for routine/security

Structure

Constituted rules and resources through routinized agency
STRUCTURATION THEORY 2

Duality of structure
The interplay between agency and structure through modalities;
Schemes, Facilities, Norms

Structuration
“The structuring of social relationships across time and space, in virtue of the duality of structure”
STRUCTURATION THEORY 3
INTRODUCTION – THEORY – METHODS – FINDINGS – DISCUSSION – CONCLUSIONS

![Diagram of Structuration Theory 3](image)
ORGANIZATIONAL HRM

INTRODUCTION – THEORY – METHODS – FINDINGS – DISCUSSION – CONCLUSIONS

- HRM consists out of Processes
- HRM consists out of Agents
- HRM consists out of Networks
- These three notions of organizational HRM will be called the “HR Ensemble”
OCCASIONING CHANGE
INTRODUCTION – THEORY – METHODS – FINDINGS – DISCUSSION – CONCLUSIONS

HR Sourcing arrangement

- HR Processes
- HR Agents
- HR Networks

Managerial behavior

Occasion for change
HR Ensemble
Agency
Six organizations, of which
- Three HR SSC
- Three Outsourcing

Sourcing commenced at least two years ago

Eleven interviewees
- HR and line managers who had experienced the changes within the HR Ensemble
MODEL OF ANALYSIS
INTRODUCTION – THEORY – METHODS – FINDINGS – DISCUSSION – CONCLUSIONS

(Perceived) Intentions HR Sourcing/Organization

Actions of Organizational Agents

0 1 2 3 X
Originally, modalities were similar amongst all organizations

All HR Sourcing arrangements intended many changes

But when understood in terms of modalities, HR Shared services were changing the HR Ensemble considerably more than HR Outsourcing
FINDINGS

INTRODUCTION – THEORY – METHODS – FINDINGS – DISCUSSION – CONCLUSIONS

- Perceived alterations for HR Shared services and HR Outsourcing in terms of modalities

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<th>HR Shared services</th>
<th>HR Outsourcing</th>
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<td>Facilities</td>
<td>Radical</td>
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<td>Norms</td>
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# FINDINGS HR SHARED SERVICES

INTRODUCTION – THEORY – METHODS – FINDINGS – DISCUSSION – CONCLUSIONS

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<th>HR Processes</th>
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<td>Differing resources mobilised</td>
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<td>Customised processes expected</td>
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<td>Client satisfaction diminished</td>
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<th>HR Agents</th>
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<td>f.</td>
<td>Authority remains at line</td>
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<td>Biased norms exist</td>
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<td>Capability is important</td>
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<td>f.</td>
<td>Redefined informal channels</td>
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<td>n.</td>
<td>Each available channel is justified to use</td>
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<td>s.</td>
<td>Informal channels are better</td>
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FINDINGS HR OUTSOURCING

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<th>f. Propagated facilities utilised</th>
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<td>n. Effectiveness and reliability are prime</td>
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<td>s. Client satisfaction major</td>
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<td>HR Agents</td>
<td>f. Redistributed auth. resources</td>
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<td></td>
<td>n. Collaboration and dutifulness</td>
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<td>s. Common responsibility</td>
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<td>HR Network</td>
<td>f. Formal channels are enforced</td>
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<tr>
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<td>n. Approachability and personal touch</td>
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<td>s. Formal channels are used</td>
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HR Shared services

- A multiplicity of forms of the HR Processes
- Responsibilities spread amongst HR Agents
- HR Networks were alienating managers from HRM

HR Outsourcing

- Standardized and better HR Processes.
- HR Agents experience a shared responsibility
- HR Network can be characterized by formal but personalized connections.
DISCUSSION

INTRODUCTION – THEORY – METHODS – FINDINGS – DISCUSSION – CONCLUSIONS

- Break ties with original facilities
- Leave the schemes of the clients intact
- Sustain norms whoever the supplier might be
CONCLUSIONS

Varying findings for the two HR Sourcing arrangements

Reason is found in the different propagated modalities and the structuration characteristics that are invoked by them

Understanding the modalities of the agents is useful to alter the HR Ensemble and avoid adversities while gaining the advantages