Putting e-HRM into practice. The case of the University of Alicante (Spain)

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Agenda

1. Introduction

2. Conceptual framework

3. Methodology

4. Discussion of results

5. Conclusions and future lines of research

Introducción

- Success: ability to adapt and anticipate environmental challenges, evolving from mechanical to organic.

- Public and private organizations are being affected, in many areas.

- IT affects the contents of the HR function:
  - IT destroys traditional, intensive manual labor, but creates new jobs.
  - Teleworking and flexible consideration of time and space are part of the job's description.
  - Privacy has also become a relevant issue.
  - Multifunctional skills and team working are required abilities for new economy's employees.

- Firms need to learn to e-manage their HR, and to do it fast: this often results in outdated policies, practices and even strategies.

Introduction

UA has been implementing e-HRM since 2005

New developments for admin staff

Background   Future implementation for Faculty

How to ease transition and overcome difficulties?

To carry out an analysis on the e-HRM
context, actors, activities and technologies
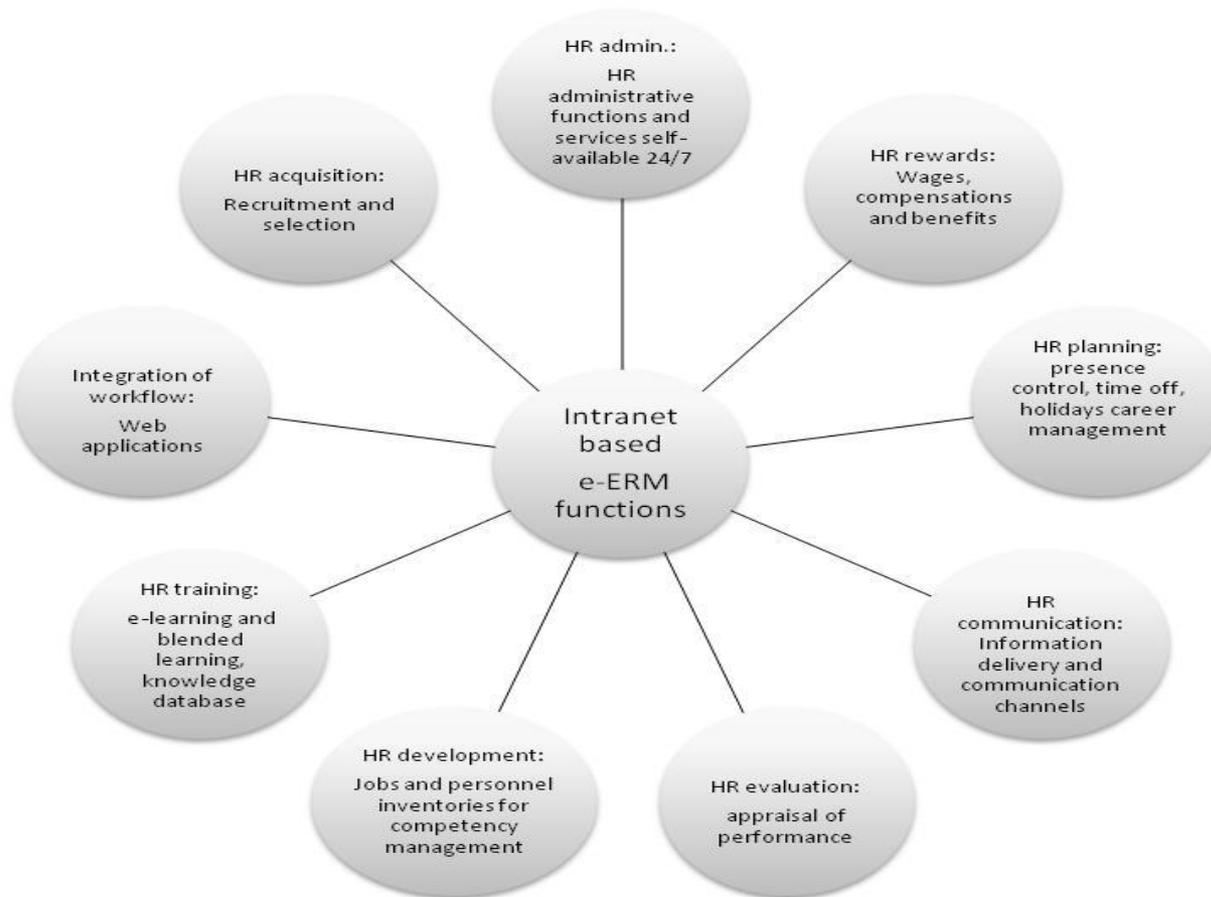of the University of Alicante

Conceptual framework

- ## E-HRM concept
  - E-HRM is more specific vision of how HRM and its associated processes may benefit from a rational use ot IT (Panayatonopoulo et al, 2007).

Conceptual framework

- **E-HRM activities and processes**

Conceptual framework

- ## E-HRM concept

  - E-HRM is more specific vision of how HRM and its associated processes may benefit from a rational use ot IT (Panayatonopoulo et al, 2007).

  - It can be a blessing and a curse (Legnick-Hall and Moritz, 2003).

  - E-HRM can only support true competitive advantages incombination with soft HRM practices, knowledge management and trust relationships (Kearns and Lederer, 2000; Florkowski and Olivas-Lujan, 2006).

  - A comprehensive organizational perspective will also help in considering its advantages and disadvantages.

Conceptual framework

- **Strohmeier's model (2007)**
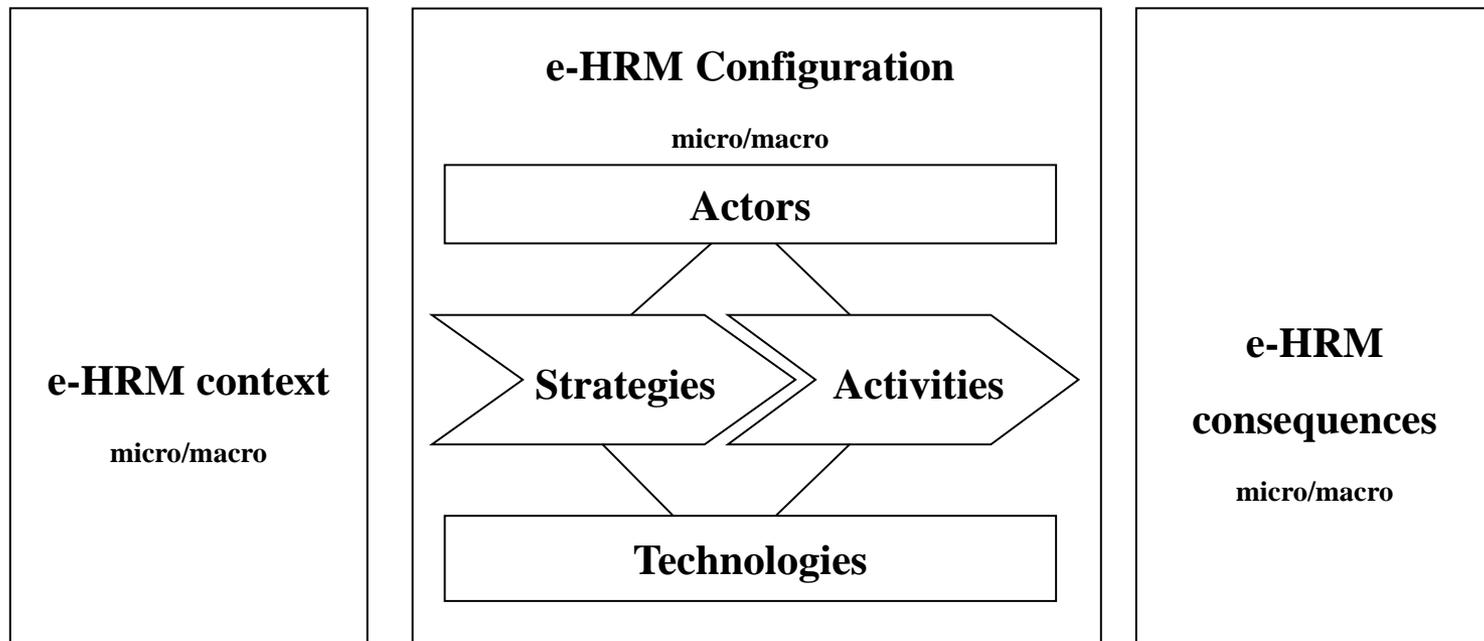
Conceptual framework

- ## Strohmeier's model (2007)

  - The <u>context</u> considers the different environments that influence the e-HRM system, namely cultural, legal, industrial and organizational.

  - The <u>configuration</u> seeks to integrate the operative part of e-HRM. The actors involved can be external assessors, employees, HR professionals, managers, applicants, virtual teams, etc. The activities are those HR processes and functions that could be improved with IT. As for technology, it is clearly identifiable with the equipment and applications that support e-HRM. Finally, the strategy refers to the connection between e-HRM implementation and HR objectives.

  - The <u>consequences</u> will attend to the different levels. Operational consequences are actors' attitudes, whereas transformational (organizational) consequences will happen when HR play a key role in sustaining competitive advantages.

Conceptual framework

- ## TAM (Davis, 1989)

- Perceived usefulness: refers to the degree to which a person believes that using a particular system would enhance his or her job performance. That is, the application results in a positive use-performance relationship.

- Perceived ease-of-use: refers to the degree to which a person believes that using a particular system would be free from effort; i.e., if the application can be easily used for the intended purpose.
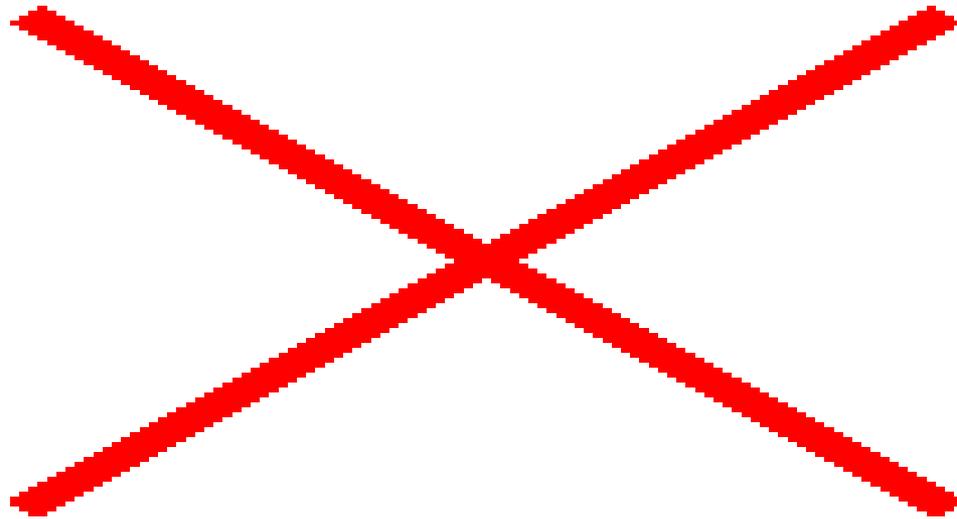
Conceptual framework

- ## TAM (Davis, 1989)

  - A quite popular model, it has been shown to be a robust predictor of computer use.

  - However, it needs tweaking: very seldom can it be applied as originally constructed.

  - This is even more relevant in the context of mandatory use of the technology, like public administrations.

  - Usually, a previous qualitative analysis may help to identify the need for introducing new dimensions (such as voluntariness or the extent to which potential adopters perceive the decsion to be non-mandatory), or to give more weight to either uselfulness or to easiness of use.

Methodology

- Case study based on qualitative research
- Open, interactive interview to a group of people of interest on employees' claims and commentaries about the use of the e-HRM platform
- Experts: IT personnel in charge of intranet (CV division)
  - Technical expertise (coaches)
  - Receivers of questions, issues and suggestions
  - Users themselves
- 360° Employee perspective is important for a comprehensive view of HRM

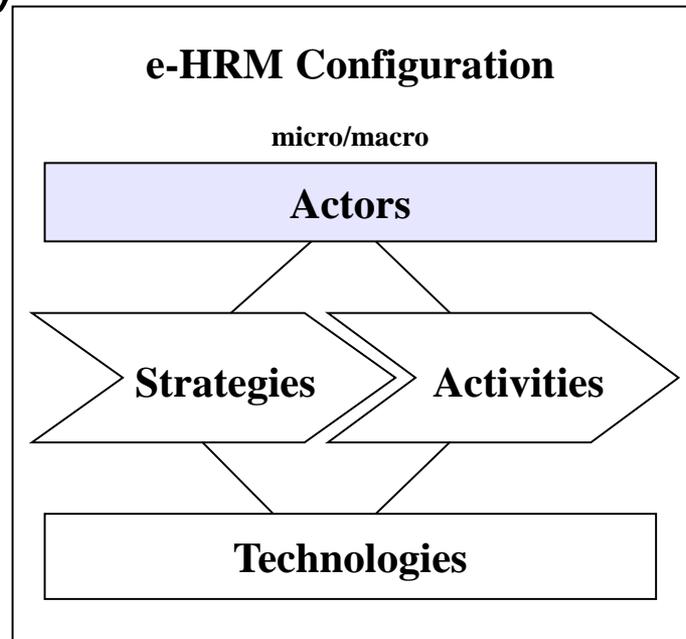# Results

The context: UA

e-HRM context

micro/macro

- ❑ Founded in 1975, public institution
- ❑ 2212 faculty, 1240 admin staff, +30.000 students (2007)
- ❑ 2010 budget: 400 million €
- ❑ HR: "personnel management", divided by faculty and admin
- ❑ Bureacracy run: HRM policies are mandatory
- ❑ Assessment of e-HRM depends on perception of usage appropriation.
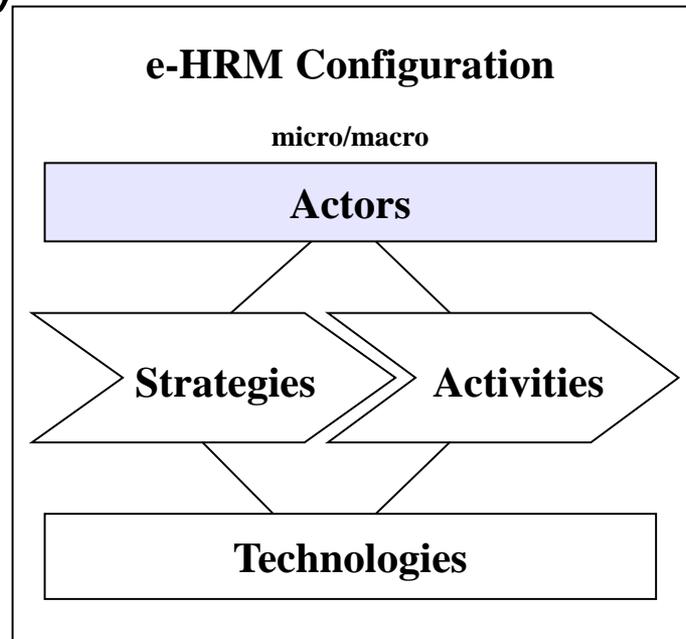
Results

The actors:

- Users: admin staff
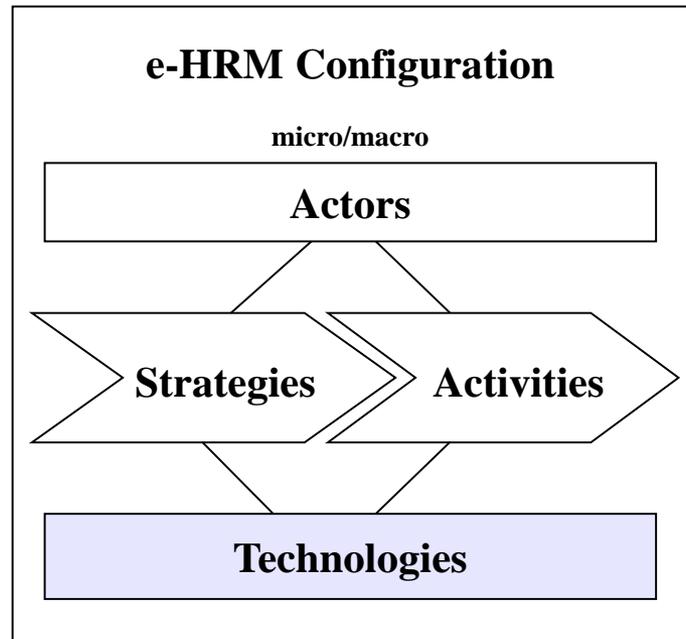- Users: faculty
- CPD (IT)
- Board
- HR staff

e-HRM Configuration

micro/macro

Actors

Strategies Activities

Technologies

Results

The actors:

- Users: admin staff
- Users: faculty
- CPD (IT)
- Board
- HR staff

e-HRM Configuration

micro/macro

Actors

Strategies **Activities**

Technologies

Results

The technology: Campus Virtual

- ❑ http://www.ua.es

e-HRM Configuration

micro/macro

Actors

Strategies | Activities

Technologies

- ❑ Implemented in1995

Results

The technology: Campus Virtual

- ❑ Campus Virtual: proprietary platform intranet based
- ❑ Supports teaching and learning activities, and administrative activities
- ❑ + 95000 users
- ❑ Customized to UA's needs, and scalable
- ❑ Authentication and privacy: password /Digital Key
- ❑ Some applications are only available from computers physically present on campus
- ❑ Used for E-HRM: interdependabilty and previous knowledge
- ❑ Personal data is self-updated
- ❑ Training courses are voluntary, compliance is mandatory

Results

The strategies

- ❑ UA's strategic plan for higher quality service (2007)
- ❑ UA's policy for cost efficiency and environmental friendliness (2008)
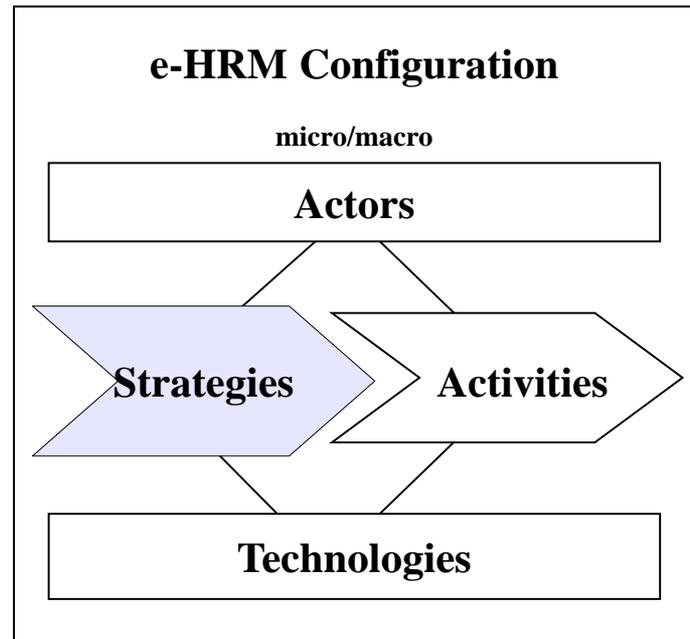
e-HRM Configuration

micro/macro

Actors

Strategies → Activities

Technologies

- ❑ Training courses are voluntary, compliance is mandatory

Results

The activities: e-HRM applications

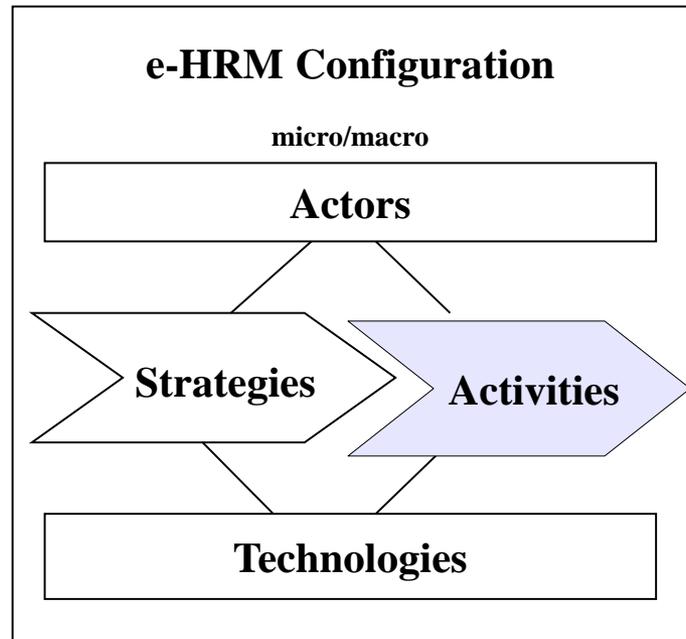- ❑ Time off request
- ❑ Holiday management
- ❑ Time tracking
- ❑ Online wages
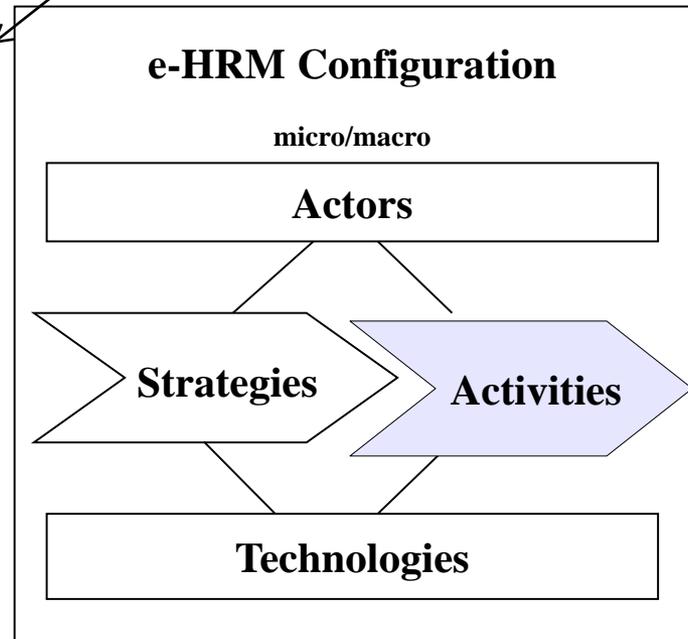- ❑ E-learning
- ❑ E-recruiting
- ❑ KM

e-HRM Configuration

micro/macro

Actors

Strategies → Activities

Technologies

Results

The activities: e-HRM applications

- ❏ Time off request
- ❏ Holiday management
- ❏ Time tracking
- ❏ Online wages
- ❏ E-learning
- ❏ E-recruiting
- ❏ KM

e-HRM Configuration

micro/macro

Actors

Strategies → Activities

Technologies
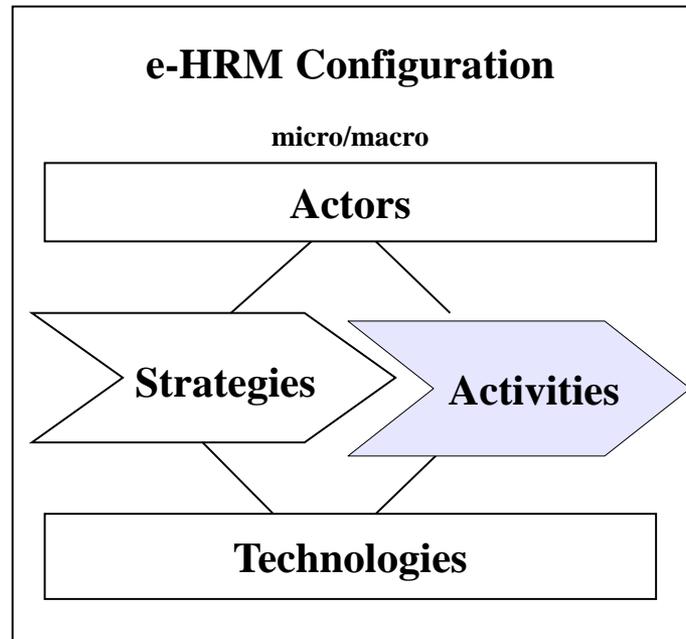
Results

The activities: e-HRM applications

- Time off request ← *Performance assessment*
- Holiday management
- Time tracking
- Online wages
- E-learning
- E-recruiting
- KM

e-HRM Configuration

micro/macro

Actors

Strategies   **Activities**

Technologies

Results

- Time tracking: Attendance (Employee's POV)

```
CONTROL DE PRESENCIA
              ATENCIÓN último marcaje: 13:36 Entrada
              [ Fichar la entrada ]  [ Fichar la salida ]
```

Employees punch in getting in and out <u>on their own computer</u> in real time.

Theis online presence control is considered overwhelming by some, who feel that are under constant vigilance and not trusted.

Results

- Time tracking: Attendance (Supervisor´s POV)

Supervisors may monitor and manage employee attendance in real time from any computer. The system allows them to note exceptions and adopt corrective decisions.

Results

- Time tracking: Mistake in Attendance (Employee's POV)

However, mistakes happen. The employee has to justify why they did not sign in or out. This may limit damage in time, and leaves the responsability of correcting the error to the employees themselves, counteracting computer anxiety to some degree.

Results

- Time tracking: Mistake in Attendance (Supervisor´s POV)

Supervisors get automatic email notifications of these petitions. They must justify their decision according to scheduling criteria or work circumstances (it can be appealed to HR).

This has given cause to mistrust between employees and managers, they prefer to explain themselves face-to-face.

Results

- ## Holidays request (employee's POV)

The employee may request certain dates for holidays. All the info regarding consumed holidays is available on screen.

Results

- Time off requests (Employee's POV)

SOLICITAR AUSENCIAS, PERMISOS Y LICENCIAS

Motivo: ASUNTOS PROPIOS
Información: 6 DÍAS (1 DÍA CADA 2 MESES TRABAJADOS)
Motivación: [_____]   Año imputación 2010

Fecha inicio	Fecha fin

Días tomados (2010) = 3

Año: 2010 Días totales disfrutados: 3

Solicitar
Pulse el botón para guardar los datos

Also, employees can request days off (personal days). The petition goes online to the supervisor along with the info necessary to make a decision.

The employee will receive an email with the acceptance or refusal. However, many feel that the consequences of this decision merit more personal feedback.

Results

■ Time off and Holiday requests (Supervisor's POV)

The supervisor's interface displays all the info needed to justify any rejections (acceptances do not need to be justified).

Differences in perfomance should be discussed not only when discrepancies arise, but also when tacit incongruencies show up.

Results

- Time attendance balance report (Employee's POV)

LEYENDA							
FIN DE SEMANA	INCIDENCIA	AUSENCIA	FESTIVO	AUSENCIA COMPLETA	AUSENCIA PARCIAL	VACACIONES	MARCAJE H. EXTRA

El sistema es consciente de que se consume más tiempo por fichar por el ordenador.

CONSULTA MARCAJES DE

Semana Anterior						FEBRERO – MARZO 2010					Semana Siguiente
Día	**Marcajes**						**Horas**				
	Ent.	Sal.	Ent.	Sal.	Ent.	Sal.	Teóricas	Ampliado	Neto	Aumento Saldo	Brutas	Saldo Diario
15/2/2010	09:19	18:14					07:00	03:44	08:55		08:55	01:55
16/2/2010	09:02	15:23					07:00	00:53	06:21		06:21	−00:39
17/2/2010	08:48	14:08					07:00		05:20		05:20	−01:40
18/2/2010	08:05	19:24					07:00	04:54	11:19		11:19	04:19
19/2/2010	08:52	15:10					07:00	00:40	06:18		06:18	−00:42
20/2/2010												
21/2/2010												

Saldo semanal (15/02/2010 – 21/02/2010) : +003:13

Día	**Marcajes**						**Horas**				
	Ent.	Sal.	Ent.	Sal.	Ent.	Sal.	Teóricas	Ampliado	Neto	Aumento Saldo	Brutas	Saldo Diario
22/2/2010	09:02	18:12					07:00	03:42	09:10		09:10	02:10
23/2/2010	09:03	20:28					07:00	05:58	11:25		11:25	04:25
24/2/2010	08:52	14:10					07:00		05:18		05:18	−01:42
25/2/2010	09:04	15:01	16:15	17:58			07:00	02:14	07:40		07:40	00:40
26/2/2010	09:14	14:39					07:00	00:09	05:25		05:25	−01:35
27/2/2010												
28/2/2010												

Saldo semanal (22/02/2010 – 28/02/2010) : +003:58

Both are allowed to consult the final balance. It is very important for wages and productivity, which are based on worked hours. People like to feel in control of their time.

Results

- Time attendance balance report (Supervisor's POV)

Supervisors can also compare different people's balances in a work group. Different colors indicate different circumstances.

Diverse domain frames and perspectives may led to disagreements, which should be considered before responding a petition.

Conclusions and future lines of research

- **Objective.**
  - Case study: UA's intranet based e-HRM
  - Focus: Context, technology, people (admin staff)
  - Double interest: public organization and knowledge organization

- **IT based HRM opportunities.**
  - Breaking the trade-off between information reach and richness
  - Dynamicity, low costs, adaptability and improved decision making
  - Intranet + competence management

- **HR Challenge.**
  - New perspective: knowledge management, soft policies.
  - Public sector´s bureacratic culture: cultural issues and resistance to change

Conclusions and future lines of research

- **Our evidence**
  - Main issues: communication, conflict management, trust between employees and supervisors *(Employee engagement).*
  - Disregarding of a mandatory setting may lead to negative acceptance of e-HRM, causing mistakes due to negligence and carelessness. Voluntariness needs to be encouraged.
  - No apparent problems with perceived easiness of use, even if the training is voluntary (and not very comprehensive).
  - People like to control their time and to manage their working hours online. Perceived usefulness of the platform is being reinforced by the posibility to correct errors and to access all the information necessary to justify a decision or plegde a case.

Conclusions and future lines of research

- **Limitations**
  - Qualitative study
  - Small sample
  - Lack of literature in mandatory settings
- **Future research**
  - Analysis of consequences, at macro and micro levels, from the deployment of e-HRM policies.
  - Quantitative survey based on TAM to existing users.

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Thank you
Any questions?

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