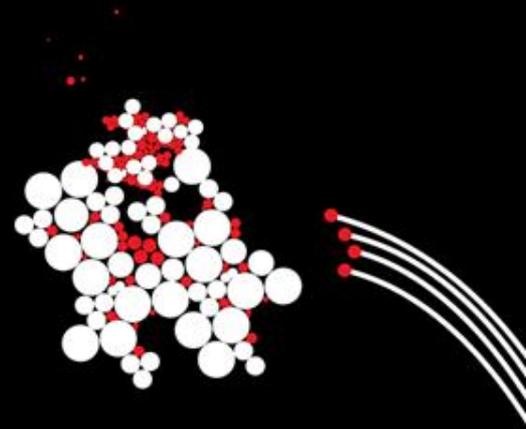


UNIVERSITY OF TWENTE.



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 1

INTRODUCTION – THEORY – METHODS – FINDINGS – DISCUSSION – CONCLUSIONS

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

INTRODUCTION – THEORY – METHODS – FINDINGS – DISCUSSION – CONCLUSIONS

Duality of structure

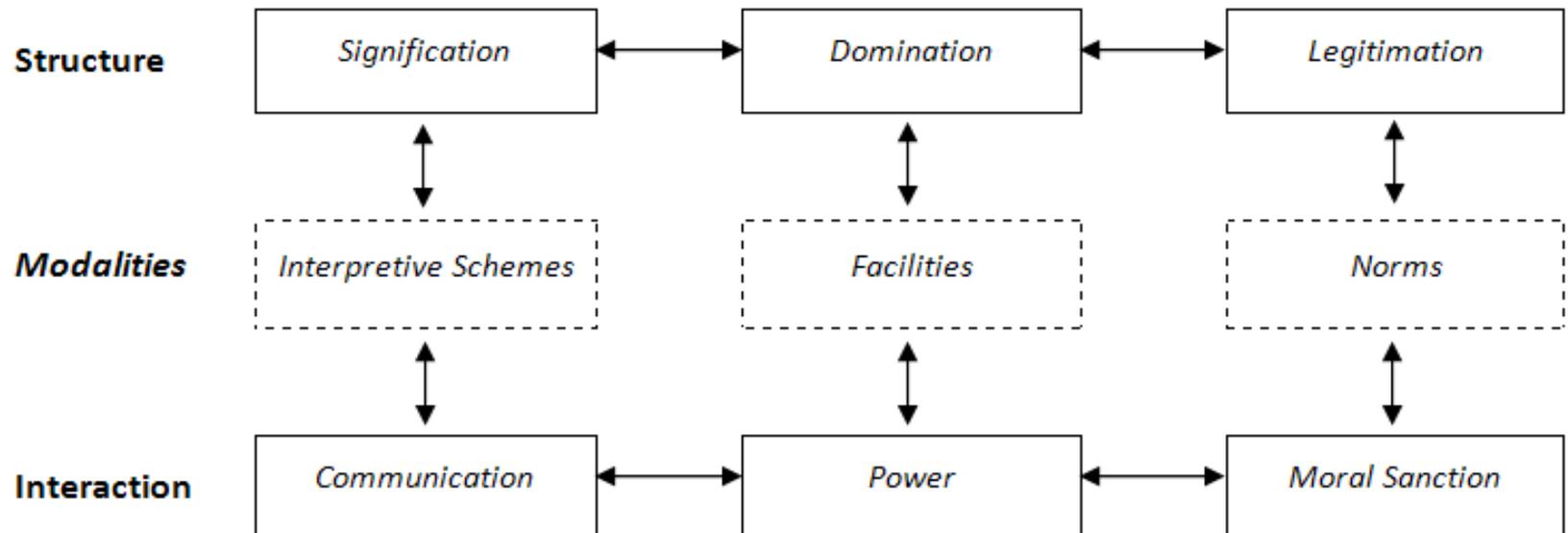
The interplay between agency and structure through modalities;
Schemes, Facilities, Norms

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



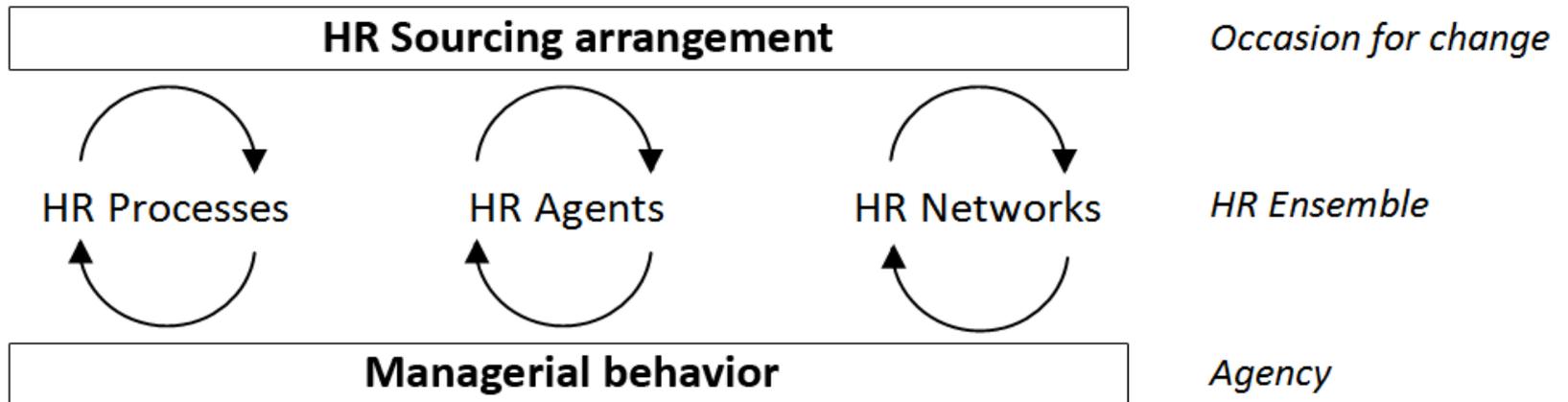
ORGANIZATIONAL HRM

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



ORGANIZATIONS

INTRODUCTION – THEORY – **METHODS** – FINDINGS – DISCUSSION – CONCLUSIONS

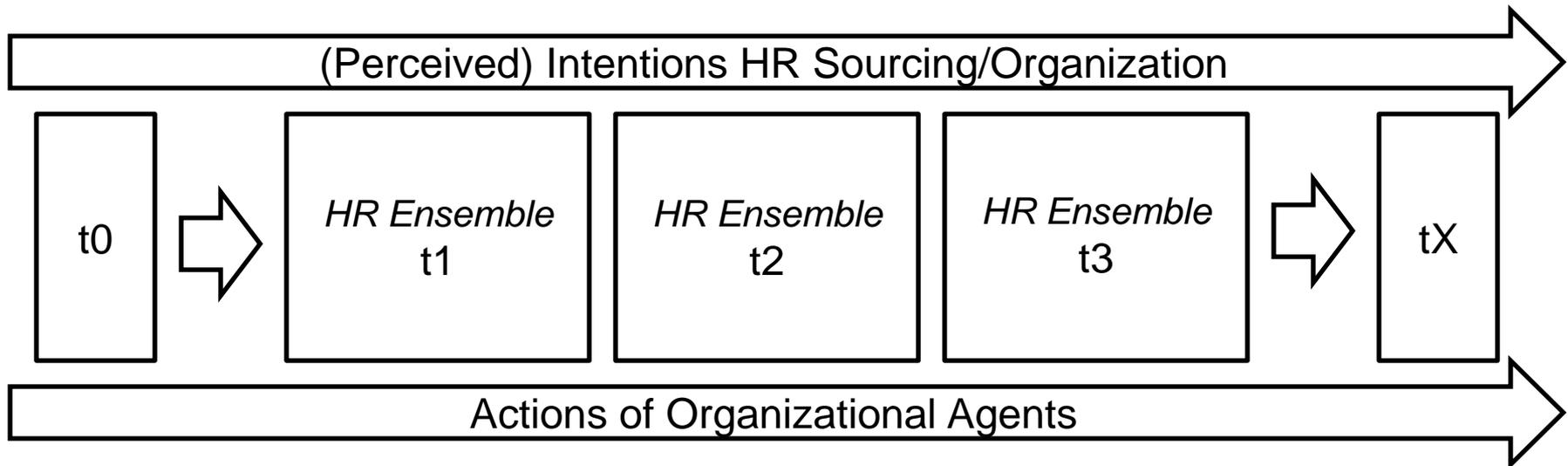
- Six organizations, of which
 - Three HR SSC
 - Three Outsourcing

- 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



FINDINGS

INTRODUCTION – THEORY – METHODS – **FINDINGS** – DISCUSSION – CONCLUSIONS

- 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

	HR Shared services	HR Outsourcing
Facilities	Radical	Radical
Norms	Alter considerably	Maintain
Schemes	Alter considerably	Maintain

FINDINGS HR SHARED SERVICES

INTRODUCTION – THEORY – METHODS – **FINDINGS** – DISCUSSION – CONCLUSIONS

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

FINDINGS HR OUTSOURCING

INTRODUCTION – THEORY – METHODS – **FINDINGS** – DISCUSSION – CONCLUSIONS

HR Processes	f. Propagated facilities utilised n. Effectiveness and reliability are prime s. Client satisfaction major
HR Agents	f. Redistributed auth. resources n. Collaboration and dutifulness s. Common responsibility
HR Network	f. Formal channels are enforced n. Approachability and personal touch s. Formal channels are used

FINDINGS

INTRODUCTION – THEORY – METHODS – **FINDINGS** – DISCUSSION – CONCLUSIONS

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

INTRODUCTION – THEORY – METHODS – FINDINGS – DISCUSSION – **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