

# Third European Academic Workshop on e- HRM, Bamberg, Germany



## **HRIS IMPACTS IMPLEMENTATION IN A SME: A CONTEXTUALIST LONGITUDINAL CASE STUDY**

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# Introduction



- **E-HR : a research stream....**

French Thematic group (AGRH « HRM & ITC »)

The European Academic Workshop on Electronic Human Resource Management

- **...not enough developed in SME**

Bondarouk, T., et al. (2009). Exploring perceptions about the use of e-HRM tools in medium sized organizations.

→ a case study : implementation of a HR-IS in a private groups of different schools (3000 pupils, 95 employees).

# Research question and schedule



What is the HR-IS on HRM in this SME?

Presentation schedule :

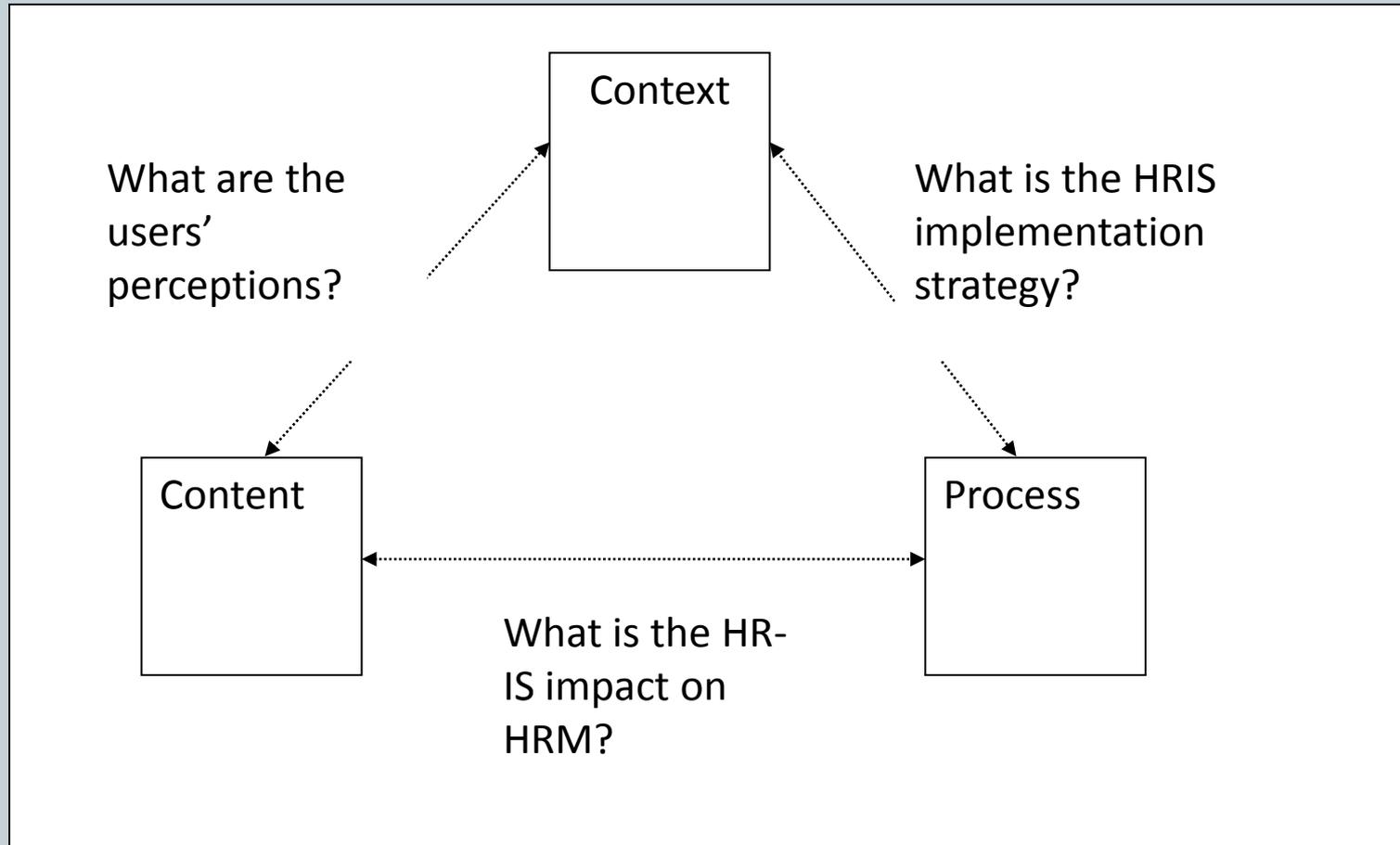
1. Literature review
2. Research model
3. Methodology
4. Case study
5. Contributions & limits

# Literature review



- **HR-IS** : time management & activity software
- **E-HR** : used by operational and functional managers (administrative HRM)
- **Impact** : triple impacts; TAM : usages influenced by technical, social organizational individual factors
- **HRM in SME**: ambition level ; formalization ; operational impact of ITC
- **Perception of efficiency** : cost reduction

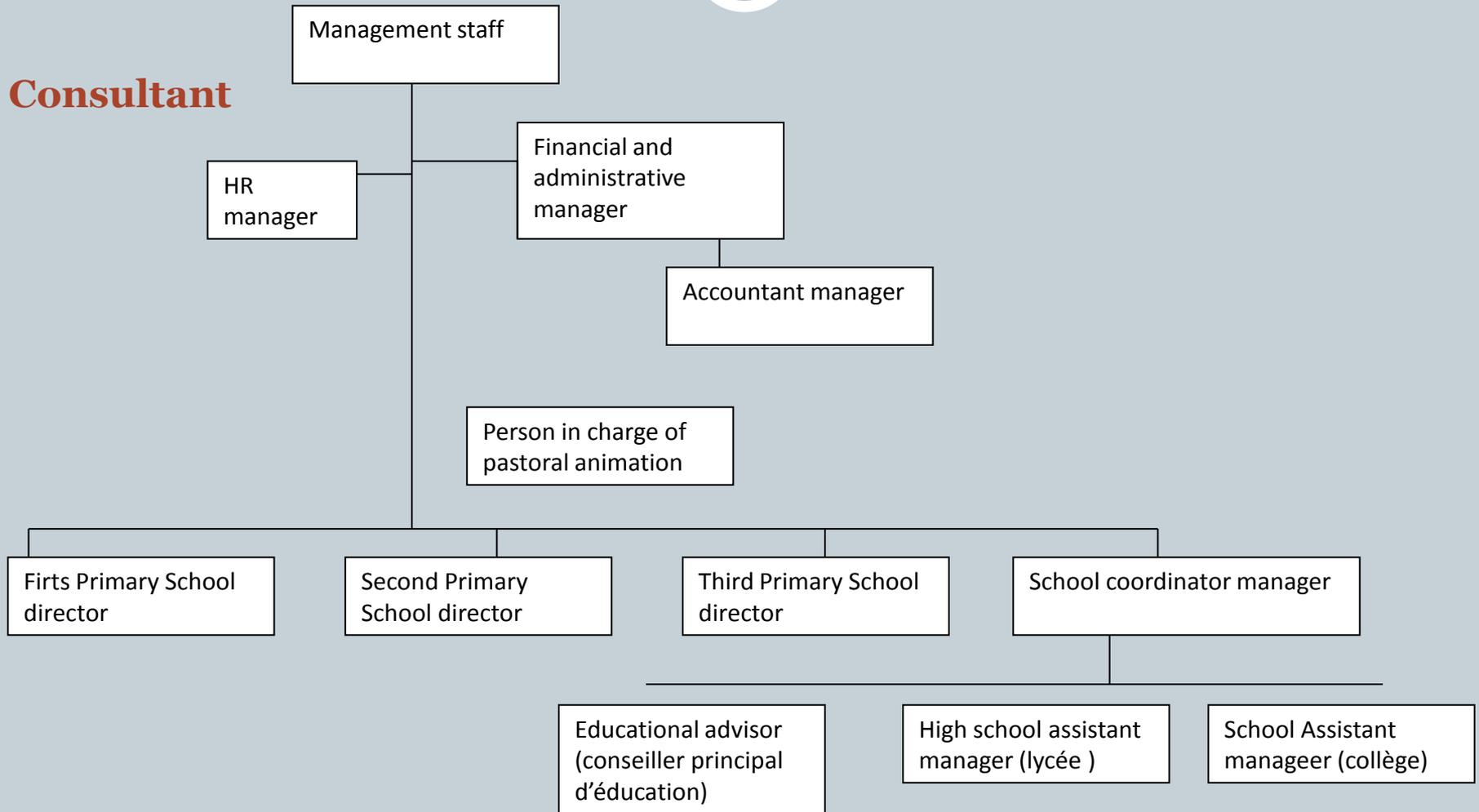
# Exploratory research model



# Methodology



## Consultant



# Case Analysis : Context



- 2002 Fusion of 4 private teaching establishments  
Property Restructuration : Heavy debt (25 years)
- 2005 company in Deficit : financial alert, too high ratio concerning the wage bill  
« the CEO of the SME become aware of HRM importance in change management »
- 2008 CEO objectives: use the HR IS to control and manage the private group of schools
- 2010 Rationalization of HRM

# Case analysis : process



- 2003 first release of the software : the tool is for the accountant manager (management report analysis, consolidation) ; It does not permit to realize projected budget.
- 2006 second release: decentralisation towards managers for the automated schedule program (network access)
- 2010 software update, training session for users , new fonctionnalités

# Case analysis : content (chronological presentation and by categories of actors)



- Administrative HRM: non controlled costs ; non conformity
- Resistance to change management : non solved organizational problems ; and then managers became aware of their responsibility
- *"after the fusion, the private school was in restructuration. It functions on a consensus logic (manager/team); the managers are not used to receive directives and do not accept imposed methods. "*
- Strategic integration of HR function (CEO) : harmonization , underline manager role ; rationalization (additional hours ; temporary work) ; anticipation (prospective studies on wage bill)
- Employees are confident in the organization (conformity) ; performance

# Case analysis : externalized & centralized implementation strategy



- CEO : « *The ordering of the software was carried out without analysis, nor definition of the needs , without invitation to tender. We carried out any detailed preliminary analysis . There was no presentation of the objectives of the product "...“ We did not take the time to introduce the tool into the activity of the users "...” the Consultant did not have the role of positioning the tool in term of optimization ”*
- consultant : « *there was no planification for the tool. Debriefing meeting should exist when there is malfunction »*

# Case analysis : a moderate impact on HRM



- The method used for the tool installation was not carried out according to classical stages of a project management.
- The strategies of actors were not taken into account
  - The strategic objectives were not presented, and were thus not integrated by the persons in charge in their operational activity,
  - No coordination (convention) around the project was founded, to generate a division of practices and a positive emulation.
- Managers have not a clear mission as strategic actors in HRM. the operational managers do not establish a causality link between automated tasks and managerial tasks, via the schedule management for example.

# Case analysis : delay in the tool appropriation



- Several technical problems disappear with the second release; delay of 2 years between the two releases.
- Different actors' perceptions: different justifications evocating civic polity, industrial polity, market polity
- Training is insufficient

# Contribution for management



- HR-IS has a operational impact on HR function
- E-HR promotes HR activities sharing with the functional managers (relational impact)
- Implementation is managed in project mode
- Appropriation is reached after the effective implementation of the tool: emergence of new conventions, then emergence of operational practices "invented" by certain users which become new functionalities shared by all.

# Limits and research perspective



- Deepen change management introduced by and for E-HR by associating contextualist and conventionalist perspectives
- Check if convention around modernity (*inspired polity*\*) is essential in "high tech" SME
- \*On Justification: Economies of Worth Boltanski & Thévenot



Thanks for your attention