

# Index

- Affective commitment, 163–164
- Airbnb, 9–12
- Artificial Intelligence (AI), 201–202
  - AI enhanced e-HRM, 22
- Big data, 201–202
- Bitcoin, 117–118
- Blockchain, 117–118
  - business applications of, 128–131
    - DLT applications, 128–129
    - in financial exchanges, 129
    - global logistics or supply chain tracking, 129
    - registration of real estate titles or land property records, 128–129
  - for HRM purposes, 118
    - creating identity registry, 130–131
    - credential verification, 129
    - diffusion of innovations (DOI) theory, 124–127, 125–128
    - employee assistance programs, 130
    - incident logging and reporting, 129–130
  - investments in, 129
  - optimistic view, 131–132
  - pessimistic view, 131
  - working of, 119–124
    - cryptographic security, 120–121
    - decentralization, 119
    - energy consumption of network, 122, 123
    - immutability, 121–122
    - inefficiencies, 122–124
    - tampering, effect of, 121
    - time required to add blocks to network, 123
    - transparency, 119–120
- BMW, 10–12
- Business Analytics (BA) Capabilities in HRM, 142
  - explorative single case study, 147–148
    - Analytical Practices and Processes BA Capability Area, 152
    - case organization, 148
    - Culture BA Capability Area, 154
    - enablers and mechanisms, 155
    - Governance BA Capability Area, 151
    - HR Analytics initiatives, 149–156
    - People BA Capability Area, 153
    - Technology BA Capability Area, 150
  - theoretical background, 142–147
    - clusters of BA Capability areas, 143
    - enablers and mechanisms of synergy, 145–146
    - strategic benefits and transactional benefits, 147
    - as sub systems within an organization, 147
    - synergistic interactions, effects of, 143–145
    - synergistic outcomes, 146–147
    - systems theory perspective, 143

- Chamber of Commerce (KvK), 3–4
- Communicative bubble, 12, 15
- Confederation of Netherlands industry and employers (VNO-NCW), 3–4
- Crypto-currencies, 117–118
- Cybersecurity, 9–10
  
- Deliveroo, 81–82
- Diffusion of innovations (DOI), 118, 124–127, 125–128
- Digital business strategy theory, 25
- Digital HRM, 101
- Digitalization, 43
  - benefits of, 99–100
  - HR professionals and, 44
  - organization’s perspective, 43
  - of work processes
    - theoretical framework and hypotheses, 163–165
- Digitalized talent management, HRM’s role in, 100
- Digital technologies, 162
- Digital transformation, 201–202
- Digital workplaces, 164–165
- Digitization of work practices, 21–22
- Digitized, 8–9, 12–13
- Distributed ledger technology (DLT), 117–118
- Dutch employers’ organization for the technology industry (FME), 3–4
- Dynamic capabilities theory (DCT), 22–26
  
- e-Compensation, 213
- E-leadership, 207–208
- Electronic human resource management (eHRM), 82–83, 101, 201–202
  - cloud-based, 101
  - competitive positioning of TM IT in, 101
  - framework for categorizing, 83–84
  - impact on “human variable” within organizations, study of methodology and research question, 206
  - role of social media, 206–213
  - relational, 83–84
  - social, 84–86
  - study of role in organizational structures
    - case study. *See* Reply S.p.A. research method, 68–69
    - research questions, 68
  - talent management information technology (TM IT) development, 102
  - appropriation and alignment approaches, 103–105, 111
  - context at PSF, 106–111
  - conversationalist role, 109, 111
  - justifier role, 109
  - limitations, 113
  - qualitative case study of, 105–107
  - role of human resource (HR) managers, 102–103
  - social constructionist view, 103–105
- Employees’ digital
  - behaviors—organizational dynamics relationship, analysis of
  - data collection, 165–166
  - digital work behaviors, defining, 167
  - discussion, 170–173
  - employees’ characteristics and attitudes, 166
  - findings and correlations, 168, 169–170
  - research design, 165–168
  - theoretical framework and hypotheses, 163–165
- Ethereum, 119
- E-Training, 212
- Evidence-based HRM, 162

- Fiverr, 81–82, 85–86, 93–94
- Fourth industrial revolution, 2, 14–15, 16–17
- Gig platforms, 82
- Gig workers, 81–82
- Gig work services, study of, 81–82
- findings
- association between type of task and eHRM offerings, 94
  - onboarding training, 93–94
  - platform providers and relational eHRM resources, 90–91
  - relational eHRM function, 91–92
  - relationship between parties, 91
  - relationship duration, 91, 92–93
  - social eHRM function, 92–94
- future research, 94–95
- limitations of study, 94
- literature review and framework development, 83–87
- research design, 88–90
- platform provider sample and characteristics, 89
- research questions, 87–88
- types of work interactions, 86–87
- use of eHRM, 83
- See also* Social eHRM
- HelloTech, 93
- Holacracy, 64
- as an organizational structure, 65
  - McHugh and Wheeler's holonic network, 65
  - in the context of alternative ways of deconstructing hierarchy, 66, 67
  - current state of research, 66–68
  - pro- and con-, 67–68
- Holonic enterprise, 63–64
- Holonic model, 64
- foundational references of, 65–66
  - Agile Manifesto, principles of, 65–66
  - distributed decision-making process, 66
- Holonic systems, 63–64
- HR Analytics, 141–142
- importance of, 142
- HR and line managers, 44–45
- study of reciprocal role of
- content analysis of perceived opportunities and risks, 54
  - control variables, 49
  - correlation analysis, 52
  - future research, 58
- HR professional perspectives of
- HR devolution, 49, 55–58
  - measures, 47–50
  - participants and procedures, 46–47, 48
  - progress in HR devolution, 55–56
  - qualitative analysis, 53–55
  - quantitative analysis, 50–52
  - regression analysis, 53
- transformational e-HRM and, 34–35
- HR devolution, 42, 44–46
- effects on HR professionals, 44–45
  - HR digital transformation and, 45–46
  - HR managers' perceptions of, 44–45
  - HR professional perspectives of, 55–58
  - impact of, 45–46
  - line managers' perception of, 44–45
  - relationship between e-HRM adoption and, 45
- HR information technology, 101
- HRM 4.0, 42
- HR professionals, 42
- role played by, 42
- HR transformation, 21–22

- Humanistic management (HuM),
  - 202–205, 213–214
  - people’s involvement in organizations, 205
  - principles related to HR, 204
  - value-based management and leadership, 205
- Human resource information systems (HRIS), 101, 162
- Industrial revolution, definition of, 14–15
- Industry 4.0, 2–3, 8, 15, 16–17, 43–44
  - as policy-driven innovation discourse, 15
  - smart industry *vs.*, 16
- Integrated value chain theory, 23–26
- Internet-based platforms, use of, 81–82
- Internet-of-Things, 201–202
- Job design, 208–210
- Leadership, 207–208
- The Netherlands organization for applied scientific research (TNO), 3–4
- Normative commitment, 163–164
- Open social eHRM, 85
- Optimization, 10–12
- Organizational behavior and performance, predictors of, 163–164
- Organizational citizenship, 163–164
- Organizational commitment, 163–164
- Organizational culture, 206–207
- Organizational embeddedness, 163–165
- Organizational identification, 163–164
- People Management multidimensional scale, 49
- Personal Learning Environment, 212–213
- Person-organization fit (P-O fit), 163–164, 204–205
- Porter’s value chain model, 23, 36
- Relational eHRM, 83–84
  - attributes for task workers, 84
- Reply S.p.A., 69
  - dynamics of holonic system, 75
  - factors enabling holonic model, 73–75
  - HRM process, 74
  - information system, 73
  - organizational culture, 74–75
  - success factor of, 76
  - organizational structure, 70–71
    - coordination and control mechanisms in network, 71–73
  - individual coaching and talent development, 72–73
  - relationship among nodes, 72
  - relationship between center and nodes, 71
  - Replyers, 72
  - sub-teams, 73
- Reshoring, 10–12
- Resource-based view (RBV), 22–23, 141–143, 222
- SAP, 99–100
- Security, 9–10
- Self-determination theory (SDT), 82–83
- Self-organization, 63–64
- Slack, 85–86
- Smart contracts, 119
- Smart HR department and HRM practices, 43–44
- Smart industry, 2–3
  - categories, 12–13
  - current developments, 12–13
  - Dutch report on, 3–4
  - expected impacts, 10–12
  - experts’ perspective, 5–12
  - industry 4.0 *vs.*, 16

- as means to communicate sense of importance, 12
- in the Netherlands, 3–4
- notions of alerting industry and competitiveness, 12
- opportunities, 8–9
- as a platform for expressing technology-based developmental streams, 12–13
- preconditions, 9–10
- representation of, 13–14
- as a response to industry 4.0, 8
- value of, 16
- Smart industry, defining
  - findings, 5–12
    - developed codes and categories pertaining, 11
    - wording/phrasing and supporting quotes, 6–7
  - implications for practice and academia, 17–18
  - methodology
    - data analysis, 5
    - participants and procedure, 4–5
  - results and limitations, 16–17
- Smart working (SW), 177–178, 179
  - research papers, analysis of, 180–190
    - conclusions and future perspectives, 196–197
    - definitions of SW, 192–195
    - distribution of publications, 190, 191
    - final list of selected papers, 188–189
    - frequency of contributions, 182, 184
    - general indications, 190–191
    - limitations of research, 196
    - most active countries in SW literature, 183, 185–186
    - principal and recurring themes related to SW, 195–196
    - results, 190–196
    - typology of papers, 181, 184, 191
- Social eHRM, 84–86
  - dimensions
    - openness, 85
    - stratification, 85
  - framework for, 85
  - internal, 85–86
  - open, 85
  - specialized, 85
  - use of social media, 85–86
- Social media platforms, 201–202
  - HR practices and, 215, 224–225
    - learning and training, 212
    - performance appraisal and compensation, 213
    - recruitment and selection, 210, 211
  - humanistic management and, 207–208, 214
  - job design and, 208–210
  - for recruitment purposes in SMEs
    - case selection, 227–228
    - data collection and data analysis procedures, 228–229
    - findings and discussion, 230–234
  - HR in SMEs context, 225–226
  - implications and limitations of study, 234–235
  - research method, 226–227
  - social media capabilities evaluation, 232–234
  - theoretical and empirical background, 223–226
  - use of social media, 231–232
  - role in spreading organizational culture, 207
- Society for Human Resources Management (SHRM), 118
- Specialized social eHRM, 85
- Standardization, 9–10
- Strategic e-HRM activities, 33–34
- Strategic management, 222

- Talent identification, 102
  - role of HR managers, 110–111
- Talent management information
  - technology (TM IT), 99–100, 101–102
  - at PSF, role of HR managers, 107–111
- Technological innovations, 99–100
- Technology acceptance model (TAM), 22–23
- Technology Readiness Index, 47, 48
- Transformational e-HRM, 22–23
  - competitive advantage, 25
  - contribution to sustaining business performance, study of configuration, 33–35
  - consequences, 35
  - contexts, 30–33
  - data analysis, 29
  - data collection, 29
  - developing of model linking e-HRM to performance, 35–36
  - findings, 29–36
  - HR and Line managers and, 34–35
  - improved HRM strategic orientation, 35, 36
  - interpretative phenomenological analysis (IPA), 28–29
  - “power user” e-HRM configuration, 34
  - data/information management approach of, 28
  - decentralization and delegation of strategic managerial decision-making, 23–24
  - exploratory models, 26–28
    - context/contextual factors, 27
  - human capital management approach of, 27
  - integrated HR system, 25
  - integration of organization’s value chain activities, 24–25
    - back-end enterprise-wide information system (EIS), 24–25
    - customer relationship management (CRM) system, 24–25
    - enterprise resource planning system, 24–25
    - product/service design management (PDM) system, 24–25
    - supply-chain management (SCM) system, 24–25
  - IT context/contextual factors, 27
  - as a performance management system (PMS), 27–28
  - strategic use of, 28
  - theoretical foundation for, 23–29
- Transformative e-systems, 23–24
- Transformative HRM, 22–23
- Uber, 10–12
- Uber app, 85
- Upwork, 81–82
- Value proposition, 10–12
- Virtual HRM, 101
- Virtual organizations, 64
- WorkMarket, 81–82, 85–86
- Yammer, 85–86
- YourMechanic, 93
- Zappo, 66