Contents
by Topic

Present Concepts and Emerging Trends in HRIS and E-HRM

Assessing Information Technology Capability versus Human Resource Information System Utilization / Ralf Burbach, Institute of Technology Carlow, Ireland; and Tony Dundon, National University of Ireland-Galway, Ireland ................................................................. 56

Benchmarking Human Resource Information Systems / Herwig Ostermann, University for Health Sciences, Medical Informatics, and Technology, Austria; Bettina Staudinger, University for Health Sciences, Medical Informatics, and Technology, Austria; and Roland Staudinger, University for Health Sciences, Medical Informatics, and Technology, Austria ............ 92

Business, Information Technology, and Human Resource Strategy Alignment / Bettina Staudinger, University for Health Sciences, Medical Informatics, and Technology, Austria; Herwig Ostermann, University for Health Sciences, Medical Informatics, and Technology, Austria; and Roland Staudinger, University for Health Sciences, Medical Informatics, and Technology, Austria ........ 117

Consequences and Strategic Implications of Networked Enterprise and Human Resources / Ana Isabel Jiménez-Zarco, Open University of Catalonia, Spain; María Pilar Martínez-Ruiz, University of Castilla-La Mancha, Spain; and Óscar González-Benito, University of Salamanca, Spain .................................................. 185

E-HRM Challenges and Opportunities / Alok Mishra, Atilim University, Turkey ..................................................... 286

Enterprise Alignment and the Challenge for Organization Development / Brian H. Cameron, The Pennsylvania State University, USA; and Shaun C. Knight, The Pennsylvania State University, USA ................................................................. 350

High Performance IT as Strategic Partner for HR Management / Ferdinando Pennarola, Bocconi University, Italy; and Leonardo Caporarello, Bocconi University, Italy ........................................ 420

Human Capital Management for Sustainable Competitive Advantage in the New Economy / Benjamin Oyegoke Akinyemi, Commonwealth Open University, UK .................................................. 441

Redefining the Concept of HRIS / Evandro Bocatto, Universitat Rovira i Virgili, Spain; and Eloisa Pérez-de-Toledo, Universitat Rovira i Virgili, Spain ................................................................. 733
Setting New Directions to HRM Functions

Approaches and Concepts to Restructuring Human Resources Management Functions / Peter M. Wald, University of Applied Sciences Dresden, Germany; and Rainhart Lang, Chemnitz University of Technology, Germany .................................................................................. 48

Benefits of Using Technology in Human Resource Management, The / Emma Parry, Cranfield School of Management, UK ......................................................................................... 110

Corporate Social Capital View on E-HRM Implementation, A / Zuzana Sasovova, Vrije Universiteit Amsterdam, The Netherlands; and Roger Th. A. J. Leenders, University of Groningen, The Netherlands .......................................................... 210

E-HRM as a Reality in Virtual World / Gonca Telli Yamamoto, Okan University, Turkey; and Ahmet Özbek, Iremis Consultancy, Turkey ................................................................................................ 278

E-Resourcing as an Effective Function of E-HRM Performance Linkage Models / Anastasia A. Katou, University of Macedonia, Greece .......................................................................................... 363

Human Resources as Manager of the Human Imprint / Charmine E. J. Härtel, Monash University, Australia .......................................................................................................................... 457

Human Resources in the Balanced Scorecard System / Juha Kettunen, Turku University of Applied Sciences, Finland .............................................................................................................. 464

Planning Fallacy and Utilization of Human Resources Information Systems, The / Siti Zubaidah Othman, The University of Western Australia, Australia ......................................................................... 699

Process Standardization and Integration for Human Resource Administration / Bettina Staudinger, University for Health Sciences, Medical Informatics, and Technology, Austria; Herwig Ostermann, University for Health Sciences, Medical Informatics, and Technology, Austria; Roland Staudinger, University for Health Sciences, Medical Informatics, and Technology, Austria............. 711

Research Classification for HR Intranets, A / Veronique Guilloux, Université Paris 12, France; Michel Kalika, Université Paris, France; and Florence Laval, IAE Poitiers, France ............................................................................. 746

Role of HRIS in Crisis Response Planning, The / Amy E. Hurley-Hanson, Chapman University, USA ........ 764

Staffing the Organization: E-Recruitment and Selection Processes

Adoption and Diffusion Perspective on HRIS Usage, An / Tobias Keim, Johann Wolfgang Goethe University, Germany; and Tim Weitzel, Otto Friedrich University Bramberg, Germany .................................................................................................................. 18
Assessing the Use of Internet in the Recruiting Process / Luiz Antonio Joia, Brazilian School of Public and Business Administration-Getulio Vargas Foundation, Brazil & Rio de Janeiro State University, Brazil; and José Antonio Alves Silva, Independent Consultant, Brazil ................................................................................................................................. 70

Efficiency of Electronic Recruiting Methods / Jonas F. Puck, University of Erlangen-Nuremberg, Germany; and Anda Paul, University of Erlangen-Nuremberg, Germany ........................................................................................................................................... 267

Employer Brand Image Review and Future Strategies / Crystal M. Harold, Indiana University-Purdue University Indianapolis, USA; and Kevin P. Nolan, Bowling Green State University, USA .................................................................................. 334

E-Recruitment in Emerging Economies / Pramila Rao, Marymount University, USA .......................................................... 357

Exploration of the Perceived Value of Information Technology Certification between Information Technology and Human Resources Professionals, An / Casey G. Cegielski, Auburn University, USA; and Dianne Hall, Auburn University, USA ........................................................................................................................................... 386

Exploring the Relation between the Use of HRIS and their Implementation in Spanish Firms / José Antonio Fernández-Sánchez, University of Alicante, Spain; Susana de Juana-Espinosa, University of Alicante, Spain; and Jorge Valdés-Conca, University of Alicante, Spain ................................................................................................................................. 399

Extending Relationship Marketing to Human Resources Management Using the CaRM Approach to Personnel Recruitment / Tobias Keim, Johann Wolfgang Goethe University, Germany; and Kerstin Fritsch, Johann Wolfgang Goethe University, Germany ................................................................................................................................. 406

Human Resources Information Systems Role in Sarbanes-Oxley (SOX) Compliance / Kathryn J. Ready, Winona State University, USA; Milorad Novicevic, University of Mississippi, USA; and Monica Evans, University of Mississippi, USA ........................................................................................................................................... 471

Human Resources Outsourcing Strategies / Véronique Guilloux, Université Paris 12, France; and Michel Kalika, Université Paris, France ........................................................................................................................................... 477

Human Resources Strategies for Fair and Legal Employee Selection / Gregory G. Manley, University of Texas at San Antonio, USA ........................................................................................................................................... 482

Improving Employee Selection with Online Testing / Jeffrey M. Pollack, Virginia Commonwealth University, USA ........................................................................................................................................... 504

Building Human Capital: Training and Development

Addressing Global Labor Needs Using E-Training / L. W. Murray, University of San Francisco, USA; and Alev M. Efendioglu, University of San Francisco, USA ........................................................................................................................................... 12
<table>
<thead>
<tr>
<th>Title</th>
<th>Authors</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Andragogy and Pedagogy in Learning Theories</td>
<td>Victor C. X. Wang, California State University, Long Beach, USA</td>
<td>42</td>
</tr>
<tr>
<td>Challenges of Simulation in Management Development</td>
<td>Peter Stokes, University of Central Lancashire, UK</td>
<td>124</td>
</tr>
<tr>
<td>Collaboration Intricacies of Web 2.0 for Training Human Resource Managers</td>
<td>Jacqueline A. Gilbert, Middle Tennessee State University, USA</td>
<td>131</td>
</tr>
<tr>
<td>Concepts, Technology, and Applications in E-Mentoring</td>
<td>Ricardo Colomo-Palacios, Universidad de Carlos III, Madrid, Spain; Juan Miguel Gómez-Berbers, Universidad de Carlos III, Madrid, Spain; Angel García-Cresco, Universidad de Carlos III, Madrid, Spain; and Cristina Casado-Lumbreras, Universidad Complutense, Madrid, Spain</td>
<td>166</td>
</tr>
<tr>
<td>Curricula Frameworks for an E-Learning Catalog</td>
<td>Bettie C. Hall, HI Consulting, USA; and Nancy A. Inskeep, HI Consulting, USA</td>
<td>216</td>
</tr>
<tr>
<td>Developing an Innovative Curriculum to Prepare Networking Professionals for the Global Marketplace</td>
<td>Michael Jeffries, The University of Tampa, USA; and Raymond Papp, The University of Tampa, USA</td>
<td>230</td>
</tr>
<tr>
<td>E-Training in Ethical Behavior</td>
<td>Donna Galla, Nova Southeastern University, USA</td>
<td>373</td>
</tr>
<tr>
<td>Expediting Personalized Just-in-Time Training with E-Learning Management Systems</td>
<td>Thomas L. Case, Georgia Southern University, USA; Geoffrey N. Dick, Australian School of Business, Australia; and Craig Van Slyke, Saint Louis University, USA</td>
<td>378</td>
</tr>
<tr>
<td>Kaleidoscope Careers and Evolving HRM Issues</td>
<td>Sherry E. Sullivan, Bowling Green State University, USA; Lisa A. Mainiero, Fairfield University, USA; and Siri Terjesen, Queensland University of Technology, Australia</td>
<td>584</td>
</tr>
<tr>
<td>Making E-Training Cost Effective through Quality Assurance</td>
<td>Lichia Yiu, Centre for Socio-Eco-Nomic Development (CSEND), Switzerland; and Raymond Saner, Centre for Socio-Eco-Nomic Development (CSEND), Switzerland</td>
<td>623</td>
</tr>
<tr>
<td>Podcasting as Mobile Learning</td>
<td>Kathleen P. King, Fordham University, USA</td>
<td>705</td>
</tr>
<tr>
<td>Standards for Skill Training and Development</td>
<td>Lichia Yiu, Centre for Socio-Eco-Nomic Development (CSEND), Switzerland; and Raymond Saner, Centre for Socio-Eco-Nomic Development (CSEND), Switzerland</td>
<td>810</td>
</tr>
<tr>
<td>Transformative Learning</td>
<td>Kathleen P. King, Fordham University, USA</td>
<td>871</td>
</tr>
<tr>
<td>Utility Analysis of HRM Effectiveness</td>
<td>José M. Carretero-Gómez, University of the Balearic Islands, Spain</td>
<td>898</td>
</tr>
</tbody>
</table>
Competence Development and Compensation

B2E Relationships, Intranets, and Competency Management / Jorge Valdés-Conca, University of Alicante, Spain; Lourdes Canós-Darós, Polytechnic University of Valencia, Spain; and Susana de Juana-Espinosa, University of Alicante, Spain ................................................................. 77

Basics to Develop Web Services for Human Resources / Roman Povalej, University of Karlsruhe (TH), Germany; and Peter Weiß, University of Karlsruhe (TH), Germany ............................................................................................................ 84

Competency Management Information Systems / Alfonso Urquiza, Universidad Francisco de Vitoria, Spain ............................................................................ 149

Contingency Perspective on the Implementation of E-Performance Management, A / Tanya Bondarouk, University of Twente, The Netherlands; and Jan Kees Looise, University of Twente, The Netherlands........................................................................................................ 197

E-HRM in Competence Recognition and Management / Marko Kesti, University of Lapland, Finland; Antti Syväjärvi, University of Lapland, Finland; and Jari Stenvall, University of Lapland, Finland ........ 293

Electronic Employee Performance Management (EPM) Systems / Thomas L. Case, Georgia Southern University, USA; and Robert Hoell, Georgia Southern University, USA .................................................................................... 307

Electronic Monitoring in the Workplace / Daria Panina, Mays Business School, USA ........................................... 314

Employee Incentives and Retention for an E-World / Bettie C. Hall, HI Consulting, USA; and Nancy A. Inskeep, HI Consulting, USA .................................................................................................... 321

An Employer-Employee Relationship Perspective on Rewards, Challenges, and Systems / Herwig Ostermann, University for Health Sciences, Medical Informatics, and Technology, Austria; Bettina Staudinger, University for Health Sciences, Medical Informatics, and Technology, Austria; Magdalena Thoeni, University for Health Sciences, Medical Informatics, and Technology, Austria; and Roland Staudinger University for Health Sciences, Medical Informatics, and Technology, Austria ...... 340

Integrating Architecture for Competence Management, An / Giuseppe Berio, Università di Torino, Italy; Mounira Harzallah, Laboratoire d’informatique de Nantes Atlantique, France; and Giovanni Maria Sacco, Università di Torino, Italy ............................................................................. 538

Tools and Techniques for Designing Effective Compensation Systems / Adeniji Anthonia Adenike, Covenant University, Ota, Nigeria ................................................................................. 842

Managing Individuals and Groups in the Organization

Achieving High Performance Outcomes through Trust in Virtual Teams / Bonnie S. O’Neill, Marquette University, USA; and Todd Nilson, Talent Acquisition Partners, USA ..........
Conception, Categorization, and Impact of HR-Relevant Virtual Communities / Anke Diederichsen, Saarland University, Germany

Concepts and Challenges of E-Leadership / Krista J. Crawford-Mathis, Capella University, USA

Conflict Resolution in E-HRM Environments / Joseph Abiodun Bello, Covenant University, Ota, Nigeria; and Adeniji Anthonia Adenike, Covenant University, Ota, Nigeria

E-Communication in the Information Society and the Impact of New Technologies on Employee Communication / Paul Capriotti, Universitat Rovira i Virgili, Spain

Effective Leadership in Virtual-Like Organizational Arrangements / Kenneth D. Mackenzie, University of Kansas, USA; and Larry E. Pate, Loyola Marymount University, USA

E-HRM Perspective on Motivation, An / Chen H. Chung, University of Kentucky, USA

Information Technologies as a Vital Channel for an Internal E-Communication Strategy / José A. Lastres Segret, University of La Laguna, Spain; and José M. Niñez-Gorrín, University of La Laguna, Tenerife, Spain

Intercultural Competences as a Trust Factor in Virtual Team Work / Maria Assumpta Aneas, Universitat de Barcelona, Spain

Managing the New Psychological Contract / Benjamin Oyegoke Akinyemi, Commonwealth Open University, British Virgin Island, UK

Occupational Culture and Socialization in IS / Indira R. Guzman, TUI University, USA

Online Dispute Resolution / Noam Ebner, Tachlit Mediation and Negotiation Training, Israel

Orchestrating the Multi-Channel Character of Formal and Informal Communication in “Virtual Teams” / J. Kratzer, University of Groningen, The Netherlands; Roger Th. A. J. Leenders, University of Groningen, The Netherlands; and J.M.L. van Engelen, University of Groningen, The Netherlands

Organizational Factors for Implementing E-Democracy in Organizations / Francisco Javier Forcadell, Universidad Rey Juan Carlos, Spain

Organizational Implications of Managing the HRIS Employee Experience / Dino Ruta, Bocconi University, Italy

Organizational Justice in Virtual Team Settings / María del Carmen Triana, Texas A&M University, USA

Processes, Prospects, and Promises of Electronic Leadership / Michael J. Provitera, Barry University, USA

Right Work Ethic for Human Resource Managers, The / Victor C. X. Wang, California State University, Long Beach, USA
Social Cognitive Trust Model / Joseph Abiodun Bello, Covenant University, Ota, Nigeria

Theory and Application of Leadership / Krista J. Crawford-Mathis, Capella University, USA

Traditional Leadership in Light of E-HRMS / Victor C. X. Wang, California State University, Long Beach, USA

Transforming Compensation Management Practices through Web-Based Enterprise Technologies / Xiaoya Liang, Fudan University, China

Trust Multidimensionality / Alfonso Miguel Márquez-García, University of Jaén, Spain

Managing People and Technology in New Work Environments

Assessing the Impact of Mobile Technologies on Work-Life Balance / Sharon Cox, Birmingham City University, UK

Benefits of Home-Based Working’s Flexibility, The / Diana Benito Osorio, Universidad Rey Juan Carlos, Spain

Collaborative Technologies, Applications, and Uses / Ewan Oiry, Université de la Méditerranée, France

Data Warehouse and Business Intelligence Systems in the Context of E-HRM / Martin Burgard, Saarland University, Germany; and Franca Piazza, Saarland University, Germany

Developments, Controversies, and Applications of Ergonomics / Kathleen P. King, Fordham University, USA; and James J. King, University of Georgia, USA

Exploring the Link between Flexible Work and Organizational Performance / Eva Rimbau-Gilabert, Open University of Catalonia (UOC), Spain

Group Support Systems as Tools for HR Decision Making / James Yao, Montclair State University, USA; and John Wang, Montclair State University, USA

HR Portals as Tools for Relational Resources Management / Dino Ruta, Bocconi University, Italy

Human Resource Implications of Computers, The / Rosemarie Reynolds, Embry-Riddle University, USA; Shirley Fedorovich, Embry-Riddle University, USA; and Michael Williams, Embry-Riddle University, USA

Human-Computer Interaction: A Human Resources Perspective / Benet Campderrich, Universitat Rovira i Virgili, Spain

Importance of Task Type in Virtual Teams, The / Andre L. Araujo, The College of William & Mary, USA
Improving Virtual Teams through Swift Structure / 
Daphna Shwarts-Asher, Tel Aviv University, Israel; Niv Ahituv, Tel Aviv University, Israel;
and Dalia Etzion, Tel Aviv University, Israel ................................................................................................510

Influence of Job Relevance, Output Quality, Task Technology Fit, and Privacy Concerns on Human
Resources Information Systems Usage / Eric Deakins, University of Waikato, New Zealand ......................525

Interactive, Flexible, and Adaptable Decision Support Systems /
John Wang, Montclair State University, USA; James Yao, Montclair State University, USA;
and Jeffrey Hsu, Fairleigh Dickinson University, USA ....................................................................................557

Internet Technology-Based Tools Utilization in the Workplace of Contemporary Organizations /
Janusz Wielki, Opole University of Technology, Poland ........................................................................570

Project Management Concepts for E-HRM / Bettie C. Hall, HI Consulting, USA;
and Nancy A. Inskeep, HI Consulting, USA .......................................................................................................725

Risks, Gaps, and Global Issues of Project Management / John Wang, Montclair State University, USA;
Ruiliang Yan, Virginia State University, USA; Yanli Zhang, Montclair State University, USA .....................758

Role of ICT in Support of Adaptable Work Arrangements, The /
Pamela Marie Dixon, Wayne State College, USA; and Paul M. Shelton, University of Central
Oklahoma, USA ................................................................................................................................................770

Shared-Time Work and E-HRM in Small and Medium Sized Enterprises /
Marc-André Vilette, University of Savoie, France .........................................................................................784

The Sign-Meaning Chain and its Implications for the Organization /
José Sanchez-Alarcos, Quasar Aviation, Spain; and Elena Revilla, Instituto de Empresa, Spain ....................791

Supporting Work-Family Amalgamation through E-HRM /
Rebecca Nthogo Lekoko, University of Botswana, Gaborone, Botswana ..........................................................817

Technology, Functionality, and Applicability of Portals in E-HRM /
Stefan Strohmeier, Saarland University, Germany ..........................................................................................823

Using Collaborative Technology in Group Facilitation / José-Rodrigo Córdoba, University of Hull, UK ......891

Trans-Disciplinary Collaboration and Information Systems / José-Rodrigo Córdoba, University of Hull, UK ......855

Knowledge and Organizational Learning

Activity Theory View of E-HR and Open Source, An /
Veronique Guilloux, Université Paris 12, France; and Michel Kalika, Université Paris, France ................... 7

Communities of Practice / Gonçalo Costa, De Montfort University, UK ....................................................142

Conceptualization and Evolution of Learning Organizations / Baiyin Yang, Tsinghua University, China ....172
Other Trends and Issues in E-HRM

Adoption and Success of E-HRM in European Firms / Eleanna Galanaki, Athens University of Economics and Business, Greece; and Leda Panayotopoulos, Athens University of Economics and Business, Greece ................................................................. 24

Adoption of E-HRM in Large New Zealand Organizations / Gloria Lau, Victoria University of Wellington, New Zealand; and Val Hooper, Victoria University of Wellington, New Zealand ........................................................................ 31

Considering Call Center Developments in E-HRM / Wendy R. Carroll, Acadia University, Canada .......... 191

Diffusion of HRITs Across English-Speaking Countries, The / Miguel R. Olivas-Luján, Clarion University of Pennsylvania, USA & Tecnológico de Monterrey, México; and Gary W. Florkowski, Katz Graduate School of Business, USA ................................................................. 242

E-Government and E-HRM in the Public Sector / Rhoda C. Joseph, The Pennsylvania State University, Harrisburg, USA; and Souha R. Ezzedeen, York University, Canada ........................................................................ 272

Employees and Corporate Social Performance / Punit Arora, Syracuse University, USA ........................................... 327

HRIS as Drivers to Introduce Total Quality in HRM / Miguel Blanco Callejo, Rey Juan Carlos University, Spain ......................................................................................... 434

Management of the Human Resources and the Quality of the Services, The / José Antonio Lastres Segret, University of La Laguna, Spain; and Mariangélica Cadagan García, University of La Laguna, Spain ........................................................................ 632

Medical IT Systems and Their Effect on Human Resources / Robert J. Mockler, St. John's University, USA; and Dorothy G. Dologite, City University of New York, USA ........................................................................................................... 649

New Face of Sexual Harassment, The / Barbara A. Ritter, Coastal Carolina University, USA ........................................ 655

Telemedicine Barriers / María José Crisóstomo-Acevedo, Jerez Hospital, Spain; and José Aurelio Medina-Garrido, Cadiz University, Spain ......................................................................................... 830