


# PERSONNEL



Traditional and Virtual IT  
Professionals  
Employment Arrangements

# Traditional and Virtual IT Pro's

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- Introduction
- Research Objectives
- Conceptual Model Development
  - Identify Potential Dimensions
  - Employment Arrangement Fit & Outcome
  - Specific Dimensions
  - Influence of IT HR Practices
  - Influence of Career Motives
- Research Methodology

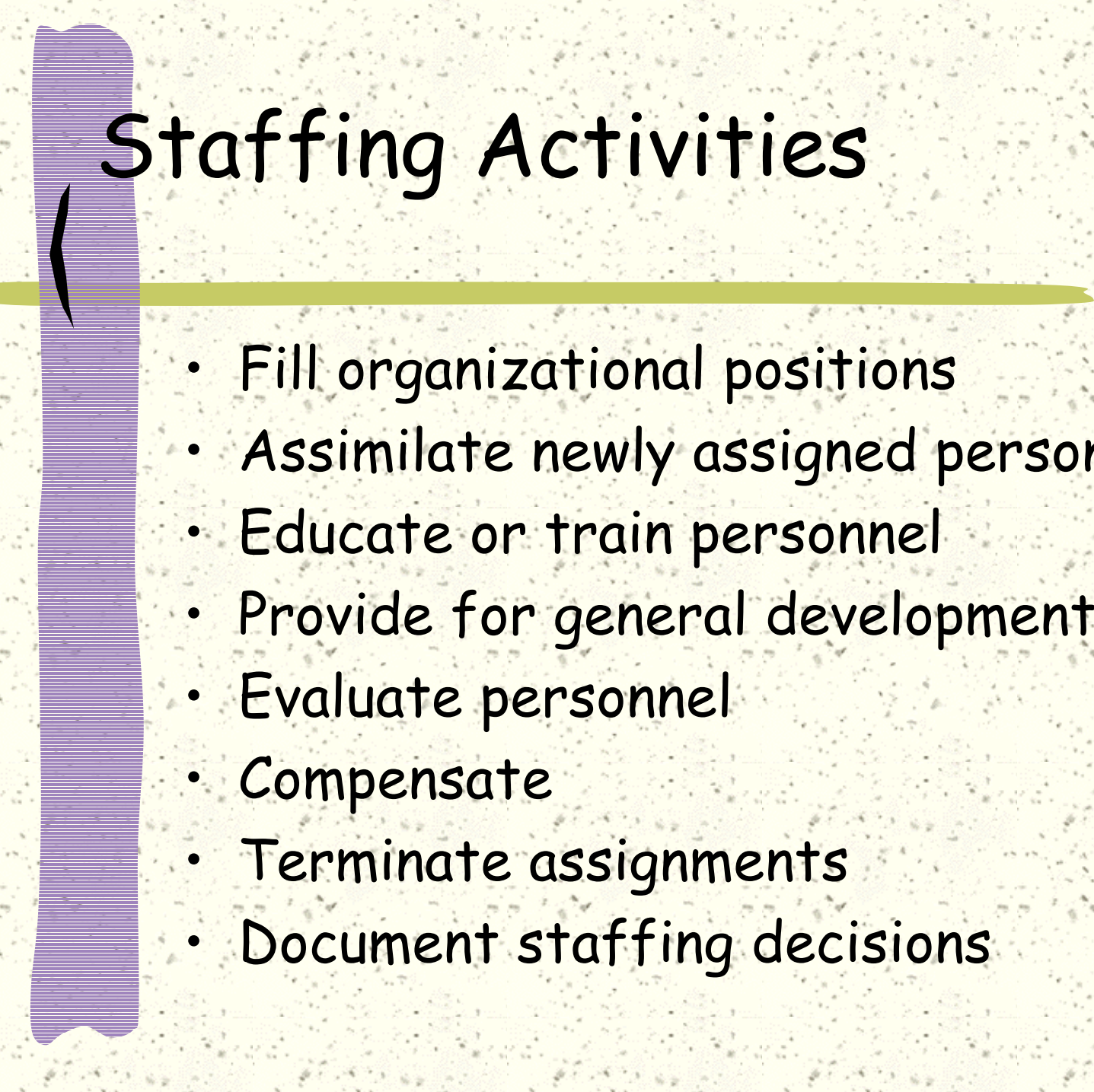
# INTRODUCTION



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- **STAFFING:** "All the management activities that involve manning and keeping manned the positions that were established by the organizational structure."

# Staffing Activities



- Fill organizational positions
- Assimilate newly assigned personnel
- Educate or train personnel
- Provide for general development
- Evaluate personnel
- Compensate
- Terminate assignments
- Document staffing decisions

# INTRODUCTION (cont...)

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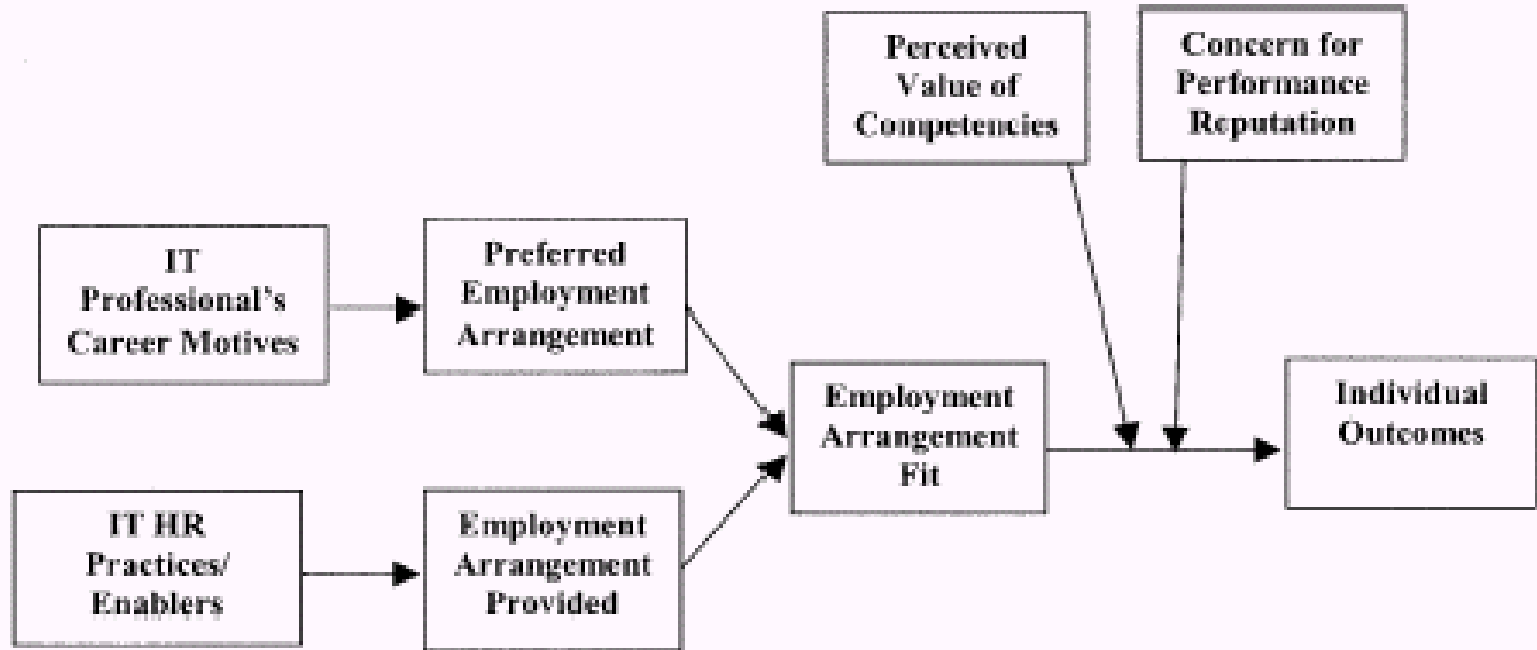
- Traditional-Permanent workers
- Contract-Virtual workers
- Virtual work. The present and future wave
- There is no research on virtual contexts

# RESEARCH OBJECTIVES

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- Identify important dimensions of employment arrangements
- Identify HR practices that determine IT perceptions of current employment arrangements
- Identify characteristics that determine preferred employment arrangements
- Identify consequences of fit, or lack of fit, between preferred and perceived employment arrangements

# CONCEPTUAL MODEL



# Potential Dimensions



- Employment arrangements:  
Embodiments of psychological contracts
- Relational or Transactional
- Length: Long term, short term
- Depth: Organizational Insider or Outsider



# Arrangement Fit and Outcome

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- Fit is the match between an employee's preferred employment arrangement and the one provided by the employer.
- The consequence of Fit or Individual Outcome includes the individual's intention to stay and level of contribution

# Specific Dimensions



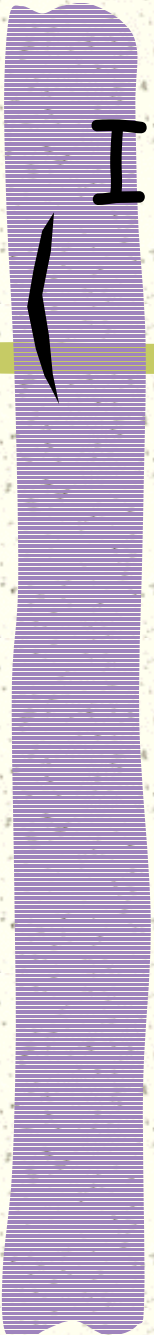
- Discretion
- Career Development Opportunities
- Compensation Level
- Risk

# Influence of IT HR Practices

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- Performance Measurement
- Compensation and Benefits Systems
- Work Arrangements
- Employability Training and Development
- Longer Term Career Development
- Opportunities for Advancement

# Influence of IT HR Practices



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- Opportunities for Recognition
- Quality of Leadership
- Sense of Community
- Life-Style Accommodations
- Organizational Stability and Employment Security

# Influence of IT Professional Career Motives

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- Career Stage
  - Apprentice
  - Colleague
  - Mentor
  - Sponsor
- Life/Family Stage
- Career anchor

# Research Methodology



- Design a survey to empirically test the model
- Pilot test and refine the survey
- Target organizations with both traditional and virtual employees
- Include other categories of traditional and virtual workers

# References

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- Antecedents and Consequences of Traditional and Virtual IT Professionals' Satisfaction with Employment Arrangements. Enns, Harvey G. et al. ACM RCPR '02 Proceedings.
- Software Engineering Project Management (Second Edition) edited by Richard Thayer, Wiley, 2002