

INTRODUCTION

- Recruitment
- Virtual Work- Present and future wave
- There is no research on virtual contexts
- Employee retention

RESEARCH OBJECTIVES

- Identify important dimensions of employment arrangements
- Identify IT HR practices that determine IT professional's perceptions of current employment arrangements
- Identify characteristics of IT professionals 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
- They can be transactional or relational
- Relational contracts are long term in nature and reflect shared values and commitments
- Transactional contracts are very result oriented, geared to attain specific business goals, and short term in nature
- Dimension 1: Length. Long term, short term
- Dimension 2: Depth. Organizational insider or outsider
- Differences include certainty of place, time and quantity of work.
- Differences in job attitudes and behaviors will occur among part time workers based on the differences in their employment arrangements and their characteristics.

Employment Arrangement Fit and Outcomes

- Person-Organization fit happens when a firm satisfies individuals' desires, needs or preferences.
- Fit is the match between an employee's preferred employment arrangement and the employment arrangement provided by the employer.
- The consequence of fit or Individual Outcome includes the individual's intention to stay and level of contribution.
- Intention to stay: may be determined by contract, others: rate of attendance, degree of search for an alternate employment, or organization and quitting
- Level of contribution: degree of effort exerted, willingness to change, performance
- Fit could have positive or negative impact on Outcome
- Higher degree of fit has a positive effect on individual outcome

Specific Dimensions

- Need to be symmetrical, provided and needed
- Defined by looking the antecedents in other models that considered individual outcome.
- Discretion, career development opportunities, compensation level, and risk

- Discretion: Freedom to choose nature and quantity of work, place flexibility and time flexibility
- Career development opportunities: Promotions and skill development
- Compensation level: Amount of pay and benefits
- Risk: Degree to which the individual does not have a steady source of work and income and has to find work.

Influence of IT HR Practices on the employment arrangement provided

- An organization's IT HR practices may extend or modify the larger organization's HR practices
- The IT professionals placed through third parties or independent contractors will have multiple providers or IT practices
- Organizational changes (merges, change in departments, etc) may cause the employee to reassess the arrangement
- Practices used to retain IT Professionals
 - Performance Measurement
 - Compensation and Benefits Systems
 - Work Arrangements
 - Employability Training & Development
 - Longer Term Career Development
 - Opportunities for Advancement
 - Opportunities for Recognition
 - Quality of Leadership
 - Sense of Community
 - Life-Style Accommodations
 - Organizational Stability and Employment Security
- These practices are implemented different for traditional and virtual workers arrangements and impact one or more of the dimensions defined
- "An Organization's IT HR practices influence the individual's perception of the employment arrangement provided to that individual"

Influence of IT Professional Career Motives on the Preferred Employment Arrangement

- Characteristics that define preferred employment arrangement: Career stage, life/family stage and career anchors
- Career stage: Defined as a function of the role or relationship of the individual to others
 - Apprentice
 - Colleague
 - Mentor
 - Sponsor
- Life/Family Stage: Depending on this, balance is sought between work and other obligations. When life stage leads to settling down, a long term arrangement is more suitable
- Career anchor: A person's self-perceived talent and abilities, basic values, motives and needs are related to his/her career.
 - Security/stability: prefer longer term, embedded, more secure arrangements
 - Autonomy/independence: value arrangements with greater discretion.

RESEARCH METODOLOGY

- Design a survey to empirically test a research model derived from the conceptual model.
- Pilot test and refine the survey. Use academics, traditional and virtual IT professionals and IT HR managers.
- Target Organizations that employ both traditional and virtual employees to control for contextual differences.
- Other categories of traditional and virtual workers. For instance, independent contractors, on-call workers, third party contractors, full time and part time workers.